

# Overview and Scrutiny Committee



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04 July 2017

A meeting of the **Overview and Scrutiny Committee** of North Norfolk District Council will be held in the in the **Council Chamber** at the Council Offices, Holt Road, Cromer on **Wednesday 12 July 2017 at 9.30am.**

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

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

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so must 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.

Please note that Committee members will be given priority to speak during the debate of agenda items

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

To: Mrs S Butikofer, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mr P Moore, Mr N Pearce, Mr E Seward, Mr R Reynolds, Mr R Shepherd, Mr N Smith and Mr G Williams.

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.

**Corporate Directors:** Nick Baker & Steve Blatch  
**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005  
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## A G E N D A

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. SUBSTITUTES

### 3. PUBLIC QUESTIONS

To receive questions from the public, if any

### 4. MINUTES

(page 6)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on the 14<sup>th</sup> June 2017.

### 5. 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.

### 6. 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.

### 7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

### 8. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

To consider any requests made by non-executive Members of the Council, and notified to the Monitoring Officer with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

### 9. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS

To consider any responses of the Council or the Cabinet to the Committee's reports or recommendations

### 10. ANNUAL REPORT 2016/17

(page 13)

Annual Report – electronic only  
(9.40 – 10.00am)

Summary: This report outlines the key elements of the Annual Report 2016/17 to be published for discussion and eventual approval and presents the key contents of the report. The Annual Report will present the delivery of the Annual Action Plan 2016/17 and show achievement against targets.

Options considered: Publish a text only version of the Annual Report.  
Publish a version of the report suitable for a public audience.

Conclusions: The Annual Report 2016/17 concludes that North Norfolk District Council delivered the Annual Action Plan and delivered good and in some cases improving performance against performance indicator targets.

Recommendations: **1) That Cabinet note the contents of this report.**

**Cabinet Decision**

**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.**

Reasons for Recommendations: To comply with the provisions of the Council Performance Management Framework and local government best practice.

Cabinet member(s): Cllr T FitzPatrick  
Ward member(s): All  
Contact Officer: Helen Thomas  
telephone: 01263 516214  
and e-mail: [helen.thomas@north-norfolk.gov.uk](mailto:helen.thomas@north-norfolk.gov.uk)

#### 11. NORTH NORFOLK INFORMATION & ADVICE SERVICE

(page 17)

(Appendix A – p.24)

(10.00 – 10.25 am)

Summary: In January 2016, North Norfolk District Council (NNDC) and Norfolk County Council entered into a three year arrangement for the joint funding of a generic Information and Advice service in North Norfolk. Following a tender process, the contract was awarded to Mid Norfolk Citizens Advice who jointly delivers the service via a formal agreement with Norfolk Citizens Advice.

This report provides an update on North Norfolk Information and Advice Service since it commenced in January 2016.

Conclusions: The Information and Advice Service contract with Mid Norfolk Citizens Advice for the provision of a generalist Information and Advice Service is meeting agreed outcomes.

Early issues in respect of communication, provision and location of some contracted services have been satisfactorily resolved.

Recommendations: That Scrutiny notes the progress of the implementation of the Information and Advice Service contract.

Reasons for Recommendations: To ensure Scrutiny are aware of the performance of the contractor.

To ensure Scrutiny are aware of the key information and advice issues in North Norfolk.

Cabinet member(s): Cllr B Palmer  
Ward member(s) All  
Contact Officer Sonia Shuter  
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and e-mail: [sonia.shuter@north-norfolk.gov.uk](mailto:sonia.shuter@north-norfolk.gov.uk)

**12. HOUSING REGISTER INFORMATION**

(page 26)  
(10.25 – 10.45 am)

To receive a report on the current make-up of the Housing waiting list registers – as requested by the Committee at the meeting of 14<sup>th</sup> June 2017.

Cabinet member(s): Cllr R Price  
Ward member(s) All  
Contact Officer Lisa Grice  
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and e-mail: [lisa.grice@north-norfolk.gov.uk](mailto:lisa.grice@north-norfolk.gov.uk)

**13. WASTE UPDATE**

(page 32)  
(10.45 – 11.00am)

To receive a six monthly update on waste issues – as requested by the Committee.

Cabinet member(s): Cllr A Claussen-Reynolds  
Ward member(s) All  
Contact Officer Scott Martin  
telephone 01263 516341  
and e-mail: [scott.martin@north-norfolk.gov.uk](mailto:scott.martin@north-norfolk.gov.uk)

**ITEMS FOR PRE-SCRUTINY**

North Norfolk Local Lottery Scheme (*please note this item is to follow*)

**CABINET CYCLICAL REPORTS & UPDATES**

The following items are six monthly updates to Cabinet. They will not be formally presented to the Committee but Members may ask questions if they wish.

**ENFORCEMENT BOARD UPDATE**

(page 37)

**DIGITAL TRANSFORMATION UPDATE & FUNDING BID FOR INFORMATION SYSTEM**

(page 50)

## WORK PROGRAMMES & UPDATES

**14. THE CABINET WORK PROGRAMME** (page 67)

To note the upcoming Cabinet Work Programme.

**15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** (page 70)

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme and to receive any further information which Members may have requested at a previous meeting.

**16. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

**17. TO CONSIDER ANY EXEMPT MATTERS ARISING FROM CONSIDERATION OF THE PUBLIC BUSINESS OF THE AGENDA**

## OVERVIEW AND SCRUTINY

**Minutes of a meeting of the Overview and Scrutiny Committee held on 14 June 2017 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.**

### Members Present:

**Committee:** Cllr P W Moore (Chairman)

Cllr J English

Cllr V Gay

Cllr S Hester

Cllr M Knowles

Cllr N Pearce

Cllr E Seward

Cllr B Smith

Cllr K Ward (for Cllr S Butikofer)

Cllr G Williams

**Officers in Attendance:** The Corporate Director (SB), the Head of Finance and Asset Management , the Head of Economic and Community Development, the Democratic Services Team Leader and the Democratic Services Officer.

**Members in Attendance:** Cllr S Arnold, Cllr A Claussen-Reynolds, Cllr A Fitch-Tillett, Cllr W Northam, Cllr B Palmer, Cllr M Prior, Cllr J Rest and Cllr R Reynolds.

### 1. APOLOGIES

Apologies were received from Mrs S Butikofer, Mr T FitzPatrick and Mr N Smith.

### 2. SUBSTITUTES

Ms K Ward, for Mrs S Butikofer.

### 3. CHAIRMAN'S ANNOUNCEMENT

Concern was expressed about the effectiveness of the new microphones and the background noise emanating from the cabinet. These concerns would be taken up with the IT team.

### 4. PUBLIC QUESTIONS

No public questions were received.

### 5. MINUTES

The minutes of the Overview and Scrutiny Committee held on 17 May 2017 were accepted as an accurate record and signed by the Chairman.

### 6. ITEMS OF URGENT BUSINESS

None

## **7. DECLARATIONS OF INTEREST**

None

## **8. PETITIONS FROM MEMBERS OF THE PUBLIC**

None

## **9. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER**

None

## **10. RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS**

None

## **11. 2016/17 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)**

The report provided a final budget monitoring position for the 2016/17 year and was introduced by the portfolio holder, Mr W Northam, who said that - because of good housekeeping - the Council was in a good outturn position with a final overall underspend on the revenue account of just over £671,000. This was after allowing transfers to Earmarked reserves for current and known commitments. The General Reserve remained within the recommended balance.

Questions and Discussion:

- a) Mr E Seward thanked officers for the report which was, he said, the second most important report received by Members after the Budget report to February Full Council. In response to his question regarding reserve movements, the Head of Finance and Asset Management explained that the figure in question was part of the recommendation and was yet to be approved. The reserve statement showed net reserves.
- b) Mr Seward asked a further question regarding the current balance of the Asset Management Reserve to which the balance of £371,399 from the Revenue Account surplus was recommended for transfer. The Head of Finance and Asset Management confirmed that the balance of the Asset Management Reserve would increase, subject to Full Council's approval of the recommendations on 21 June 2017. An updated statement would be provided in the next Budget Monitoring report.
- c) Mr Seward asked a question about the overall interest rate earned being lower than budget. The Head of Finance and Asset Management explained that, for reasons of prudence, NNDC held a mixed portfolio. The return from the Local Authorities Mutual Investment Trust (LAMIT) pooled property fund had produced an excellent income return, earning 5.87%. Some of the rates received, however, had been lower. When the forecast was made at the beginning of the year the following variables were taken into account and impacted on the estimate that went into the budget:
  - How much to invest
  - How much interest it might earn
  - Fluctuation of interest rates

- d) Mr Seward asked a further question regarding the total variance for the year (£498,287) under the Business Rate Retention Scheme. The Head of Finance and Asset Management said that the Council had received more this year because of £388,579 additional income from renewable energy schemes in the previous year and an increase in levy (£28,210) from the County Council.
- e) Mr Seward asked about expected appeals against the rateable value of purpose built Health Centres. The Head of Finance and Asset Management said that some appeals had been settled but others were still outstanding. It was not within the Council's power, being in the hands of the District Valuer.
- f) Ms V Gay asked what the actual expenditure (£10,295) on the North Norfolk Enterprise Innovation Centre had been for. The Corporate Director (SB) would check this and report to Members. Ms Gay also asked what the current budget (£39,705) would be spent on. It was explained that NWES had been commissioned to produce a feasibility study which would be reported to Cabinet in September. The study looked at 3 sites in North Walsham. This had been shared with the portfolio holder, Mr N Dixon, and would be discussed with local members over the next few weeks. The report recommended a preferred site and the costs of taking the project further. This would ultimately be a decision for Cabinet and, at this stage, there was no capital budgetary identification for delivery of the project.
- g) Ms Gay asked a question about Public Conveniences – Review, Reprovision and Redevelopment. The Corporate Director (SB) said that, as well as a programme of public convenience renewal in Cromer and Wells, there were a number of locations where public conveniences had been identified for upgrade, demolition or replacement. A condition survey was being carried out on all the District's conveniences. Opportunities would be considered as they arose, linked to the Asset Realisation programme.
- h) Compulsory Purchase of Long Term Empty Properties: the figure shown against this item was the budget for the Enforcement Board and would be replenished when properties went on the market. A combined enforcement approach was being employed, involving liaison with Planning, Council Tax and Environmental Health. Good results had been achieved with this work and progress was shared regularly with Local Members, although Compulsory Purchase was a decision for Cabinet. Members with concerns about properties in their ward should contact the Corporate Director (NB). Sometimes there were difficulties, especially if a property was in probate, but often owners were willing to work with the Council. Mrs S Arnold commended the work of the Enforcement Team in bringing so many empty properties back into use.
- i) Gypsy and Traveller Short Stay Stopping Facilities: in response to a question from Mr S Hester, the Corporate Director (SB) explained that – several years ago – there had been significant issues with unauthorised encampments in the District. In addition, the 2004 Housing Act had indicated that Gypsies and Travellers could not be moved on unless there was an authorised site to accommodate them. After public consultation facilities had been provided at Cromer and Fakenham and a significant grant had been secured from the Department of Communities and Local Government, the balance of which was the current budget. Decisions needed to be taken about the future of the sites. This would be the work of the Asset Management Board. An options paper would be brought to Members. The Chairman asked if the current facilities were well used. The Corporate Director (SB) said that Cromer was well used but Fakenham tended not to be used as much. However, the issue was how to manage unauthorised encampments if the sites were to be closed. Since they had been opened there had been no significant problems managing such encampments. This had saved much public money and had eased community tensions. Mr R Reynolds, a local Member, said that the Fakenham site was used regularly and benefitted the community. Ms V



Gay and Mrs S Arnold also spoke, from experience in their wards, about the effectiveness of the Gypsy and Traveller Short Stay Stopping Places.

- j) Temporary Accommodation for Homeless Households: the Council's main source of self-contained temporary accommodation had closed down in 2016. Since then another Bed and Breakfast had become available in the District. There were 5 small bedsits in Stalham and a 2-bedroomed bungalow in Holt had just been purchased. Negotiation was taking place with Victory Housing Trust regarding further units.

**RESOLVED** by 6 votes to 2 to approve the report and recommend the following to Full Council:

- a) **The provisional outturn position for the general fund revenue account for 2016/17;**
- b) **The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2017/18 budget;**
- c) **Transfer part of the surplus of £300,000 to the Organisational Development Reserve to support the development of the apprenticeship scheme with the balance of £371,399 being transferred to the Asset Management Reserve;**
- d) **The financing of the 2016/17 capital programme as detailed within the report and at Appendix D;**
- e) **The balance on the General Reserve of £2.332 million;**
- f) **The updated capital programme for 2017/18 to 2020/21 and the associated financing of the schemes as outlined within the report and detailed at Appendix E.**

## **12. TREASURY MANAGEMENT ANNUAL REPORT 2016/17**

The report was introduced by the portfolio holder, Mr W J Northam. It set out the Treasury Management activities actually undertaken during 2016/17 compared with the Treasury Management Strategy for the year. The report had been prepared to ensure the Council complied with the CIPFA Treasury Management and Prudential Codes. Treasury activities for the year had been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Global political events in the last year had resulted in heightened market volatility but the Council's focus, when investing, had always been on security and liquidity rather than rates of interest. Mr Northam commended the prudent work of the Technical Accountant.

It was proposed by Mr W Northam, seconded by Mr B Smith and

**RESOLVED** to recommend to Full Council:

**That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2016/17 are approved.**

### **13. DEBT RECOVERY 2016/17**

The report, which was introduced by the portfolio holder, Mr W Northam, was an annual report detailing the Council's collection performance and debt management arrangements for 2016/2017. The Council took all reasonable steps to collect monies due. The revenues and benefits team had collected 98.7% of Council Tax and 99.36% of NNDR according to year-end figures for 2016/17. The Council Tax figure was the highest percentage collected for the past 10 years and the second highest ever collected by North Norfolk District Council. The NNDR figure was the highest percentage collected for the past nine years and the second highest ever collected by North Norfolk District Council. The figures meant that the Council had beaten its collection targets of 98.5% and 99.2% respectively. The staff were commended for their excellent work.

#### **RESOLVED**

**To note the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.**

### **14. DEEP HISTORY COAST PROJECT**

The report, which had been to Cabinet on 5 June 2017 was introduced by the Head of Economic and Community Development who reminded Members of the process to date. The original project had proposed an integrated set of capital and revenue schemes, relating to the cliffed stretch of coast (between Weybourne and Cart Gap) which was rich in evidence of human habitation of our coast some 850,000 years ago and fossil relics of glacial geology. The project envisaged the coast as a 'living landscape museum' and a bid had been submitted to the Coastal Communities Fund (administered by the DCLG) for £2,010,000 to develop and implement it over the next two years. The funding application was unsuccessful, although there could be an option to make a further application at a later date. All of the partners involved in the project's development had expressed disappointment about the outcome of the funding bid and had shown their continuing support for the project. The report suggested other ways in which the project could be delivered and, although it was hoped that the Coastal Communities Fund might be available for another year, requested funding from the Council's capital reserves in order to begin a scaled-down version of the Project, after consultation with local businesses.

Questions and Discussion:

- a) Ms K Ward communicated to the Committee that Mrs S Butikofer, Member for the Runtons, supported the project. The Corporate Director (SB) said that there was potential for part of the project to be delivered at West Runton. Ms Ward confirmed that discussions with local people and the Parish Council had begun and that the project was being positively received.
- b) Ms V Gay expressed support for the project but said that it was important that the whole of the District should be aware of it. She asked about the Norfolk County Council scheme for coastal walks. The Corporate Director (SB) said that this would have been part of the wider scheme which now couldn't be financed. The proposal focussed on West Runton and Cart Gap where most fossils were visible.
- c) Ms Gay asked about the possibility of another funding round from the Coastal Communities Fund. The Corporate Director (SB) advised that this was a possibility but could be affected by the results of the General Election.
- d) Mr G Williams said that it was a good scheme and was pleased that the Council

- wanted to support it, despite the funding setback. The scheme was based on a natural asset and linked in education, tourism and the economy. All communities could benefit. The information points would be vital. They shouldn't just be virtual.
- e) Mr J Rest asked how much funding the Council had originally hoped to receive from the Coastal Communities Fund. The Head of Economic and Community Development said that the whole project had been ambitious and that the amount needed was a minimum of £2 million.
  - f) Mr S Hester expressed support for the project. He suggested having art installations at the locations, so that Arts funding could be applied for.
  - g) Mr E Seward asked if there had been any feedback from the Coastal Communities Fund about why NNDC's bid had been unsuccessful and, if not, would any be forthcoming. He asked if there had been too much competition from elsewhere in the District. The Head of Economic and Community Development said that in the process of making the bid there had been contact with the Big Lottery Fund which had been very helpful. The letter subsequently received from the government had given no opportunity for feedback. Other local projects had been much smaller than the Deep History Coast Project and would have been unlikely to cause competition.
  - h) Mr Seward asked a question about the substance of engagement with the community. The Head of Economic and Community Development informed him that Parish Councils had been appraised of the detail and location of the various elements of the Project. In addition, funding was being sought from local businesses, especially the offshore industry.
  - i) Evidence to support the original bid had showed that the initiative could bring an additional 717,000 visitors to the area, create 17 direct jobs and 552 indirect jobs. Mr Seward asked how many visitors and jobs were estimated for the scaled-down version of the project. The Head of Economic and Community Development said that marketing would create visitors and that the Business Ambassador Scheme would build up the economic benefits.
  - j) Mr Seward also asked about keeping the toilets at Cart Gap open all year round and expressed concern about the amount of debris that was washed up at the location. The Head of Economic and Community Development said that year round facilities and enhanced toilet blocks were included in the plan. Some of these would be at West Runton. Regarding debris, a committed group helped keep the beach clean at Cart Gap. The nature of that part of the coastline was that debris would be washed up. In response to a further question from Mr Seward the Corporate Director (SB) explained that the Council had to make choices about the toilets that could be kept open all year round. At the moment, because of issues with vandalism, it was not possible to keep them all open. If facilities were designed which could be safely kept open they would be considered. The Council was committed to providing this facility in the future, if possible. The problem with traditional public conveniences was that an act of vandalism could render the whole block out of use. The new trend was to have single unisex cubicles, where damage would be sustained by one cubicle only. This design would be more suitable for year round use.
  - k) Ms V Gay asked when the Overview and Scrutiny Committee had last looked at the topic of Public Conveniences and suggested it for the Overview and Scrutiny Committee Work Programme.
  - l) The Chairman asked if there was any legal protection for fossils found on the beach. The Head of Economic and Community Development explained that part of the emphasis of the Project was that if people found a fossil they were asked to share it first on social media before taking it to the Museums Service for identification.

**RESOLVED to welcome the project and to note the report.**

## 15. THE CABINET WORK PROGRAMME

The Democratic Services Team Leader informed the Committee that the Local Lottery Scheme would now come to Cabinet on 2 September 2017.

**RESOLVED to note the Cabinet Work Programme for the period 01 June – 31 July 2017.**

## 16. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

- a) The Mental Health Support report referred by Full Council was on the Work Programme for July.
- b) The July Work Programme also included a breakdown of the Housing List requested by Members. Mr E Seward asked for a report with case studies to give a picture of the current situation. He was concerned that people on the List weren't always presenting their own best case. The Democratic Services Team Leader would discuss this with the Housing Strategy and Community Development Manager and Team Leader – Customer Services.
- c) CAB update on new arrangements: the Health and Communities Team Leader had invited the CAB to attend the meeting.
- d) Ms V Gay asked that Public Conveniences should be added to the Work Programme with focus on:
  - What are the provisions throughout the District?
  - What is open all year round?
  - What is planned?
- e) A response had been received from the Housing Strategy and Community Development Manager to a query from Mr B Smith regarding empty flats at Northfield House in Mundesley: **“I have checked and Victory Housing Trust have advised that there are a number of empty properties as it is Victory Housing Trust’s intention to dispose of the block of flats when all the tenants have moved out, on this basis empty properties are not being relet”**.

### RESOLVED

1. To note the Overview and Scrutiny Committee Work Programme and Update.
2. To add Public Conveniences to the Work Programme.

The meeting ended at 10.58 am.

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Chairman

**ANNUAL REPORT 2016/17**

Summary: This report outlines the key elements of the Annual Report 2016/17 to be published for discussion and eventual approval and presents the key contents of the report. The Annual Report will present the delivery of the Annual Action Plan 2016/17 and show achievement against targets.

Options considered: Publish a text only version of the Annual Report.  
Publish a version of the report suitable for a public audience.

Conclusions: The Annual Report 2016/17 concludes that North Norfolk District Council delivered the Annual Action Plan and delivered good and in some cases improving performance against performance indicator targets.

Recommendations: **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.**

Reasons for Recommendations: To comply with the provisions of the Council Performance Management Framework and local government best practice.

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

**1. Introduction**

1.1 The draft Annual Report 2016/17 is attached electronically at Appendix A. This represents the culmination of the annual planning and reporting process which ensures that we manage the performance of the Council in a robust way. Publishing the Annual Report ensures that we comply with our

Performance Management Framework and presents information to the public so they may assess the Council's performance.

- 1.2 This Annual Report 2016/17 reports against the priorities as set out in "Corporate Plan 2015-2019" and the activities and targets set out in the Annual Action Plan 2016/17. The activities and targets set for 2016/17 were built into the Service Plans for 2016/17. This will be the first annual report on delivery of the 2015-2019 corporate plan.
- 1.3 As a key part of the Performance Management Framework the Annual Report provides the opportunity to;
  - Assess progress in achieving the objectives set out in the Corporate Plan,
  - Assess the overall impact of our actions over the past year, and
  - Assess the delivery of service plans.

## **2. Managing performance – the process for producing the annual report**

- 2.1 Heads of Service and Service Managers are continually monitoring delivery of service plans and have provided an annual overview of key developments in their service.
- 2.2 The Council's performance in delivering the annual action plan and achieving targets has been monitored on a regular basis by Management Team and Cabinet and action taken to improve performance where necessary.
- 2.3 The final draft of the Annual Report and any comments from Overview and Scrutiny Committee at their meeting in July 2017 prior to the Leader and Head of Paid Service signing the document off for publication.

## **3. Content of the Annual Report**

- 3.1 The Annual Report will consist of four elements:
  - 3.1.1 The Annual Report 2016/17
  - 3.1.2 Appendix 1 – Annual Action Plan 2016/17 report
  - 3.1.3 Appendix 2 – Performance against targets
  - 3.1.4 Appendix 3 – Workforce Profile
- 3.2 The Annual Report contains an overview for each of the 2015-2019 Corporate Plan Priorities together with a report on progress in delivering equalities objectives;
  - Jobs and the Local Economy
  - Housing and Infrastructure
  - Coast and Countryside
  - Health and Well-being
  - Delivering Service Excellence
- 3.3 It also contain a financial summary – this includes information on the Council's spend on revenue and capital for 2016/17, as will be reported to Cabinet, along with the source of funds for the year.

- 3.4 We are required by statute to publish our equalities objectives. This was done as in integrated part of the Annual Action Plan 2016/17. The Annual Report includes the progress made in delivering them. These equalities outcomes are identified throughout the Annual Report.
- 3.5 An appendix (1) containing a progress report for each activity in the Annual Action Plan 2016/17.
- 3.6 An appendix (2) showing performance against targets and/ or comparison to last year – The results for all the key performance indicators over the past year.
- 3.7 Workforce profile statistics 2016/17 appendix (3) (to be included in the final published version) – we are required by statute to publish these statistics and this is done through publishing them as an appendix to the Annual Report.

#### **4. Publishing**

- 4.1 The Annual Report is published on the Council's website.
- 4.2 We will not print hard copies except on request. Provision will be made to make versions of the report available in alternative formats on request
- 4.3 There is no longer a statutory requirement to publish an Annual Report. However, it is still considered to be best practice to do so and make the information available to the public in a timely way.

#### **5. Conclusion**

- 5.1 The Annual Report process provides an opportunity to assess the progress in delivering activities and achieving targets and provides the information necessary to conclude that North Norfolk District Council delivered the Annual Action Plan and delivered good and in some cases improving performance against performance indicator targets.

#### **6. Implications and Risks**

- 6.1 Failure to implement a robust performance management framework including an annual report that provides evidence of performance improvements, identifies areas that require corrective action, acknowledges achievements and builds on good practice could have a number of consequences. These may include:
  - Inaccurate or less effective decision-making
  - Inappropriate resource allocations
  - Reduced reputation arising from poor quality data or inaccuracy
  - Adverse comments from internal and external auditors

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

- 7.1 There are no direct financial implications associated with this report. However, there are performance measures and targets, and activities included in the annual report, that are specifically related to finance. In addition, corrective action may have financial implications that would need to be made clear at the time any action is agreed. In addition, robust

performance management reduces the risk of failure and poor decision-making.

**8. Sustainability**

- 8.1 There are considerable actions being taken as a part of the delivery of services both to promote sustainable activity and to ensure that the Council delivers services in a sustainable way. In addition, the Annual Report itself will only be distributed in electronic form to reduce the need for printing.

**9. Equality and Diversity**

- 9.1 The workforce profile statistics published as an appendix to the Annual Report is a key tool demonstrating that the Council fulfills its equalities responsibilities as an employer or identify areas where action is needed.
- 9.2 The Annual Report has integrated within it the reporting of the delivery of equalities outcomes across the Council.

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

- 10.1 There are no direct Section 17 Crime and Disorder implications from this report.



**North Norfolk Information and Advice Service**

Summary: In January 2016, North Norfolk District Council (NNDC) and Norfolk County Council entered into a three year arrangement for the joint funding of a generic Information and Advice service in North Norfolk. Following a tender process, the contract was awarded to Mid Norfolk Citizens Advice who jointly delivers the service via a formal agreement with Norfolk Citizens Advice.

This report provides an update on North Norfolk Information and Advice Service since it commenced in January 2016.

Conclusions: The Information and Advice Service contract with Mid Norfolk Citizens Advice for the provision of a generalist Information and Advice Service is meeting agreed outcomes.

Early issues in respect of communication, provision and location of some contracted services have been satisfactorily resolved.

Recommendations: That Scrutiny notes the progress of the implementation of the Information and Advice Service contract.

Reasons for Recommendations: To ensure Scrutiny are aware of the performance of the contractor.

To ensure Scrutiny are aware of the key information and advice issues in 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)*

Contract between North Norfolk NNDC and NCC Contract NNDC and Mid Norfolk Contract
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Cabinet Member(s) Cllr. Becky Palmer	Ward(s) affected All wards in North Norfolk
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Contact Officer, telephone number and email: Sonia Shuter, 01263 516173 email <a href="mailto:sonia.shuter@north-norfolk.gov.uk">sonia.shuter@north-norfolk.gov.uk</a>
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## **1. Introduction**

- 1.1 In November 2015, it was agreed by Cabinet that the Council would enter into a three year partnership agreement with Norfolk County Council to pool North Norfolk District Council and Norfolk County Council budgets for information and advice services for the three year period starting January 2016.
- 1.2 The pooled fund would be used to fund the provision of a new three year Information and Advice Service for North Norfolk at a combined annual cost of £109,000 (NNDC £66,323 NCC £42,677)
- 1.3 Following a tender process, the contract was awarded to Mid Norfolk Citizens Advice as the principle provider. Mid Norfolk subsequently entered into a formal agreement with Norfolk Citizens for the joint delivery of an Advice Service in North Norfolk, which went live in January 2016.

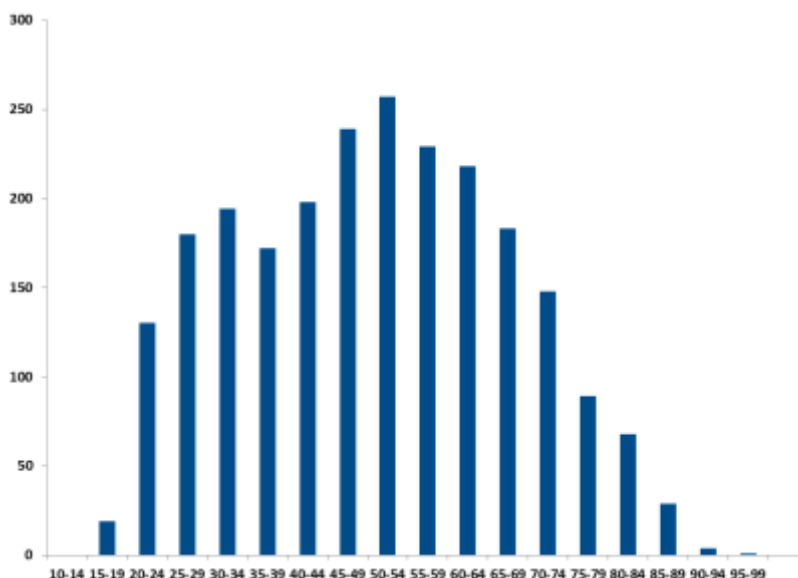
## **2. Contract Objectives and Outcomes**

- 2.1 The generalist Information and Advice Service in North Norfolk offers residents access to free and impartial advice, information and advocacy on a wide range of issues including benefits, debt, housing, finance, employment, consumer, immigration and family matters.
- 2.2 Service objectives include proactively supporting and empowering people to prevent, reduce or resolve problems through the provision of help and support in a range of formats. The contract was designed to result in an increase in the range, frequency and geographical location of services include face to face provision in Citizens Advice offices, outreach services, information kiosks, skype, telephone and web based advice and information.
- 2.3 Lengthy negotiations took place to agree the terms of the contracts between NNDC and Mid Norfolk Citizens Advice and Mid Norfolk and Norfolk Citizens Advice. This meant all the contracts were not formally signed until March 2016.
- 2.4 The delay however did not impact on the continuation and implementation of services previously offered through the contracts Citizens Advice had with Norfolk County Council and North Norfolk District Council.
- 2.2 In addition to service delivery, the contract required that NNDC and Mid Norfolk Citizens Advice, as the principle provider, establish systems to ensure regular and effective communication to improve engagement deal with issues or concerns and improve performance monitoring.

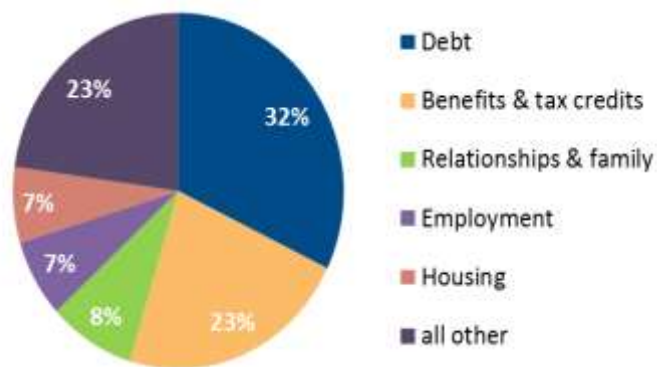
## **3. Service Delivery**

- 3.1 The contract identified that new outreach services were to be established at an additional location in Cromer and in new locations in Mundesley, Stalham and Wells. There was a delay in identifying and securing premises in these new areas which meant that services did not commence until May / June 2016. Appendix A gives details of the localities where the Information and Advice Service is provided through the contract.

- 3.2 Due to redevelopment plans on its existing site, the Citizens Advice service in North Walsham had to relocate to new premises. Access, rental costs and a town centre location limited the options available. Eventually a suitable premises was found and the Citizens Advice Service relocated to a dedicated office in St Nicholas Court in October 2016. Citizens Advice has subsequently increased the service offered in North Walsham from four days a week to five.
- 3.3 Information kiosks have been installed in Holt Library, Fakenham Medical Practice and Merchants Place Cromer. Once the new medical practice is built in Cromer it is likely the information kiosk will be relocated there.
- 3.4 The majority of people accessing Citizens Advice services are aged between 25 and 65 years. This is probably due to more people in this age group being affected by changes in the benefit system or being more likely to have work related or debt issues.



- 3.5 In addition to the services provided by this contract people can also access comprehensive information, advice and support from the national Citizens Advice web site [www.Citizensadvice.org.uk](http://www.Citizensadvice.org.uk), web chat and national Advice Line. Clients can contact some Citizen’s Advice offices in North Norfolk directly by phone. Web chat and an evening service will be trialled in some locations in North Norfolk subject to the recruitment of volunteers and appropriate health and safety and support procedures.
- 3.6 The pie chart identifies that the reason most people make contact with Citizen’s Advice whether by phone, email, or in person is due to debt and benefit issues.



3.7 The table below shows by ward the number of people in North Norfolk that contacted Citizens Advice in the first year of the contract and the number of issues raised.

In total 1,530 people contacted Citizens Advice with 4,764 issues.

Wards	Issues	Clients	Wards	Issues	Clients
Astley	93	30	North Walsham West	283	97
Briston	190	49	Poppyland	115	31
Chaucer	79	28	Priory	202	59
Corpusty	121	35	Roughton	114	23
Cromer Town	306	75	Scottow	90	23
Erpingham	32	13	Sheringham North	117	29
Gaunt	78	25	Sheringham South	118	42
Glaven Valley	102	33	St Benet	13	6
Happisburgh	118	38	Stalham and Sutton	110	52
High Heath	67	21	Suffield Park	113	45
Holt	438	111	The Raynhams	98	38
Hoveton	21	11	The Runtons	85	19
Lancaster North	168	77	Walsingham	55	33
Lancaster South	217	88	Waterside	61	22
Mundesley	158	70	Waxham	38	18
North Walsham East	421	128	Wensum	93	28
North Walsham North	332	98	Worstead	118	35

#### 4. Service issues

4.1 It took several months to find premises and establish the additional outreach services in Cromer, Mundesley Stalham and Wells. Proactive promotion has resulted in the use of the Citizens Advice services at Cromer and Stalham Foodbanks increasing, both services appear to be sustainable.

4.2 Outreach services were established in Mundesley and Wells. However, it was reported at a quarterly monitoring meeting that the use of the Mundesley service was low and no one had used the Wells service. It was agreed that further publicity and promotion of the services through a range of media, local parish newsletters and via other community services such as GP's Children's

centres should take place. The venue, times and days of the service would also be reviewed.

- 4.3 The following quarterly Citizens Advice monitoring report advised that due to a lack of clients, the services in Mundesley and Wells were no longer operating. This decision was taken by Norfolk Citizens Advice without the knowledge or agreement of either Mid Norfolk Citizens Advice as the principal provider or NNDC.
- 4.4 The contract with Mid Norfolk CA stated that Mid Norfolk Citizens Advice will give NNDC five weeks written notice of any proposed changes to the delivery of the Advice Service in North Norfolk, such as changes to the geographic location of services, opening times and type of service provision. The rationale, cause and impact of the proposed changes should be identified and written agreement from NNDC received prior to implementation.
- 4.5 As this procedure had not been followed, a Material Breach of Contract letter was sent to Mid Norfolk CA. Services in Mundesley and Wells were subsequently re-instated.
- 4.6 The use of the outreach service at Mundesley has increased and it appears to be a viable and sustainable service.
- 4.7 In Wells, despite promotion the outreach service has not been used. Norfolk CA reported that it was an ineffective use of time and resources given the demand in North Walsham to ask volunteers based there to travel to Wells and not see any clients. A formal request has been made that the Wells Outreach service ceases and this has been agreed.
- 4.8 All other services are continuing with no issues identified

## **5. Communication and performance monitoring**

- 5.1 As specified in the contract, Mid Norfolk CA is the primary provider. It was agreed that all communication regarding the delivery of services by either Mid Norfolk or Norfolk CA would be through Mid Norfolk CA. Both NNDC and Norfolk CA would communicate via Mid Norfolk to ensure as the primary provider they were fully informed of and involved in all communication.
- 5.2 This initially proved very challenging. Norfolk CA is a larger bureau and covers more of the geographic area in North Norfolk than Mid Norfolk CA. Under the previous contracts Norfolk CA would have dealt directly with NNDC and took some time to adjust to communicating via Mid Norfolk. The issue regarding services initially stopping in Mundesley and Wells without NNDC's or Mid Norfolk's knowledge highlights the difficulties encountered. Communication between NNDC and Mid Norfolk to date has been efficient and effective.
- 5.3 Poor communication with NNDC and a lack of knowledge re service changes and delivery had been identified as an issue under the old contracts. To improve this and ensure a consistent approach it was seen as crucial that effective communication channels via NNDC and Mid Norfolk were established.

- 5.4 Steady progress has been made and combined with some personnel changes at Norfolk CA, communication and cooperation between Norfolk CA and Mid Norfolk has improved greatly.
- 5.5 In addition to regular phone calls and emails, the contract requires the completion of an annual service review report and quarterly written monitoring reports. Once received these are followed a month later by a meeting or verbal conversation with Mid Norfolk CA during. This enables any issues identified in the report to be discussed. This is proving an effective and efficient way to communicate resulting in the early identification of any issues or concerns regarding the delivery of the contract.
- 5.6 Mid Norfolk and Norfolk CA also attended a recently established NNDC led group comprising primarily of officers' from Housing Options and benefits. The purpose of the group is to improve communication and service delivery between NNDC and Citizens Advice and to ensure Citizens Advice are informed of changes in benefits such as Universal Credit. It also offers Citizens Advice the opportunity to raise any particular issues that people are experiencing in accessing, communicating or engaging with NNDC with the aim of improving services.
- 5.7 Citizens Advice is also a partner organisation in the North Norfolk Early Help Hub and is able to make and receive referrals via the web based referral system.
- 5.8 NNDC has Member representation at Mid Norfolk Board meetings. Norfolk CA is going through some internal changes and it is hoped that NNDC will be invited to attend Norfolk CA Board meetings in the future.
- 5.9 Whilst the recruitment and retention of volunteers has been an issue in the past, monitoring reports confirm that currently both Mid Norfolk and Norfolk Citizens advice have adequate numbers of trained volunteers to deliver all aspects of the contract in North Norfolk.

## **6. Financial Implications and Risks**

- 6.1 The Information and Advice Contract is due to end on 31<sup>st</sup> December 2018. Norfolk County Council is currently consulting on future provision of Information and Advice services. The outcome of this may affect the future funding of the service. The situation is being monitored and the Council is engaging in the consultation process.

## **7. Equality and Diversity**

- 7.1 No issues identified. The contract specifically states the information and advice service must be accessible and offer free and impartial advice, information and advocacy.

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

- 8.1 None identified

## **9. Conclusion**

- 9.1 The jointly funded Information and Advice service being delivered by Mid Norfolk CA in partnership with Norfolk CA has increased the number, range and type of Information and Advice Services available to residents in North

Norfolk. The need for people particularly those living in a rural area such as North Norfolk to have access to advice , information and advocacy services in times of need to support and empower them to deal with challenges is evident.

- 9.2 Initially difficulties during the first year of the contract appear to have been resolved and the service is now meeting contractual requirements.
- 9.3 Recent media reports have highlighted the impact of reduced funding by some districts on the provision of Citizens Advice services and the difficulty in recruiting and retaining volunteers. Currently this has not been identified as an issue in North Norfolk.

## Appendix A

### Information and Advice Services in North Norfolk

#### Cromer

Provider – Norfolk CA  
Location - Merchants Place  
Opening times – Monday 10.00am - 2.00pm  
Service available – by appointment for Information, advice and assistance

Location – Food bank, Methodist Church  
Opening times – Thursday 1.30pm – 3.00pm  
Service available – Drop in for information, advice and assistance

#### Fakenham

Provider – Norfolk CA  
Location – Fakenham Connect  
Opening times – Monday and Thursday 10.00am - 3.00pm  
Service available – drop in and by appointment for Information, advice and assistance and advocacy

Location – Fakenham Medical Centre  
Opening times – during medical centre hours  
Service - kiosk – information via self service kiosk

#### Holt

Provider – Mid Norfolk CA  
Location Community Centre  
Opening times Tuesdays and Fridays 10.00am – 3.00pm  
Service available – drop in and by appointments for information, advice and assistance and advocacy

Kiosk in Holt library installed and operational

#### Melton Constable

Provider – Mid Norfolk CA  
Location GP Surgery  
Opening times 1<sup>st</sup> Friday each month 2.00pm – 4.30pm  
Service available – drop in for information, advice and assistance



### Mundesley

Provider – Norfolk CA  
Location Library  
Opening times 2<sup>nd</sup> & 4<sup>th</sup> Tuesdays of each month 2.00pm – 4.30pm  
Service available – drop in for information, advice and assistance

### North Walsham

Provider – Norfolk CA  
Location St Nicholas Court  
Opening times Every week day 10.00am – 3.00pm  
Service available – drop in and by appointments for information, advice and assistance and advocacy

### Sheringham

Provider – Mid Norfolk CA  
Location YESU Centre  
Opening times 2<sup>nd</sup> & 4<sup>th</sup> Thursday of each month 10.00am – 1.00pm  
Service available – drop in for information, advice and assistance

Location Food Bank Roman Catholic Church Hall  
Opening times Wednesdays 1.30pm – 3.00pm  
Service available – drop in for information, advice and assistance

### Stalham

Provider – Norfolk CA  
Location Food Bank Stalham Baptist Church  
Opening times Fridays 1.30pm – 3.00pm  
Service available – drop in for information, advice and assistance

## Report for Overview & Scrutiny

### Background information

Your Choice Your Home is the Choice Based Lettings scheme for North Norfolk. Under the scheme properties in North Norfolk are advertised as they become available; most properties will be for rent from a housing association but others will be for rent from a private landlord or being sold on a shared ownership basis.

Currently there is a severe shortage of homes within North Norfolk at the moment, and most applicants on the Housing Register will have to wait a long time for re-housing and we do encourage customers not to rely on social housing to resolve their current housing predicament and to look towards the private rented market as well.

All customers that apply to join the Housing Waiting list will be assessed in accordance with the Housing Allocation Scheme, and will be awarded access to one of the three registers that make up the housing waiting list.

The Housing waiting list three registers are as follows:

**Housing Register** – This register contains those qualifying applicants who are the most urgent housing needs. Dependent on the customers housing need, officers will make recommendations to the housing team leader that the customer is awarded either a Band 1 or Band 2, certain cases will be put forward to a virtual panel for consideration for a Priority Card.

**Transfer Register** – This register contains those qualifying applicants who are an existing tenant of a Housing Association or Registered provider and live in the North Norfolk District Council area and do not qualify for the Housing Register as they DO NOT have an urgent housing need.

**Housing Options Register** – This register contains those qualifying applicants who do not meet the qualification criteria for the Housing Register or Transfer Register.

In 2013 the housing waiting list introduced a new Allocation Scheme, all applicants were requested to re-register and complete a new application from in October 2013 this resulted in a number of customers not renewing their application. Following this all applications are now reviewed a monthly basis on the anniversary of the customer joining the waiting list.

You will find from the appendix's attached that the waiting list has increased in numbers over the past few years, which is naturally expected.

### Case Studies

#### Housing Register:

##### Case 1: Band 1 - Homeseeker

person renting room in house, property unable to be adapted to meet needs.

Disabled wheelchair user, needs disabled adaptations, i.e. level access through out property and level access shower.

Currently living in North Norfolk.

##### Case 2: Band 1 – Transfer

Couple occupy a 3-bedroom housing association property. Property unable to be adapted to meet disabled needs.

Requires ground 2-bedroom ground floor property that's level access throughout with level access shower.

Currently living in North Norfolk

**Case 3: Band 1 – Homeseeker**

Single Parent (1 adult & 2 children) – since leaving privately rented home, (owner wanted the property back for personal reasons) the family have been living with parents to enable children to continue to access local schooling.

Duty accepted under the Homeless Legislation

Currently living in North Norfolk

**Case 4: Band 1 – Transfer**

Family 1 Adult & 2 children 3-bedroom house

Current property unable to be adapted to meet disabled medical needs of family.

**Case 5 Band 2 – Homeseeker**

Family (2 adults – 5 children) occupying 3-bedroom privately rented house, over occupying by 1 bedroom

Currently living in North Norfolk

**Case 6 – Band 2 – Homeseeker**

Family (1 adult, 2 children & pregnant) occupying 2-bedroom granny annex owned by family – over occupying by 1 bedroom

**Case 7 – Band 2 - Transfer**

Family (2 adults & 2 Children) occupying 2-bedroom flat above ground floor – age of children now makes them over a bedroom short

**Case 8 – Band 2 – Homeseeker**

Single person – No fixed address (sofa surfing) no duty under the homeless legislation

## Appendix 1

### Annual waiting list information

2016/2017	2479
2015/2016	2346
2014/2015	2387
2013/2014	2184
2012/2013	4845

### Waiting list information as at 26 June 2017

2429 members on waiting list

Broken down as follows:

Priority card	2
Band 1	142
Band 2	159
Transfer	445
Housing Options	1681

### Tenure Type:

	Priority Card	Band 1	Band 2	Transfer	Housing Options
<b>Sharing</b>	0	6	23	0	302
<b>Armed Forces</b>	0	0	0	0	2
<b>NFA</b>	0	4	10	0	75
<b>nursing/care home/hospital</b>	0	4	10	0	5
<b>other</b>	0	12	0	0	145
<b>owner occupier</b>	0	6	2	0	74
<b>private rented</b>	1	41	35	0	764
<b>RSL</b>	1	69	79	0	292
<b>Home with Job</b>	0	0	0	0	22
<b>TOTAL</b>	<b>2</b>	<b>142</b>	<b>159</b>	<b>445</b>	<b>1681</b>

### Reason for Priority Card, Band 1 and Band 2

	PC	band 1	Band 2
<b>Accepted Homeless</b>		18	
<b>Hardship/Welfare</b>		105	
<b>Medical</b>		13	
<b>more than 1 bed short</b>		6	
<b>Demoted homeless</b>			3
<b>homeless not accepted</b>			15
<b>Lacking 1 bedroom short</b>			141

<b>Medical</b>	1		
<b>ASB</b>	1		
	<b>2</b>	<b>142</b>	<b>159</b>

### Ethnic Origin

	PC	Band 1	Band 2	Transfer	Housing Options	
<b>Asian or Asian British</b>	0	0	0	0	5	
<b>Black or Black British</b>	0	0	1	0	5	
<b>Gypsy or Traveller</b>	0	0	0	0	2	
<b>Chinese</b>	0	0	0	0	1	
<b>Other</b>	0	0	0	1	1	
<b>Mixed Other</b>	0	0	0	0	3	
<b>Mixed White</b>	0	0	0	2	3	
<b>Prefer not to Stay</b>	0	5	5	6	25	
<b>W.British</b>	2	134	145	432	1594	
<b>W.Hungarian</b>	0	0	1	0	2	
<b>W.Irish</b>	0	1	1	0	3	
<b>W.Latvian</b>	0	2	1	0	6	
<b>W.Lithuanian</b>	0	0	0	1	11	
<b>W.Other</b>	0	0	1	2	8	
<b>W.Polish</b>	0	0	1	1	6	
<b>W.Portuguese</b>	0	0	3	0	1	
<b>W.Romanian</b>	0	0	0	0	5	
<b>Total</b>	<b>2</b>	<b>142</b>	<b>159</b>	<b>445</b>	<b>1681</b>	<b>2429</b>

### Connection

	Connection	No Connection
<b>Housing Register - Priority Card</b>	2	0
<b>Housing Register - Band 1</b>	134	8
<b>Housing Register - Band 2</b>	143	17
<b>Transfer Register</b>	444	0
<b>Housing Options Register</b>	1325	356
<b>Total</b>	<b>2048</b>	<b>381</b>

**Reason for joining waiting list (note customer can select multiple reasons)**

Reason	Number
Need larger home	513
Need smaller home	289
need Ground floor home	359
live in supported need independence	101
needed extra bedroom for carer	74
Being evicted	257
Being harassed/fleeing/fleeing violence	162
need to move for employment	165
need to give/receive support	384
Home in poor repair	118
leaving hospital	8
Other	1147
medical condition	757
Wheelchair user	115
Total	4449



## Briefing for Overview and Scrutiny 13 July 2017 - Waste Issues

### Kier Contract

Since the last update to committee in January 2017, we have entered the seventh year of the eight year contract with Kier Environmental Services to deliver the Waste and Related Services Contract.

In the period since January 2017, there remain areas of the contract where performance has been inconsistent and occasionally poor.

### Bin Collections

Bins which are not collected on the scheduled day of collection are considered to be missed. In some cases, these are down to access issues but the majority are due to service delivery largely due to vehicle breakdowns in an ageing fleet, which consequently impact on regulated driving hours, preventing crews from completing their rounds. Whilst Kier do collect the missed bins from the previous day first, and provide support vehicles to assist, this can have a knock on impact throughout the week. Where there are outstanding collections from Friday, Kier clear these on a Saturday meaning that rounds are always caught up ready for the next week.

A large proportion of the breakdowns involve the bin lift equipment, which lifts and tips the full bin into the back of the vehicle. Kier have implemented a refit programme on the bin lifts which is designed to improve reliability and reduce the level of breakdowns.

Where Kier fail to meet the contract specification the Council issue default points. If the number of default points exceeds a threshold in a certain time period this results in a financial penalty being applied. During the 2016/17 financial year, the number of contract defaults issued, totalling 645 for the year, led to deductions from contract payments of around £35,000. The number of default points issued to Kier for 16/17 was more than double the number issued in 15/16 (287). This increase is not solely attributable to Kier performance but also demonstrates a robust approach to contract management in order to improve performance on the part of the Council.

### Cleansing

Street cleaning performance has been broadly acceptable, although there have been isolated failures to ensure adequate litter bin collections during busy weekends early in the year.

Response times to clear reported fly tips have also been below the target response time of 48 hours, however, there has been an increase in the number of fly tips reported over the last year which may have impacted performance. Reports of fly tipping have risen over recent years as can be seen in the table below, which impacts on response time, for both Kier and for EH staff and we have recently rescheduled some of the work within the EP Team to improve this.



Year	Reported Fly tips
14/15	351
15/16	437
16/17	463
17/18 (to date)	104

The figures for 17/18 include one site which has been the subject of a significant number of separate fly tips but has been recorded as a single instance on the computer system. Approximately 80% of the fly tips in the table above are on public land, and it is these that are cleared by Kier.

### Grounds Maintenance

In December 2016, the responsibility for the grounds maintenance aspects of the Kier contract transferred from the Leisure and Localities team to the Environmental Services team, bringing all aspects of the contract into one management area. The monitoring of grounds maintenance activities has highlighted a number of areas of service delivery where work has not been completed to expected timescales.

There have been some issues with the completion of summer bedding planting which has been done later than in previous years. This appears to be for a number of reasons:

The weather experienced through May and early June led to prolific vegetation growth. Kier cut grass areas on a schedule basis and grass growth at this time meant that cutting was prioritised.

The subsequent hot dry period in mid to late June, when Kier were completing much of the bedding planting, led to the requirement for the planting to be watered, to keep the planting alive, which has taken additional time to complete.

The planting of summer bedding plants has to be completed in a timely manner once it arrives to prevent it from dying, this means that Kier will prioritise this planting work over routine tasks such as the grass cutting. This has led to some grass length being longer than normal.

Officers are working closely with Kier across all areas of the contract to improve service delivery, ensure that response times are within the contractual requirements and prioritise high profile works. The Environmental Services team continues to undertake enhanced levels of contract monitoring to ensure that service delivery is adequate and that the contractual failures are addressed promptly. The management tools within the contract, namely the rectification and default procedure, are also being used to full effect.

## Garden Bins

Kier are contracted to manage the collection of payments from customers for the garden waste service. Payment requests are usually sent out in March for the following financial year, however, largely due to the departure of the Operations Manager, payment requests for the 2017-18 renewals were not delivered to customers until May with a payment deadline of 29 June.

The volume of calls and cheque payments have inundated Kier's administration team leading to difficulty for customers to get through on the phone lines, with the mailbox often being full. A number of people have renewed through the online payment option. It is unlikely that the final position on renewals will be finalised until sometime after the payment deadline. However, there is high demand for this service and officers do not anticipate any financial risk to NNDC will arise from these delays.

The peak of workload associated with Garden Bin renewals is an area which requires improvement to prevent similar problems next year. Officers are exploring options for returning the renewal process and collection of payment in house in order to utilise the council's online payment engine and to promote more cost effective payment methods such as direct debit, as well as to improve the overall customer experience.

In January, it was reported to the committee that, following successful growth in both the chargeable trade waste and garden waste services, contract step-up thresholds were close to being exceeded across both services. At that time, officers were in negotiation with Kier around these steps-ups, to identify a mutually beneficial solution to support continued growth whilst protecting the Council's revenue position. Unfortunately, Kier were unwilling to proceed with proposals made by the Council.

In April, when the garden waste service reached full capacity (19,500 bins) a hold was placed on the sale of any additional bins. The contract requires a significant additional payment if the step up trigger is met, in order to preserve the negotiating position a waiting list for new customers is being held by Kier for those who wish to join the service. These people will be contacted as soon as sales reopen. Officers have been in discussion with Kier around partial step-up payment which would enable the Council to take additional customers, above the step up threshold without the significant financial cost. Officers are hopeful will be finalised within the next few weeks.

## Trade Waste

A step-up payment has been triggered within the trade waste service and is now being paid (£90,000 per annum). However, the customer base has continued to expand following very successful growth in the service in 2016/17 and it is projected that the additional costs of the step-up payment will be largely offset by the additional income that the service will generate. Officers will continue to pursue further new business to support this position.

## **New Solar Powered Compactor Litter Bins**

In the January update, members were informed about trials that were undertaken in 2016 of two types of solar powered compactor litter bins in an attempt to address the issues caused by high volumes of fast food litter prevalent in our coastal resorts. These issues arose predominantly as a result of changes to fish and chip packaging used by a number of the takeaways, who now favour cardboard boxes rather than more traditional paper or trays for their products, which take up significantly more space in street litter bins.

Compactor litter bins can take around eight times the amount of waste of a normal litter bin which therefore means they require emptying less often. They are powered by a solar panel on the top of the unit, which uses daylight to charge the internal battery. The bins are also sealed, so cannot be accessed by vermin such as rats or birds, which will help to reduce the issues we have experienced with pests in these localities.

The trial of the 'Big Belly' bins in Wells was deemed very successful in reducing the instances of overflowing bins and provided better outcomes in terms of street cleanliness. As such, twelve of these bins were purchased and installed in Wells and Cromer in May 2017 to help manage the vast quantities of litter that are generated in certain hot-spots around fish and chip takeaways.

As part of an innovative approach, officers worked with the owners of the local businesses that were recognised as being responsible for the litter to identify options to improve the situation. As a result of this collaboration, three fish and chip businesses have made significant contributions towards the purchase of these bins, in recognition of the fact that the majority of the litter which they capture, originates from their premises and that due to changes in the packaging used in recent years, the volume of this litter has increased substantially.

In addition to this external funding, the aforementioned default penalties applied to Kier in 2016/17 were used to fund a number of the bins and as such, there has effectively been no net cost to NNDC for these new assets. The new bins should assist Kier in managing the litter in these areas somewhat more efficiently than they have previously and lead to better outcomes in terms of cleanliness. Over the coming months we will be looking to make greater use of the online system, available within the bins, to identify how full the bin is and when it was last emptied. This will not only enable Kier to deploy their resources in the most effective manner but allows greater remote contract monitoring.

### **Norfolk Waste Partnership**

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:

- 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.

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. The campaigns planned as part of the strategy are detailed in the table below.

<b>Campaign Focus</b>	<b>Timing of Delivery</b>
Anti-contamination of recycling <ul style="list-style-type: none"> <li>• Phase 1: Aimed at all Norfolk households ~412,000</li> <li>• Phase 2: Socio-demographic targeting ~20,000 suspected non-recycler households (5% of households)</li> </ul>	July to September ‘17  September ‘17
Waste prevention/reduction Waste Prevention Communities, incl. food waste	October ‘17 – March ‘18
Nappies as a contaminant	October ‘17 - December ‘17
Plastic Packaging	January ‘18 – March ‘18
Textile repair, reuse & recycling	April ‘18 – May ‘18 (2018/19)

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.

**Contract Options Beyond 2019**

In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. It was also agreed that following the results of the ghost bid process we undertook that, in order to deliver the most likely best procurement outcomes in terms of value and quality, this process would go forward in partnership with Broadland District Council, with the options for two other Councils to be included, subject to all of these authorities also agreeing to joint working. A joint Member and Senior Officer Board will be appointed to oversee the procurement process, which will likely commence in September.

**ENFORCEMENT UPDATE**

Summary: This report provides an update for Members on the work of the Enforcement Board over the past six months and also gives an assessment of progress made by the Board on the difficult enforcement cases since its inception.

At the time of writing, the Board has considered 145 cases, of which all but six have seen positive action.

In addition, the report highlights recent work to combine and improve certain enforcement functions across the Council and successes gained.

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

The Combined Enforcement Team are also making significant progress in dealing with the backlog of case.

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

Reasons for Recommendation To ensure appropriate governance of the Council's enforcement activities

<i>Cabinet Member(s)</i>	<i>Ward(s) affected</i>
<i>Cllr Judy Oliver – Enforcement Cllr Sue Arnold – Planning</i>	<i>All Wards</i>

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## **ENFORCEMENT UPDATE**

### **1. Introduction**

#### **1.1 Enforcement Board**

This is the ninth, half yearly progress update on the work of the Enforcement Board, which was set up to tackle difficult, often longstanding enforcement issues, and to provide an additional focus on complex Long Term Empty homes cases.

The cases deal often involve a range of the Council's services and the Board is tasked with bringing a focus to each case, by ensuring all of the Council's regulatory and enforcement powers are considered, in order to bring about the most effective resolution to the issue at hand. In addition, as was expected, there has been some learning across service areas regarding better use of data and intelligence and also best use of all the enforcement powers available to the Council.

In terms of empty homes there remains a number of issues arising which provide good reason to act. As well as the obvious social advantage, of utilising as much of the District's housing stock as possible, thereby maximising housing provision and reducing local blight, many long term empty properties attract New Homes Bonus to the Council when brought back into use.

Furthermore, empty properties; not only houses, but commercial premises and land; continue to cause blight to the local neighbourhood in communities across the district.

Within the district, there are also a number of companies and individuals whose business activities, especially around property ownership, but also in the areas of environmental pollution, planning and conservation, landlord and tenant relations and council tax evasion; have a very negative effect on the local economy and/or cause risk to others.

The Enforcement Board continues to enable a more effective approach to be taken in respect of these problems. As well as allowing, in some cases, a range of enforcement powers to be used in a combined manner to solve a problem, the Board has been able to focus on the most appropriate solution.

Dealing with difficult cases in this way has positively encouraged more innovative approaches to the use of the Council's legislative powers. Whilst this may give rise to additional risk, much work has been done to ensure enhanced governance, with significant support from officers in both legal and finance teams.

As a result of lessons learnt through the Enforcement Board activities, a new Planning Enforcement Policy was introduced last year, 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.

Whilst Members do not routinely sit at meetings of the Enforcement Board, because of legal sensitivities around enforcement decisions; where decisions have a wider implication and/or risk, CLT and or relevant members are involved in the decision making process. Other decisions are taken under officer delegated powers.

In addition to the six monthly update to Cabinet, Council Members and Group Leaders are kept informed of progress on cases being dealt with by the Board on a fortnightly basis.

## **2. Progress update**

### **2.1 Enforcement Board**

The Board has continued to meet regularly to ensure that good progress continues to be made across the full range of cases under consideration.

Since the last update the Board has brought about a change of owner in eight of the long-term properties and in all cases the new owners have either commenced or committed to undertaking work to return these properties into occupation. A further five properties have been added to the Board's caseload. There has been significant progress made in all cases but the properties in Oak Street Fakenham, Helena Road Walcott and Crimond in Norwich Road, Cromer stand out as prime examples of the progress that can be made through the Board's Intervention.

All but two of the properties that gained approval to begin a Compulsory Purchase (CPO) process have changed hands but the two properties in Stirling Road are awaiting a final decision by the Secretary of State for CPO having progressed to the decision stage without receiving objections.

More details of the majority of current cases are provided in Appendices 1 and 2.

### **2.2 Long Term Empty Homes (LTEs)**

At June 1, the number of LTEs in the District stood at 609, an increase of 9 on the same period last year but a reduction of 14 on the previous month. The increase coincides with removal of Council Tax discounts for property owners but to prove a link more investigation behind the numbers will be carried out. The number of LTEs has overall reduced from 628 when the Combined Enforcement Team was established on the 1st April 2016 but in recent times, this has plateaued to around 600.

### **2.3 Difficult Enforcement Cases**

As mentioned above, the Enforcement Board was also charged with dealing with a number of cases which are more complex in nature and range from properties causing long term or significant blight, as opposed to merely being empty, through to people with large and potentially deliberate debts to the Council, and often illegal business activities, that cause for example, a high risk of pollution. Three such examples are shown below:

- The Council continues to maintain pressure on the owners of the Old Shannoeks Hotel site in Sheringham to ensure the site is brought back into use. The Council has a live Planning Application in respect of re-development of the site which will support any future CPO should the current owner not progress its own re-development.
- Sutton Mill - The Council undertook enforcement work to ensure that imminent dangers presented by the Mill's structure were removed and has also maintained pressure on the owners to ensure that the Mill is restored to an appropriate standard given its national status as a Grade 2\* Listed Building. As a result, the

Society for the Protection of Ancient Buildings is currently investigating the possibility of purchasing the entire site and embarking on a wider project to allow purchase and preservation of the Mill itself.

- Tattersett – The Council is continuing with enforcement action regarding the unlawful storage of tyres at Tattersett. In an extremely complex situation of ownership but where the owner has shown no willingness to remove the tyres, a wide range of legal action is now being considered.

Many of the case examples are summarised in Appendices 1 and 2 attached, although some are not in the public domain because of associated legal issues; albeit members have been advised of these on a confidential basis.

## 2.4 Combined Enforcement Team

2.4.1 The Combined Enforcement Team (CET) is now fully resourced and continues to make significant progress on Planning Enforcement cases and property level Council Tax enforcement. There is an important reputational risk issue in this work, as historically, the Council has had a very poor reputation around planning enforcement which is now being addressed.

2.4.2 Progress since the inception of the team has been positive, as follows:

- The clear priorities identified for future action have enabled a number of cases to be quickly resolved, with continued focus on getting control of all new cases in Planning, LTE's and those nearing Completion in respect of Revenues enforcement.
- Of the backlog of 183 Planning Enforcement cases outstanding at 1<sup>st</sup> April 2016:
  - 105 cases have been closed
  - Of the remaining 78 cases, 23 have been actively progressed and 55 cases in the early stages of investigation.
- In the 13 months since the team was set up, 351 new cases were received and at any time, have a live caseload of approximately 250.
- Planning Enforcement training has been provided to the CET, Members and other staff who are involved in these cases to give a wider understanding. This training was provided by our Planning Enforcement consultant to ensure a consistency in our approach.
- The temporary post in the team, previously funded by Planning Reserve resources, has been further extended using underspends from related service areas. This additional resource enables the team to manage the incoming work more effectively and continue to deal with cases from the historical backlog. In order to maintain this level of progress being made by the team, it will be necessary to consider prolonging this temporary post arrangement or potentially making the post permanent.
- The focus of the Combined Enforcement Team on Revenues has mainly been on large scale developments, thus helping to maximise the Council Tax



collection. The Visiting Officer is also undertaking individual development inspections to ensure that properties are brought into banding in a timely manner thus ensuring that Council Tax collection is maximised.

- Additional support from a data matching agency is also being sourced to ensure we can prioritise Revenues enforcement issues without creating further administrative work for the combined team.

2.4.3 Looking forward, enhanced mobile working, enabling complainants to raise issues direct via the website, and better links across the Council's databases is still a priority and will provide further efficiencies. This will link closely to the ongoing Business Process Reviews in both Planning and Environmental Health.

In addition, as the Team becomes fully trained, then a wider range of work will be able to be undertaken in each case, with less need to hand the case up to officers with higher levels of expertise.

However, this is still some way off, and with the pressures of dealing with the historical backlog, as well as high levels of incoming new work, there will inevitably be further delays in the short to medium term.

### **3. Future Working**

3.1 The work of the Enforcement Board has given rise to closer working between those teams across the Council who are involved in enforcement work. Wider powers of delegation have been utilised for certain Notices and there is better sharing of information across some of the databases operated internally. This will further improve with the wider integration of IT systems as part of the Digital Transformation Programme.

It is likely that the Combined Enforcement Team will also have an impact, with potential for a wider working across a range of cases where an initial assessment is required, especially on a property based issue.

In addition, we are currently looking at the potential crossover of property related inspection activities around, Planning Policy and Revenues completions, to see if there is scope for a more combined approach to these.

3.2 In addition, some of the work driven by the Enforcement Board has increased the pressure on some service areas and the Combined Enforcement Team enables a more efficient use of resources and provides additional capacity in these areas.

Where necessary, the Enforcement Board Reserve or other funding will be utilised to provide additional, external expertise, to help resolve some cases, such as those being passed to our external Planning enforcement consultant for completion to formal action stage. The initial allocation of £20,000 has seen significant progress towards resolving the cases already referred. However, it is considered that further funding will be allocated from the Enforcement Board Reserve and it should be noted that much of this expenditure will be non-recoverable.

3.3 The potential for Compulsory Purchase still exists, where all reasonable legal powers have been exhausted and, as expected, cases which require this level of action have come forward, with other potential CPOs currently under consideration.

Since the last update, Cabinet has approved action to allow applications for CPO in a number of cases, with a significant capital budget approved for this purpose. As yet, none of these cases have progressed as far as the CPO application stage but all have seen significant progress, as follows:

- 55 and 56 Beeston Common, Sheringham – New owner has been in touch to discuss renovation plans and properties occupied from 20 April 2017
- Shannocks Hotel, Sheringham – Planning application being considered to support CPO application should this be necessary
- 37 Beeston Road, Sheringham – Property is now sold and has been occupied since 17 March 2017
- 2/2a Stirling Road, Sculthorpe – Awaiting final decision by Secretary of State
- 33 Oak Street, Fakenham – Now sold and renovation works started
- Crimond, Norwich Rd, Cromer – Derelict building demolished and Planning Application received for new dwelling
- Eastview, Helena Road, Walcott - Property sold at Auction and major modernisation and renovation underway
- 4 Breck Lane, West Barsham – Property sold and renovation works underway.

3.4 A high profile for the work of the Board and Combined Enforcement Team continues to be maintained with the local media. This ensures that all property owners are made aware of the Council's intention to take action wherever appropriate and that local communities are aware that issues they are raise with the Council are being addressed.

#### **4. Performance Management**

4.1 Local members have continued to be kept informed of cases being taken forward in their wards and Group Leaders are also being kept informed of all cases. This continues to be well received.

4.2 Where appropriate, Town and Parish Councils are also kept informed of progress and, where there is an obvious legal risk or implication, the relevant Portfolio Holder is also informed, as well as the local member and CLT.

4.3 With regards to the Combined Enforcement Team, the team are now fully operational and work continues to progress well.

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

5.1 The work of the Enforcement Board is partly driven by the need to maximise revenue from both Council Tax, Business Rates and for Long Term Empty Properties, the New Homes Bonus Scheme. Significant contributions have already been made by bringing properties back into use and/or back into Council Tax banding and since 2016/17 CTB1 Government Return there has been an increase of 291 properties to the tax base in the years the Board has been working, through the development of more integrated systems we now have.

However, it is recognised that our efforts should be focused more on the early interventions on many properties rather than higher levels of intervention in lower numbers and this is a focus for the Combined Enforcement Team.

- 5.2 As has been stated above, a number of the properties being dealt with are of historical importance, or give rise to local blight, and therefore an expectation from local communities for the Council to resolve the issues, with accompanying reputational risk if we do not act.
- 5.3 It is however, also important that we act sensitively in some cases, and that we adhere to our own Enforcement Policies in terms of proportionality of approach and public interest.
- 5.4 There is also a reputational risk involved, if we lose legal action. Whilst this can be mitigated by good process, evidence gathering, etc, we are seeking to be innovative in our use of legal powers and we may not always win the case at hand.

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

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

- 5.5 There is, in some cases, a risk of not being able to recover the costs to the Council involved in some enforcement work, such as officer and legal costs, and where works in default are undertaken. However, these risks are being mitigated as far as possible, through management of the work involved and ensuring that the correct legal processes are followed during any action taken.

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

In addition, it should be noted that all expenditure allocated to the Enforcement Board Reserve is approved by both the s151 Officer and the Corporate Director.

- 5.6 The Enforcement Board Reserve covers the costs of dealing with these cases and in general, most of the costs concerned are recovered. However, as we continue with formal action on a number of cases, some work is simply not recoverable and both members and key senior officers will be consulted in such circumstances.
- 5.7 There has been the need for significant additional legal input to the cases and although much of the cost is recovered, this has been underwritten by the Reserve.

## **6. Sustainability**

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

## **7. Equality and Diversity**

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

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

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

**9. Conclusions**

- 9.1 The Enforcement Board continues to make significant progress towards its objectives of dealing with difficult and long-standing enforcement cases and bringing long term empty properties back into use across all areas of the District, with both social and economic benefits to the community, and financial benefits to the Council.
- 9.2 The Combined Enforcement Team continues to make good progress on dealing with the backlog of historic planning enforcement cases and with maximising Council Tax Revenue from LTE, renovated and new properties.

## Appendix 1

### Key Activity on Long Term Empty Properties (as at June 2017)

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

Property	Issues	Action
55 and 56 Beeston Common, Sheringham	Dilapidated, overgrown garden Empty for over 10 years	Following enforcement action and threat of CPO, the properties have now both sold at Auction and discussions are ongoing regarding renovation
33 Oak Street, Fakenham	Empty since previous owner's death in 2008 Property dilapidated but capable of being renovated.	Following threat of CPO the property has now been sold and renovations ongoing
Trafalgar Court, Mundesley	Prominent former hotel converted into flats A number of flats unoccupied since 2010 Eyesore property in prime location on coast road.	Enforcement Board involvement over three years has seen significant internal and external improvements, now nearing completion and awaiting confirmation that final two flats have been completed
Leighton House, 11-13 St Mary's Road, Cromer	Significant residential property in extremely dilapidated condition detracting from neighbourhood amenity Unfit for habitation Previous pest infestations	Works underway to improve property
Laurel Cottage, Little London, Town Close Lane, Corpusty	Remaining cottage of a pair, empty since 1990s	Following threat of action, new tenancy expected shortly following protracted connection works from Anglian Water
Crimond, Norwich Rd, Cromer	Long term empty home in dilapidated condition detracting from amenity of local area and Council Tax issues	Following service of Notice, property demolished and planning application received for new dwelling on site
2 and 2a Stirling Road, Sculthorpe	Unfinished 'new build' properties, empty	Secretary of State has now authorised that the CPO can be

	since 1990s.	confirmed
37 Beeston Road, Sheringham	Empty for 10 years Neighbour complaints received regarding damp.	Following threat of CPO, property now sold – check occupancy
21 Alfred Road, Cromer	Long Term Empty property since 2005	Sold at auction. Major investment by new owner and currently temporarily let with a view to permanently letting next year
28 Church Street, Northrepps	Long Term Empty property	Property auctioned and now being renovated Enforcement Board monitoring renovation works
40 Larners Hill, Northrepps	Long Term Empty property for approximately 3 years	Property sold at auction following pressure from Enforcement Board in relation to potential CPO. Currently, being renovated by new owner
4 Sculthorpe Lodge, Breck lane, West Barsham	Property out of banding since 2007 Long history of inaction to renovate.	Following threat of CPO, property sold at auction in April 2017. Current owner is undergoing major programme of renovation
East View, Helena Road, Walcott	Property empty since 2013	Sold and major renovation works underway for complete modernisation programme whilst still retaining character of old railway carriage
25 Holt Road, Langham	Dilapidated, Long Term Empty Property	Undergoing renovation works and safety work to secure gable end by current owners responding to pressure by Enforcement Board
7-9 Bridewell Street	Long term dilapidated, listed building	Following non-compliance with Listed Building of Notice, urgent repairs undertaken in default and owners invoiced. Likelihood of wider non-urgent repairs now needing to be done but will require CPO or voluntary arrangement with owners in order to secure Council's position on costs.

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## Appendix 2

### Key Activity in Non-Residential Cases Considered (as at June 2016)

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

Property	Issue	Action
Tyre Storage Tattersett Business Park	Long term storage of c600,000 tyres, giving rise to environmental risk.	Enforcement Notice served requiring Removal works to be started by June 2017 and preparations for legal already underway in case of non-compliance  Enforcement action, prosecution, injunction and works in default are being considered
Star Yard, Fakenham	Dilapidated garage in dangerous condition detracting from neighbourhood amenity	Work is progressing well
Buildings adjacent to 4A Market Street, North Walsham	As a result of work above, numerous property defects exposed to neighbouring properties which will detract from local amenity.	Informal letter from the Council led to all property agents/owners contacting the authority and are looking to work together to undertake works but no work has started as yet. The Council is preparing to serve a Community Protection Notice Warning letters to all parties
Sutton Mill	Potentially Dangerous structure that is dilapidated and also of important historic status as a Listed Building	The new owners have submitted applications for Planning Permission and Listed Building Consent to regularise the existing situation and to reinstate the cap, stocks and fantail. Subject to Historic England's agreement, these should be approved shortly  The Council undertook enforcement work to ensure that imminent dangers presented by the Mill's structure were removed and has also maintained pressure on the owners to ensure that the Mill is restored to an appropriate standard given its national status as a Grade 2* Listed Building. As a result, the Society for the Protection of Ancient Buildings is currently investigating the possibility of purchasing the entire site and embarking on a wider project to allow purchase and preservation of the Mill itself
Former	Long term empty	The Council continues to maintain



Shannoeks Hotel, Sheringham	property in poor condition in prime location.	pressure on the owners of the Old Shannoeks Hotel site in Sheringham to ensure the site is brought back into use. The Council has a live Planning Application in respect of re-development of the site which will support any future CPO should the current owner not progress its own re-development.
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**Digital Transformation Programme (DTP) Update**

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

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

The Business Process Review (BPR) in Planning, continues to progress, with changes to key processes being rolled out on a phased basis. Then work is also progressing well on the BPR within the Environmental Health (EH) service.

In broad terms, the project timelines, expenditure and expected outcomes for the Programme are on track although the Planning BPR has taken much longer than anticipated to deliver.

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

- Recommendations
- 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.**

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

## LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

DTP project plans
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Cabinet Member(s) Cllr T FitzPatrick (IT and Digital Transformation) Cllr B Palmer (Customer Services)	Ward(s) affected All
Contact Officer, telephone number and email: Sean Kelly, 01263 516276, <a href="mailto:sean.kelly@north-norfolk.gov.uk">sean.kelly@north-norfolk.gov.uk</a> Nick Baker, 01263 516221, <a href="mailto:nick.baker@north-norfolk.gov.uk">nick.baker@north-norfolk.gov.uk</a>	

### Digital Transformation Programme (DTP) Update

#### 1. Introduction

1.1 Members will recall that the Digital Transformation Programme (DTP) was approved by Cabinet in October 2013. Fundamentally, the Programme set out to achieve two key objectives. Firstly, improving customer service, for both internal and external customers; and secondly, being more efficient in the way we work, in order to drive financial savings, the stated target for which was £375,000 pa.

It was agreed that six monthly progress reports would be submitted, along with updates on the workstreams within the Programme as these were developed. This is the latest of those updates, covering the period January 2017 – June 2017

1.2 The Programme set out to deliver a range of IT foundation projects, on which later transformational changes to the Council's business could be built. These changes would be identified through a series of service level and process reviews across the Council and then implemented to take advantage of the IT investments already made.

1.3 The guiding principles of the Programme are as follows:

- Making our processes digital by default, but with alternative access channels where appropriate
- Building in automated features wherever possible, to enable customers to self-serve as far as possible
- Developing an integrated IT platform, thus enabling better sharing of information and data across the Council, and ensuring that our digitised systems are seamless to the user
- An assumption, that the “front office”, or Customer Services, function will become wider, thus ensuring that as many contacts are dealt with as efficiently as possible, at the first point of contact.

- 1.4 Whilst the original resolution committed a Programme budget of £1.4m over five years (revised to c£1.6m with the addition of other projects), this was conditional upon individual projects subsequently being brought forward to Cabinet with a business case for the release of the required budget.

From the good progress made so far, it is clear that the Programme will greatly improve customer service and is expected to deliver revenue savings in excess of £375k a year as originally planned. These savings continue to be realised as improvements are made. In addition, a number of other benefits will arise from better use of customer and management information, which should drive further savings, as yet to be identified.

- 1.5 Members approved a Business Case for the release of funds for a temporary post to support GIS. In addition, a Business Case for the release of further funds to delivery an improved Management Information System form part of this report.

- 1.6 In order to ensure the continued progress within the DTP and to ensure the benefits are sustained in the future, IT resources need to be maintained in balance with the increased workload and reliance on IT. In order to mitigate this risk, the establishment of the IT Team has been increased by one post to provide additional capacity in the Infrastructure Team. The two Web Developer Apprenticeships have proved a successful method of providing “home grown” IT skills which otherwise would be difficult to recruit.

- 1.7 Many of the technology and infrastructure improvements initially identified as enablers to business process improvement have now been delivered and are being utilised not only in the BPR of Planning and Environmental Health, but also in many smaller scale improvements in departmental processes. The technology landscape is one of continual change and needs ongoing review to ensure we are utilising digital technology to deliver continual improvements in service quality and efficiency.

- 1.8 In support of the programme, Cabinet has approved both the Communication Strategy and Customer Services Strategy in the past few months.

- 1.8.1 The Communication Strategy recommends an approach which not only drives communications into the digital arena, eg via the website and social media; but also the need for a far more promotional form of communications, in order to drive customers towards using digital channels for their business with the Council.

- 1.8.2 The Customer Services Strategy very much mirrors the Digital Transformation Programme in terms of responding to customer needs to transact business through digital channels and, at the same time, improving the Council’s efficiency in delivering services, therefore making financial savings.

The Strategy details a number of high volume transactions across a range of services which will be targeted by digital change to improve their efficiency. These have been appended to this report with a progress update for each area which shows the significant amount of progress which has been made in the customer service area of digital transformation.

## **2 General Progress to Date**

Since the last update in December 2016, officers have been primarily focused on progressing the following projects:

- 2.1 The **Customer Contact Management** system is now live and despite a short period of instability immediately following go-live, is providing benefits in handling customer contacts with Customer Services and for the Revenues Team. The system will be rolled out further, initially to the Benefits Team and then to other services.
- 2.2 The **Geographical Information Systems** (GIS) project has suffered a small delay due to work to support the Boundary Commission Review and staff illness but is now progressing well.

Web based mapping is about to go live for internal use and will be followed by availability for public use in winter 2016/17. This will allow users of the Council's website to access information about specific locations and is a major building block for implementing the Planning BPR, giving both efficiency and customer service improvements.

In order to support the increased use of GIS, Members approved an additional member of staff on a two-year temporary contract and this post is currently being recruited to.

- 2.3 The **Back Scanning** project continues to reduce the size of the paper archives within the Council. In order to manage the completion of all scanning, a formal Digital Transformation Project has been initiated. This is being planned to ensure that the storage facility at Stonehill Way can be released at the end of the lease, which will deliver a significant annual revenue saving.
- 2.4 The **Agile Working** Policy has been formally approved and work continues to provide laptops and other portable devices as replacement for fixed PC's. This will facilitate improved flexible working for those jobs in the Council that have a current requirement for this. The deployment is also designed to encourage the improvement in business process efficiency and customer service by enabling activities and processes which are currently only available within the Council Offices to be made available
- 2.5 The new Website went live in January, including a significantly enhanced mechanism for users to raise queries and receive responses.

The work to review, update and migrate the less critical information will continue, as will the addition of further transactional services. The next major addition will be the ability to book and pay for the community based sports and activities, organised by the Council, which are currently hosted on an external website. The priorities for further services will be based upon operational and efficiency improvements that each change will bring.

As we continue to develop the **website**, it will allow us to offer more of our services online. In turn, this will deliver and support the Council's commitments etc contained in the Customer Services Strategy.

- 2.6 Initial scoping work for the **Management Information System** has been undertaken and a recommendation appears elsewhere in this report to provide for third party advice and assistance to deliver a solution. This will

allow relevant performance data to be easily provided at all levels of the organisation, thus driving improved working and efficiency.

- 2.7 Following the successful **Print Solution** equipment installation, the hybrid off-site mail solution, which will allow documents to be printed and posted off site at significantly lower costs than can be achieved internally, is being extended from July 2017. A pilot will allow trials to be undertaken to evaluate the best way of maximising the print and postage savings this facility will allow.
- 2.8 The **Electronic Document Management** IT infrastructure pilot is continuing in a number of areas to inform the future rollout across the whole Council during 2017/2018. Third party assistance is being procured to accelerate the rollout and realise the significant improvements and efficiencies this technology will facilitate.

### **3 Business Process Review**

#### **3.1 Implementation in Planning**

- 3.1.1 Implementation of the outcomes of the BPR in Planning continues to progress with Parish Councils being converted to paperless working which will improve the timeliness of the information they receive and deliver significant efficiencies and savings.
- 3.1.2 The new pre-application advice service has been launched with an accompanying on-line request and payment system available on the Council's Website.

Initially this is for householder and minor planning applications but other Planning Application categories will be added in the coming months.

- 3.1.3 Paperless working within the Development Management(DM) team has been trialled and the issues this presents are being assessed to identify the most appropriate solution. When this is complete it will be implemented across DM.
- 3.1.4 The configuration of the Planning back office systems to allow totally automated working has been completed for both DM and Pre-Application processes. These will continue to be enhanced to ensure that many of the activities which currently require manual action are designed out, giving significant efficiencies, better service and improved customer information.
- 3.1.5 The enhancement of website functions to support changes in Planning business processes is continuing. Already the information on the website that will allow customers to self-serve has been reviewed and improved and this will support:
- customers to obtain better pre-application advice, thus allowing a higher level of valid applications to be received, thus improving service and efficiency
  - customers to pay for advice and applications, and to book appointments to meet with officers, thus creating efficiency and capacity, as well as improving customer service

- all stakeholders being able to view the progress of, and information related to, applications in which they are interested
- web based mapping facilities to give stakeholders better information about specific sites and link these to applications

Further work to improve the advice and functionality of the Planning related website pages will continue as the ongoing changes in Planning, Environmental Health and other services continue.

Upcoming enhancements include a web based tool to allow users to better identify any planning constraints on sites in which they are interested.

### **3.2 BPR in Environmental Health (EH) Service Area**

- 3.2.1 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.
- 3.2.2 Initial workshops with all staff from the Service have been undertaken. These workshops were facilitated by external consultants, to give additional capacity and to ensure consistency of approach. In addition, external support provides an objective, independent review of the current business processes within EH.
- 3.2.3 The outputs of the workshops and analysis of the current service have been analysed and the initial phases of improvement in service and efficiencies identified, based upon operational and early benefits realisation.
- 3.2.4 Many of the recent enhancements to the general IT infrastructure arising from the BPR in Planning will also be utilised to deliver improvements in EH. The new back office IT system which is currently being implemented in parallel to the BPR, will enable processes to be configured digitally, as the new system is installed.
- 3.2.5 Following the development of the improvement plan, a Business Case has been signed off which identifies future potential savings in the region of £175,000 per year. This will be phased in over the next two to three year and will depend on our update of all of the recommendations contained in the Business Case.

## **4 Proposed Future Work Activity**

- 4.1 The projects detailed above, and those to come, will provide the focus for most of the digital work in the coming months. This will allow us to continue the parallel development of secure but flexible IT infrastructure and the improvement of business processes that is required to deliver. It will also enable digital and service changes designed to meet customer demands and expectations.
- 4.2 In addition, further work is being done on the way in which we interact with our customers designed to encourage the take up of the self-serve, on-line facilities. This will be delivered in a manner that fully recognises the Council's

responsibilities to not digitally exclude any individuals or groups that access the services provided by the Council.

The Council's Customer Services Strategy will continue to shape how we engage with customers, partners and the wider communities. This will enable customers to transact business better with the Council at times and by means which best suit them. In addition, we need to identify and deliver better communication and promotional approaches that encourage take up of digital services so that we maximise the return on investment in the underlying technology platform and systems.

#### 4.3 Management Information System

4.3.1 The DTP provides for a work stream to deliver an enhanced Management Information System. Of the various options considered, Officers believe that it would be most appropriate to implement a common Microsoft reporting tool which can then be configured to report data contained in our various back office systems.

4.3.2 Data will then be presented in a common format which allows performance and activity data across the Council to be easily monitored and reported. In turn, this will ensure that performance and activity information is presented in a consistent manner, enabling effective management of resources and positive identification of service improvements and benefits realisation.

4.3.3. Initial scoping has been undertaken of available products and, as a result of the existing Microsoft Enterprise agreement, the most cost effective software platform to provide a Council-wide solution is likely to be Microsoft Power BI Platform.

4.3.4 Our approach to delivery will involve procurement of the software infrastructure and third party professional services to implement this system within the Council.

This will be delivered in a manner to maximize the skills and knowledge transfer of Council staff to enable them to support and further develop the system in a sustainable manner across the Council.

4.3.5 Initial soft market testing has indicated that the costs for the technology and third party assistance will total approximately £45,000 in order to complete the deployment across the Council. It is considered that a contingency of £5,000 is appropriate to cope with any unexpected additional costs.

It is estimated that support and maintenance costs for the solution will result in a small revenue increase of approximately £3,000 pa, which is within the estimates of the original DTP.

4.3.6 A recommendation appears elsewhere in the report to release the appropriate budget from the DTP budget.

### 5 Financial Implications

5.1 We are now into three and a half years into the five-year Programme as originally planned in terms of time and this is reflected in the overall budget.



Of the original £1.6m Programme budget, Cabinet has approved expenditure for £1.2m, of which £1.0m is now committed and £938,669 actually spent.

5.2 All major expenditure within the Programme is subject to a business case submitted for approval by Cabinet and since the last update in December 2016, there has been three such approvals confirmed including a Temporary GIS post, funding for the Environmental Health BPR team and a new Committee Management system.

5.3 In terms of ongoing revenue savings arising as a direct result of the Digital Transformation Programme, the following have been identified totalling in the region of £280,000 per annum:

- Planning Review
  - Staffing £92,000
  - Paperless Parish Council consultation £10,000
- Housing Administration £20,000
- Provision of multi-functional print devices £10,000
- Print Procurement
  - New printers/staffing reduction £90,000
  - Offsite Print and Post £50,000  
(postage cost reduction)
- Reduced telephony costs £10,000

The savings detailed above are already being delivered and many others are now starting to be identified as our service processes change. It should be noted that some savings already identified in the budget are only enabled by the efficiencies driven by digital change.

## 6 Risks

6.1 The funding estimates were calculated over three years ago against the likely business requirements and estimated technology costs. Current indications are that, although some projects have been added to the scope of the Programme, the full range of planned deliverables and savings can be achieved within the current funding limits.

However, should business requirements alter significantly as a result of external legislative or other influences, there is a risk to Programme timescales and/or costs. This will be managed by change control processes, which will assess the impact on the project of all such external influences. Any such changes which significantly affect the Programme, or projects within it, will be referred to Cabinet.

6.2 Our inability to recruit specialist technical staff in IT and third party support for back office systems, in a timely manner, remains a cause for concern.

Recruitment to approved permanent and temporary posts for some technical staff may take an extended time, with negative implications for planned project timescales and therefore, the business benefits which they are planned to deliver or enable. This will be partially mitigated by adopting a flexible approach to securing appropriately skilled resources from a variety of internal and third party sources.

Linked to this is the baseline staffing establishment levels of relevant technically trained staff across a range of IT roles. As the Council places more reliance on a wider range of IT systems, it is essential that this issue is kept under review.

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

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

- 6.4 There is also a risk that stakeholders will be resistant to change, thus either delaying the programmes implementation or reducing its potential benefits. Whilst more and more business is being done via digital means, it is essential that as our services change towards a more digital method of delivery, these are widely and positively communicated to all stakeholders. This will form an essential part of the Service Plan for the Communications Team and will build on the Council's recently approved Communication Strategy.

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

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

## **7 Equality and Diversity**

- 7.1 Requirements will be included in all specifications for systems to ensure as far as possible they can be used by customers and staff with disabilities or those without the ability or connectivity to access services via a digital route.

- 7.2 In addition, it is accepted that some customers may not wish to use some of the services, which may become automated as part of the Business Transformation Programme. The Council will continue to provide mediated services where this is required by customers.

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

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

## **9 Conclusion**

- 9.1 The Digital Transformation Programme business model remains viable and is on track to deliver the planned efficiency and service improvement outcomes.

This appendix is taken directly from the Customer Services Strategy and under each section, an update is provided so that Members can track the progress to date in each Service Area. It should be noted that this part of the Customer Service Strategy relates directly to high volume services and will not cover the full range of activities undertaken by the Council which also needs some elements of digital change.

## APPENDIX

# Digital Services Information

We have listed below, the major service demand areas where we believe digital interaction with customers will drive better service for the customer and more efficient service delivery for the Council.

### Customer Services – Contact Centre telephony

Service	No of requests 2015/16	Current No of Digital	Current % Digital	Target Digital	By
Telephone calls to contact centre	80,182	0	0%	50%	2018

By definition, our incoming telephone calls do not provide an automated digital solution for the majority of customer requests for service. Currently, customers can complete payments for Council Tax, Business Rates and Housing Benefit Overpayments through automated telephony service.

Our preference is to follow the ethos of digital by design so that customers can access our services 24/7 where and when it is convenient to them. We will continue to provide access to services via the telephone and will look to automate transactional processes where it is practical to do so.

However, our aim is to enable customers to channel shift 50% of our incoming calls to fully digital channels by the end of 2018 through the following means:

- We will go live with the new council website in 2016, giving customers much better access to information and the ability to transact business directly via digital means
- This will also provide better information for our Customer Service Team to deal with a wider range of subjects at a deeper level than previously and will free up capacity for our professional and technical teams to focus on the core business within services
- During late 2016, we will be installing a Customer Contact Centre, which will enable us to answer as many queries as possible through online channels, ultimately reducing the need for customers to either come into the council buildings, telephone the council or write to us
- The Contact Centre will allow analysis of all contacts to identify additional activities which can be enabled through the website
- An ongoing promotional campaign will direct customers to new facilities on the website to maximise take up

## Update

- 1) The new website is now live with significantly improved search and navigation facilities. All relevant content has been reviewed, updated where necessary, and migrated to the new site. New self-service online services have been launched to order and pay for Car Park Season Tickets; Apply for Pre-Planning Application Advice and to improve communications between service users and the Council. Further similar facilities will be added as they become available.
- 2) Customer Services are now dealing with enquiries relating to Planning, Building Control, Environmental Health and a number of other smaller service areas and teams. The supporting information available to them is being updated and improved on an ongoing basis.
- 3) The Customer Contact System has been installed and commissioned with Customer Services and the Revenues Team. The Benefits team will be added in the near future and the system extended to all other areas that deal with customer enquiries. Further methods of communication including social media and “web chat” will be added in the near future. This will enable a consistent, managed view of all customer interactions to be delivered irrespective of where or how the contact is made
- 4) The reporting tools that come with the contact centre will provide an accurate picture of the services that users are trying to access. This will allow the prioritisation of the development of on-line services which are likely to be used the most and, hence deliver the largest efficiency savings.
- 5) Campaigns have been undertaken to migrate the Parish and Town Councils to paperless Planning Consultation and to enable easier Direct Debit payments. Other targeted campaigns will coincide with the rollout of new on-line services and facilities.

## Environmental Health

Service	No of requests 2015/1	Current No of Digital	Current % Digital	Target Digital	By
<b>Environmental Health</b>	<b>13,772</b>				
- Environmental Services (incl.	8,588	103	0.9%	80%	2018
- Environmental Protection (incl. dogs,	1,832	19	1%	50%	2018
- Public Protection (including	2,348	0	0%	50%	2019
- Commercial (including, food safety, private	1,004	0	0%	50%	2018
- Garden Bin payments	18,750	0	0%	80%	2018

NB: the above table does not include for ad hoc service requests of fewer than 500.

The service dealt with 13,772 requests for service in 2015/16 of which less than 1% were digital. These were mainly reports of fly-tipping, littering and dog fouling, following an addition to our website in late 2015. We are focused on moving the majority of service requests to online channels through the following:

- We will undertake a service wide Business Process Review in Environmental Health during winter 2016/17 which will identify the priority areas for receipt of digital service requests, which automatically update the back office IT systems
- The ongoing development of the new website and Customer Contact Centre will jointly enable this
- We are procuring a new back office IT system for Environmental Health across autumn 2016 which will connect much better to the Customer Contact Centre and website, allowing requests for service to be dealt with more efficiently by officers
- During 2016 we are implementing Agile Working for Environmental Health which will allow officers to pick up requests for service wherever they are working
- We will work with our waste contractor to offer a fully integrated, online service direct to the customer for garden waste services

#### Update

- 1) We are progressing the service wide Business Process Review in Environmental Health. The first phase has established around 45 activities which will move the receipt of a range of issues to online web forms to automatically update the back office IT systems. Further review cycles will identify the priority areas for receipt of digital service requests.
- 2) We have procured a new back office IT system for Environmental Health which will provide a number of enhancements to improve functionality around mobile working and digital applications, thus allowing requests for service to be dealt with more efficiently by officers.
- 3) The Environmental office area has been re-configured to help drive Agile Working which will be supported by a roll out of mobile devices across 2017/18.
- 4) The new payments engine on the website will enable payments for garden waste services to be undertaken by the Council and not the contractor by the end of 2017. We will also promote payment via online services and direct debit from September 2017.

## Revenues and Benefits

Service	No of Accounts 5/16	Current No of Digital	Current % Digital	Target Digital	By
Council TaxAccounts Access	54,123	1,234 (limited for checking only)	2.2%	15%	2018
Council TaxAccounts Payments by Direct Debit	54,123	38,612 (non-digital direct debit)	71% (partial digital)		2018
Changes in Circumstances Notifications	21,622	0	0	50%	2019

The service manages 54,123 accounts for Council Tax payments. We have a limited digital service which is used by just 1,234 customers, who have registered for a Bills and Benefits account which enables them to check on their Council Tax and Housing Benefit accounts.

We know customers want to pay via direct debit wherever possible with 38,612 (71%) paying through this method, although it is not yet digitised, this will allow people to better access this service.

In addition, the service deals with over 20,000 changes to people's circumstances in a year, none of which currently come via fully digital means.

Our focus will therefore be on the following activities:

- **Through the enhanced website, enable and then promote online set up of direct debit payments through 2017/18**
- **Actively promote customers to sign up for an online account.** With a target of 15% of Council tax payers signed up to an online account by 2019
- **Provide and promote Digital Direct Debit set up and payments with all new payments being taken in this way by 2019**
- **Through the enhanced website, enable and promote digital notification of change of circumstances to gain 50% of customer change of circumstances notifications via fully digital by 2019**

## Update

- **Enable all payments to be made via the new website online payment service from late 2016/17 including setting up of digital Direct Debits.** This would enable people to easily renew or order a season ticket 24/7 where and when it is convenient to them – and is cost-effective, with the online form automatically updating the management system in the back office

- 1) The work to enable digital direct debits has been commissioned and is currently being tested and will go live by the end of 2017.
- 2) We have already signed up 1,800 users for an online account from the customer base and are well on target for 15% by 2019.
- 3) A generic on-line payments form is currently in development and will go live by the end of 2017.
- 4) The webform to facilitate the online submission of change of circumstance notifications is currently being developed. First phase of the form will capture “move in” and “move out” notifications for Council Tax changes. Future versions will add other options in frequency of use order. The automated updating of the Revs & Bens systems will then be investigated to implement a true “end to end” digital process.

## Property Asset and Leisure Services Property

### Services

Service	Requests 2015/16	Current No of Digital	Current % Digital	Target Digital	By
Car Park Season Tickets	4,244	0	0%	80%	2018

Overall the service manages 4,244 requests for season tickets in a year and a smaller number of requests for beach chalets/huts and other bookings, all of which come through mediated channels. We will therefore:

Season tickets will still need to be posted out due to the hologram included on the tickets, but this would still be a more efficient and effective way to offer the service for those customers able to access online services. This service will provide automatic annual renewals for customers.

**Enable all payments to be made via the new website online payment service from late 2016/17 including setting up of digital Direct Debits.** This would enable people to easily renew or order a season ticket 24/7 where and when it is convenient to them – and is cost-effective, with the online form automatically updating the management system in the back office

Update
1) Renewing or ordering a season ticket 24 /7 via the new website online payment service for 2016/17 has been completed. Online booking of beach huts will be looked at later this year

## Leisure Services

Service	Requests 2015/16	Current No of Digital	Current % Digital	Target Digital	By
Leisure bookings (Dual Use Sports Centres and Countryside events)	3,155	596	18.9%	95%	2018
Leisure Centres (via contractor)	57,425	11,470	19.9%	50%	Ongoing from 2019

The service has 3,155 bookings in a year, with the service taking 18.9% of these activity bookings online, with bookings going through Eventbrite, an external booking and payments system.

Update
1) Work is underway to replace the current system with the Council's new online payment engine by October 2017.

## Planning

Service	Requests 2015/16	Current No of Digital	Current % Digital	Target Digital	By
Planning applications (major, minor and other searches)	1,596	851	53.3% (partial service)	80% (fully digital)	2018

The service dealt with 1,596 planning applications in 2015/16, of which 851 came via the national Planning Portal. However, whilst applications can currently be made via this digital route, there very limited ability to manage the many thousands of consultation responses on applications, or track their progress, via the website.

The ongoing Planning Service Business Process Review will fully automate the processing of Planning Applications, reduce delays for customers and will enable our customers to:





- complete their planning applications online
- make requests and pay for planning services eg pre-application advice, online
- view and comment on applications online
- track the progress of applications of interest to them

#### Update

- 1) Applicants are able to submit planning applications on line via the portal and this is being actively promoted.
- 2) Phase 1 of the new pre-application service went live on 1 June 2017.
- 3) The changes to enable stakeholders to view and comment on applications on line have enabled Town and Parish Councils to go paperless thus making significant efficiency savings and stakeholders now have limited ability to track the applications of interest to them.



**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 July 2017 to 31 October 2017


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>July</b>					
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Digital Transformation Update – to include funding bid for information system	Tom FitzPatrick	Sean Kelly Head of Bus. Transformation & IT 01263 516276	
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Enforcement Board Update	Judy Oliver	Nick Baker Corporate Director 01263 516221	
Cabinet Scrutiny Council	03 Jul 2017	Cromer Admin Building Improvement Works	Judy Oliver	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Performance Management – Annual Report	Tom FitzPatrick	Helen Thomas <i>Policy &amp; Performance Management Officer</i> 01263 516214	
Cabinet	03 July 2017	Joint Bacton to Walcott Coastal Management Scheme – approval of development agreement to include recruitment of Project Manager	Angie Fitch-Tillett	Rob Goodliffe Coastal Mgt Team Leader 01263 516321	 <b>Exempt information included</b>



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 July 2017 to 31 October 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	03 Jul 2017	Procurement exemption request	Wyndham Northam	Liz Codling Benefits Manager 01263 516061	
<b>Sep 2017</b>					
Cabinet	30 Oct 2017	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Corporate Director 01263 516232	
Scrutiny	11 Oct 2017				
Council	15 Nov 2017				
Scrutiny	12 Jul 2017	Local Lottery scheme	Tom FitzPatrick	Emma Duncan Head of Legal 01263 516045	 Pre-scrutiny
Cabinet	04 Sep 2017				
Cabinet	04 Sep 2017	Pier Contract	Maggie Prior / Judy Oliver	Nick Baker Head of Paid Service 01263 516221	
Cabinet	04 Sep 2017	Asset Management Plan & supporting documents	Judy Oliver	Renata Garfoot Estates & Asset Strategy Manager 01263 516086	
Scrutiny	13 Sep 2017				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 July 2017 to 31 October 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny Council	04 Sep 2017 14 Sep 2017 21 Sep 2017	Financial Strategy	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny	04 Sep 2017 14 Sep 2017	Budget Monitoring P4	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny Council	30 Oct 2017 11 Oct 2017 15 Nov 2017	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Corporate Director 01263 516232	
Cabinet	02 Oct 2017	Cromer Tennis Hub	Maggie Prior	Nick Baker Corporate Director 01263 516221	



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/2018  
Annual Work Programme

July			
	<b>Housing list – breakdown on composition by characteristic, length of wait and greatness of need.</b>	Richard Price Lisa Grice	Requested by the committee
	<b>Business Transformation update</b>	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
	<b>Waste Update</b>	Annie Claussen-Reynolds Scott Martin	Cyclical (Six-monthly)
	<b>Enforcement Board Update</b>	Judy Oliver Nick Baker	Cyclical
	<b>North Norfolk Lottery</b>	Judy Oliver	Pre-Scrutiny
	<b>CAB update on new arrangements</b>	Becky Palmer Sonia Shuter	At request of Committee
September			
	<b>Mental health support</b>	Maggie Prior	Referred by Council
	<b>Combined Enforcement Team</b>	Judy Oliver Steve Hems	New item
	<b>Financial Strategy</b>	Wyndham Northam Duncan Ellis	Cyclical
	<b>Budget Monitoring – Period 4</b>	Wyndham Northam Duncan Ellis	cyclical

	<b>LG Ombudsman Annual Review</b>		Annual
	<b>Update on Arts &amp; Culture</b>		Requested by Committee
<b>October</b>			
	<b>Review of Crime &amp; Disorder in the District – to include anti-social behaviour, domestic violence, neighbourhood nuisance</b>	Steve Blatch	At Committee's request
	<b>PCC – update to the Committee</b>		Cyclical update
	<b>Public Conveniences</b> -What are the provisions throughout the District? -What is open all year round? -What is planned?	Steve Blatch	Requested by the Committee
<b>November</b>			
	<b>Update on Broadband</b>		6 monthly
	<b>Tourism update</b>	Nigel Dixon Michelle Burdett	Annual update
	<b>Update on planning service</b>	Sue Arnold Nicola Baker	At committee's request
	<b>Housing Strategy Update</b>	Richard Price Nicola Turner	
	<b>Budget Monitoring Period 6</b>	Wyndham Northam Duncan Ellis	
	<b>Treasury Management Half Yearly report</b>	Wyndham Northam Duncan Ellis	

<b>December</b>			
	<b>Review of public transport provision in the District</b>		Annual update
	<b>Business Transformation Update</b>	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
	<b>Enforcement Board Update</b>	Judy Oliver Nick Baker	Cyclical
	<b>Managing Performance Q2</b>	Tom FitzPatrick Helen Thomas	Cyclical
	<b>Leisure update</b>		
<b>January</b>			
	<b>Waste Update</b>	Annie Claussen-Reynolds Scott Martin	Cyclical (Six monthly)
	<b>Customer Services Update</b>	Becky Palmer David Williams	At Committee's request
	<b>Leisure Services Update</b>	Becky Palmer Karl Read	Annual update
<b>February</b>			
	<b>Managing Performance Q3</b>	Tom FitzPatrick Helen Thomas	Cyclical
	<b>Base Budget 2016/17 Projections – 2017/18 &amp; 2018/19</b>	Wyndham Northam Duncan Ellis	Annual
	<b>Treasury Strategy 2017/18</b>	Wyndham Northam Duncan Ellis	Annual
<b>March</b>			
	<b>Annual Action Plan</b>	Tom FitzPatrick Helen Thomas	Annual
	<b>Budget Monitoring Period 10</b>	Wyndham Northam	cyclical



		Duncan Ellis	
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<b>TBC</b>			
	<b>Review of Market Towns across the District – current issues &amp; challenges</b>		
	<b>Environmental Wildlife</b>		
	<b>Government Review of Scrutiny</b>		
	<b>Public Space orders (to come back when updated)</b>		