

Overview and Scrutiny Committee



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05 September 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 13 September 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

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, Mr N Coppack, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mr N Pearce, Mr E Seward, Mr R Reynolds, Mr N Smith, Mrs K Ward 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.

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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 12th July 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

Item referred to the Committee by Council

10. MENTAL HEALTH SUPPORT

(page 6)

To receive a briefing paper on the support provided by NNDC to staff and to the wider community

Source: Sonia Shuter, 01263 516173, Sonia.shuter@north-norfolk.gov.uk

Cabinet reports / cyclical items for the Committee to consider

11. BUDGET MONITORING PERIOD 4

(page 21)

(Appendix A – p.29) (Appendix B – p.30) (Appendix C – p.48) (Appendix D – p.55)

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

Options considered: Not applicable

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

Recommendations: **It is recommended that:**

To Cabinet

1) Cabinet note the contents of the report and the current budget monitoring position;

2) Recommend the release of £45,000 from previously identified Digital Transformation Funding to enable the extension of the Business Process review team leader;

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

Cabinet member(s): Cllr W Northam
Ward member(s): All
Contact Officer: Duncan Ellis
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Decision for Overview & Scrutiny Committee: to receive the report

12. MANAGING PERFORMANCE Q1 2017/18

(page 57)

(Appendix 1 – p. 62)

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

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

Conclusions:

**Cabinet
Decision**

1. The majority of the 71 activities are on track or ahead of plan (55) and four activities have been completed successfully. Six activities are having some problems, one needs attention/ is off track and one activity is on hold. The 71 activities reported on are 63 from the Annual Action Plan 2017/18 and eight activities from the Annual Action Plan 2016/17 that were not completed last year. Performance is being closely monitored, particularly for the activities where issues or problems have been identified (seven). Four reports have not yet been provided. These will be provided for the final version of the report. See Chart 1 below.
2. Of the 24 performance indicators where a target has been set twenty are on, above or close to target and four below target. Where assessment against the same period last year is possible (32 indicators), sixteen are improving, five are static and eleven are worsening.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Cabinet member(s):	Cllr W Northam
Ward member(s)	All
Contact Officer	Duncan Ellis
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Decision for Overview & Scrutiny Committee: to receive the report

13. LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW LETTER (page 112)

To receive the LGO Annual Review letter for 2017

14. FUTURE WORKING ARRANGEMENTS OF THE COMMITTEE

To consider how the Committee can effectively manage its work programme going forward

WORK PROGRAMMES & UPDATES

15. THE CABINET WORK PROGRAMME (page 118)

To note the upcoming Cabinet Work Programme.

16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

(page 122)

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.

17. 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.”

18. 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 12 July 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 S Butikofer

Cllr V Gay

Cllr S Hester

Cllr M Knowles

Cllr N Pearce

Cllr R Reynolds

Cllr E Seward

Cllr N Smith

Officers in Attendance: The Corporate Director (SB), the Corporate Director (NB), the Head of Legal and Democratic Services, the Health and Communities Team Leader, the Customer Services Manager, the Team Leader - Customer Services, the Policy & Performance Management Officer, the Democratic Services Team Leader and the Democratic Services Officer.

Members in Attendance: Cllr A Claussen-Reynolds, Cllr A Fitch-Tillett, Cllr P Grove-Jones, Cllr A Moore, Cllr J Rest and Cllr D Young.

Also in Attendance: Mandy Lewis, Manager, Mid Norfolk Citizen's Advice (CA)

17. APOLOGIES

Apologies were received from Mrs J English, Mr R Shepherd and Mr G Williams.

18. SUBSTITUTES

None

19. PUBLIC QUESTIONS

No public questions were received.

20. MINUTES

The minutes of the Overview and Scrutiny Committee held on 14 June 2017 were accepted as an accurate record and signed by the Chairman.

21. ITEMS OF URGENT BUSINESS

None

22. DECLARATIONS OF INTEREST

None

23. PETITIONS FROM MEMBERS OF THE PUBLIC

None

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

None

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

None

26. ANNUAL REPORT 2016/17

Concern was expressed about the absence of the Leader, but it was explained that he was on holiday and that the Corporate Directors were present to answer questions. A Member of Cabinet, Mrs A Claussen-Reynolds, was also present. Mrs S Butikofer said she was disappointed that the Leader had not appointed a substitute to present the report on his behalf. Mr N Pearce also expressed disappointment. Concerns were noted and would be conveyed to the Leader on his return.

The Annual Report, which was still in draft form, had been approved by Cabinet on 03 July 2017. If there were any amendments from the Overview and Scrutiny Committee, they would be incorporated. The report presented the delivery of the Annual Action Plan 2016/17 and showed achievement against targets.

Questions and Discussion:

- a) Ms V Gay observed that the report looked different from the previous year's and asked what had changed. It was explained by the Corporate Directors that the same information was included but that the format had changed significantly, moving to a different style and aiming to be more readable and easy to understand. The breadth of the work of NNDC was considerable and it was important that it was presented with clarity, and thus open to challenge and debate. In producing the report, a more business-like approach had been taken. It was aimed to make further advances in branding and communication over the next 12 months.
- b) In response to a question from Ms V Gay, it was confirmed that there was no longer a requirement to produce an Annual Report but that a decision to continue had been taken.
- c) Responding to a comment from Mrs S Butikofer regarding the absence of portfolio holders, the Corporate Director (SB) reiterated that the report had been accepted by Cabinet and that it had been brought to Overview and Scrutiny for information. Officers were on hand to answer any Members' questions regarding performance. The Policy & Performance Management Officer reminded Members that the report was not in its final version and that comments from the Overview and Scrutiny Committee could be incorporated. The Democratic Services Team Leader advised that the Committee would need to make specific comments if they wanted to refer the report back to Cabinet. The absence of the portfolio holder wasn't sufficient reason for not accepting a report.
- d) It was noted that the Committee would have preferred to discuss the report further with the portfolio holder.

RESOLVED to note the contents of the report.

27. NORTH NORFOLK INFORMATION & ADVICE SERVICE

The report was presented by the Health and Communities Team Leader with Mandy Lewis, Manager, Mid Norfolk Citizens Advice Bureau.

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 (CA) who jointly delivered 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. There had been some teething problems but all had settled down and officers were happy with the way the contract was being delivered.

Questions and Discussion:

- a) Mr D Young was NNDC's representative on Mid Norfolk Citizens Advice Bureau. He reported that the trustees met monthly and made him very welcome. He was impressed by the way that the service was run on a tight budget. It would be good to have more funding. Although the contract was viewed as being delivered, it was important that town and parish councils continued to make donations because demands for the service were increasing all the time.
- b) Ms V Gay, referring to a table showing by ward the number of people who had contacted Citizens Advice, observed that there had been high usage for Mundesley and Wells. She queried this because low usage had been reported for the outreach services in this location and was advised that the clients had attended other offices.
- c) In response to a question from Ms Gay regarding personnel changes, it was explained that since the Chief Executive of Norfolk Citizens Advice had left there had been an improvement in communication and cooperation between Norfolk CA and Mid Norfolk.
- d) Ms Gay commented that the pie chart identifying the reasons most people made contact with Citizens Advice was very helpful for Members.
- e) Mr E Seward commended the amount of information that had been provided in the report. He observed that the services at Cromer and North Walsham were in high demand as also was Mundesley. The new office at North Walsham had a more professional frontage, was more accessible and was working well. Contributions from Town and Parish Councils were essential. It would be useful for District Members to know what the contribution was and if there had been any slippage. Mrs S Butikofer remarked that it was good to have statistics to demonstrate to Town and Parish Councils the need for their contributions. The figures demonstrated that their money was being spent properly.
- f) In response to a question from Mr R Reynolds, the Manager of Mid Norfolk CA confirmed that all advisors were fully trained.
- g) In answer to a question from Mr S Hester, it was explained that Mid Norfolk CA was reliant on donations and volunteers. In total there were only 3 full-time paid staff members.
- h) To a further question from Mr Hester, it was explained that there was no significant increase in clients at times of financial restraint, but that people were coming in with more complex issues. Citizen's Advice dealt with issues rather than signposting people to other agencies.
- i) Mr J Rest said that the information kiosk at Fakenham Surgery wasn't in a good position and should be relocated. The Health and Communities Team Leader undertook to convey this to Norfolk CA.

- j) Mrs P Grove-Jones undertook to raise awareness with Stalham Town Council regarding the CA service in the town, which was linked to Foodbank, and the need for donations. In response to a question it was explained to her that the statistics referred to residents of Stalham but did not indicate if they had been referred by Foodbank. The Health and Communities Team Leader further explained that it had been sensible to base the CA with Foodbank as clients tended to have multiple issues. Outreach services often operated for limited hours so clients went to other CAs, e.g. North Walsham, which were open longer.
- k) The Chairman asked Members to update the Committee by email on response regarding donations from their Town and Parish Councils.
- l) In response to a question from Mr S Hester about telephone service and webchats, it was explained that an advice line was already in operation. It was hoped that funding would be received for a digital hub to enable email and webchats.
- m) Ms V Gay asked for statistics on debts that were cancelled. She was informed that, in the period January – June 2017, there had been £69,000 income gain (benefits etc) to clients and £29,000 debts written off.
- n) Officers were thanked for a very useful report.

RESOLVED

- 1. to note the progress of the implementation of the Information and Advice Service contract.**
- 2. To continue to receive regular updates.**

28. HOUSING REGISTER INFORMATION

The report had been requested by Members on 14 June 2017. It provided information on the current Housing Register and included case studies.

Questions and Discussion:

- a) Mr E Seward thanked officers for the report. He asked what “sharing” meant regarding Tenure Type. It was explained that it referred to someone who was living with family members or others, often causing overcrowding.
- b) In a further question, Mr Seward asked what drove people in private rented accommodation to apply for social housing. The Team Leader - Customer Services replied that most people in private rented accommodation wanted the security of long-term tenure. Private landlords only gave 6-month tenancies.
- c) Mr R Reynolds asked if there had been an improvement in the supply of larger properties. The Team Leader - Customer Services said that there was still a need, but it was improving. The greatest need continued to be for 2-bedroomed properties.
- d) Mr S Hester asked if single applicants could be encouraged to share a property. The Team Leader - Customer Services said that 2 or 3 friends applying for accommodation could do this, but that it could cause potential complications.
- e) Referring to applicants in housing need who had been on the waiting list for 7 months, Mrs P Grove-Jones asked if the reason might be that there was no suitable available accommodation or because they had turned down properties. The Team Leader - Customer Services said that it could be either reason. Customers had choice and officers could only advise. However, people who frequently turned down properties had their priority reviewed.
- f) Mr E Seward expressed concern about the Housing Options list as the number of people rehoused had made little progress since 2015/2016 and that this reflected the Government’s housing performance. There was only so much a small local

- authority could do. We were building affordable homes but they weren't enough to address the problem. The first priority of housing was to meet need. The Customer Services Manager said that this problem impacted the whole country as social housing was part of the wider housing market. Right to Buy and Affordable Housing had affected the supply of social housing. As an authority, the Council's focus must be on people in greatest housing need. The Housing Options list had broadened support but housing had become increasingly driven by finance. The Corporate Director (SB) urged Members to encourage their Town and Parish Councils to work with the Council and support Affordable Housing rather than making objections to planning applications for such developments.
- g) Members observed that property developers tended to be reluctant to build a percentage of social housing.
 - h) Mr S Hester suggested low-cost prefabricated homes as a way to provide more affordable units and expressed concern about planning legislation. The Corporate Director (SB) said that NNDC had a good track record for approving development and that the revision of planning law had enabled better decision making. The main issue was obtaining finance for affordable housing. In North Norfolk it would always be built in modest numbers. To meet housing need we must be bolder in some of our schemes with our partners. Mr R Reynolds said that the Development Committee, of which he was Chair, was aware of the need for social housing. Developers needed to be aware of the different categories of need for social housing provision.
 - i) Mrs S Butikofer said that, although tourism was important to the District, the number of second homes and holiday homes – which were usually smaller properties – impacted on properties available to those in housing need. The Corporate Director (SB) said that there was no planning legislation to restrict this situation. However NNDC, through the Community Housing Fund programme, was considering developing houses for rent or shared ownership. Onward sale could be safeguarded by planning legislation. There was a precedent at St Ives in Cornwall.
 - j) Ms V Gay said that better design might reduce local opposition to affordable housing proposals. She suggested self-build schemes which were running successfully in Shropshire. Such houses would fit into the character of a village.
 - k) A concern was expressed about land banking.
 - l) In response to a question about Victory Housing Association's disposal programme it was explained that receipts were used to build new affordable housing. The Association wanted to sell 100 houses to finance 150 new homes. Decision to sell a property – usually when it became vacant – was made on the likely cost of renovating the property for re-let. Restrictions weren't imposed on the sale of such properties as this would depress the value by approximately 20%. Mrs P Grove-Jones observed that it could impact on communities if properties were sold but there was no new build in that area.
 - m) Replying to a further question from Mrs Grove-Jones, the Corporate Director (SB) said that the Asset Management Board was considering developing a former depot at Holt for private sector let. A report would come to Members by the end of the year.
 - n) To a suggestion that building of new affordable housing should be subject to further discussion by the Committee, it was explained that the Planning Policy and Built Heritage Working Party was the relevant forum. Members were welcome to attend.
 - o) Victory Housing Association was building 81 new homes.
 - p) Officers were thanked for the report and answers to Members' questions.

RESOLVED to note the report.

29. WASTE UPDATE

The report was introduced by the portfolio holder, Mrs A Claussen-Reynolds. She thanked the Environmental Services Manager for his very full and concise report.

Since the last update in January 2017, the Council had 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 remained areas of the contract where performance had been inconsistent and occasionally poor. The departure of the Operations Manager had caused Officers problems regarding communications.

However, there was also good news about the successful growth in both the chargeable Trade Waste and Garden Waste services. The solar bins had also been very successful. They held 8 times as much as normal sized bins or 4 times the larger sized bins, as well as preventing vermin from entering.

Mrs Claussen-Reynolds reported good news about the Garden Bins:

Following negotiations with Kier there had been mutual agreement to vary the contract in respect of the garden bin step up payment.

The number of customers had grown significantly since the contract started in 2011. The 19,500 customers who currently had garden bins was the capacity amount that the Kier fleet could collect. Both parties had now signed a variation notice which meant that when the number of registered garden bin customers exceeded the contract threshold of 19,500 customers the council would pay 50% of the full step up payment of £86,760 per annum. When the number of registered garden bin customers exceeded 20,500 customers the council would then pay the full step up payment of £86,760 per annum. Kier would deploy appropriate resources in order to meet the demand in the service.

This variation would save the council around £3,600 per month compared with the terms in the original contract. On the basis of this variation the hold on sales of garden bins would be lifted.

Customers on the waiting list would be contacted shortly by Kier, with those who had been waiting longest contacted first. Customers would be asked to be patient as Kier worked through the waiting list.

Questions and Discussion:

- a) Mr E Seward welcomed the variation and was glad that more Garden Bin customers could be served. He said that lessons had been learned from the current contract which could be applied to the new contract:
 - There had been a lot of problems caused by breakdowns.
 - Contractors needed to have more resources for garden maintenance.
- b) The appointment of a new Communications Manager by Norfolk Waste Partnership was welcomed but it was hoped that this would be continuous rather than time-limited. It was explained that the post was funded for 3 years and was likely to continue, if successful.
- c) The Corporate Director (NB) referring to the new contract procurement said that it was hoped that King's Lynn and West Norfolk and Broadland would partner NNDC. This would help us to get a better service. The procurement process

would begin in September but informal talks with the other authorities had already begun. Procurement would depend on what percentage was put on quality and what on quantity.

- d) Grounds maintenance: alternative, more localised arrangements were being considered. There had been a recent meeting with the CEO of Benjamin Foundation to discuss the possibility of some of their client group doing work on civic areas, e.g. the Sunken Gardens in Cromer.
- e) Mrs P Grove-Jones observed that 3 different groups seemed to be doing grass cutting in her ward. In response to a question it was explained that garden bins were not limited to one per household.
- f) Mrs A Fitch-Tillett asked if there were any statistics on contaminated recycling bins. It was explained that the figure was 10.3% and that contaminated bins cost the authority money.
- g) Mrs Fitch-Tillett asked if the red tag system was effective. The Corporate Director (NB) said that some people were trying to put the correct items in the recycling bin, but got it wrong. Officers talked to the householder if there were persistent problems. There was also a small hard core of people who didn't care. The Council had legal powers to fine them or withdraw their recycling service, if appropriate. Education and communication was important. Information was provided for residents and there was a countrywide anti-contamination campaign between July and September.
- h) Mr R Reynolds, although acknowledging that zero contamination could never be achieved, considered that 10.3% seemed high. He asked what would be an acceptable figure. The Corporate Director (NB) said that, of the 7 Councils in Norfolk, NNDC was second best. 8% or 9% would be achievable but improvement would involve cost and behaviour change. We needed to concentrate on increasing the amount of recycling and decreasing contamination.
- i) Information should be provided for holiday homes because recycling procedures could be different in other parts of the country. Mrs P Grove-Jones asked why councils countrywide didn't have uniform procedures and bin colours. The Corporate Director (NB) explained that it was cost driven. Some materials could be recycled but cost too much to process. The global market was also a factor. Councils had no statutory obligation to offer a recycling service or have standard colours of bin.
- j) Ms V Gay observed that increasing amounts of textiles were being sent to other parts of the world and expressed concern that this was not environmentally effective. The portfolio holder informed her that textiles were a potential contaminant and that a campaign to upcycle them was planned for 2018/2019.
- k) Mrs Fitch-Tillett urged Members to raise awareness with their town and parish councils regarding marine litter.
- l) In response to a question from Mr S Hester, the Corporate Director (NB) that 7 companies had tendered for the previous waste contract and that it had been awarded to Kier because they offered the best mixture of quality and price. The contract had been procured in partnership with King's Lynn and West Norfolk. There had been lessons learned in the present contract which would be taken forward into the new procurement process.
- m) Mr Hester suggested that compost bins should be promoted and sold to residents. This could reduce garden and food waste and, subsequently, vehicle movement.
- n) Response times to clear reported fly tips: Mrs S Butikofer asked why these had been below the target response time when there hadn't been a significant increase in the number of cases. It was explained that the head of service was looking at these figures and the reasons behind them.
- o) Mrs Butikofer observed that, for reputational reasons, signs warning of CCTV should be taken down when cameras had been removed.

- p) The Chairman expressed concern that some fly tipping could be the result of refuse not being accepted at County Council Recycling Centres. It was explained that some of NCC's rules were to prevent trade waste and that NNDC had no means of involvement. Mr R Reynold considered that fly tipping was more likely to be deliberate. It was explained that NNDC was very pro-active and that 8 – 10 successful prosecutions were made each year. The householder was prosecuted as well as the person who disposed of the refuse on their behalf, so it was important to check the operator's licence. Prosecutions were reported to the Local Member and publicised on the NNDC website.

The officers and portfolio holder were thanked for the information they had provided.

RESOLVE

- 1. To note the report.**
- 2. To receive a further update in 6 months.**

30. NORTH NORFOLK LOCAL LOTTERY SCHEME

This item had come to the Committee for pre-scrutiny before it was received by Cabinet.

Local lotteries were a way of raising funds for good causes, which could take pressure off community grants budgets. The Council currently awarded £365k of grants. Future contributions from a Local Lottery could be used to sustain the Council's expenditure on grants without reducing the level of funds allocated through the Grants programme.

A significant amount of the Big Society Fund was received from second homes Council Tax and the future of this funding was believed to be uncertain. A lottery scheme would make the Big Society Fund more secure and would enable people to choose how their money was allocated.

Questions and Discussion:

- a) Mrs P Grove-Jones supported the idea but asked why the preferred option was to outsource the scheme rather than running it in-house. The Head of Legal and Democratic Services explained that running the scheme internally would mean having to employ people, which would cost approximately £70,000 per annum. It was more cost effective, in the absence of in-house expertise, to use an External Lottery Manager (ELM). This option would see a partnership with an existing deliverer of lotteries, effectively buying in the skills and expertise necessary. The ELM would deliver all aspects of the lottery, from taking ticket payment, prize management and licensing and would share with the Council and the good causes the role of marketing. 17% of the ticket price would fund the External Lottery Manager.
- b) Further discussion could take place regarding whether the lottery should be online only. Mr R Reynolds supported the scheme but asked that tickets should be available for purchase at the Cromer and Fakenham offices. It was explained that Members and officers would be encouraged to participate and that a facility could be made available at Cromer.
- c) Mr E Seward supported the principle but made the following points:
 - NNDC was not in fiscal restraint. It would need to be clearly demonstrated that the lottery was necessary.
 - It was his understanding that Norfolk County Council was minded to continue the funding from second homes.

- A lot of causes were raising money and could see this as competition. The Head of Legal and Democratic Services said that the lottery would allow the electorate the power to choose which causes they wanted to support. It could also give the opportunity for charities to encourage their core supporters to sign up.
 - How many other Councils have a lottery?
 - How much money could be potentially raised? The Head of Legal and Democratic Services said that, in the first year, lotteries typically raised £70,000.
- d) In response to a question from Mrs A Moore regarding some faiths refusing lottery funding, it was explained that faith organisations wouldn't be included in the causes.
- e) Ms V Gay said that councils supported lotteries because they, in turn, supported council priorities. She expressed the preference for further investigation into the scheme, especially regarding security and on the impact an online scheme might have on small shops.
- f) The Head of Legal and Democratic Services offered to circulate a case study to Members.

The Head of Legal and Democratic Services would review the report in the light of Members' comments.

RESOLVED to support the principle but that more work was needed on the proposal.

31. ENFORCEMENT BOARD UPDATE

32. DIGITAL TRANSFORMATION UPDATE & FUNDING BID FOR INFORMATION SYSTEM

These items were six monthly updates to Cabinet and were not being formally presented to the Committee. The Corporate Director (NB) was present to answer Members' questions.

Enforcement Board Update

- a) Mrs S Butikofer observed that it wasn't always the case that Local Members and Group Leaders were being kept informed of cases. It was advised that the information was available on Members' Ipads. The Democratic Services Team Leader would discuss this with the relevant officer and report back to Members.
- b) Ms V Gay, referring to enforcement work on buildings adjacent to 4A Market Street, North Walsham, observed that this had taken years but that there were problems. The Corporate Director (NB) said that now that two teams were working together, there was a more co-ordinated approach. Conservation officers needed to prioritise Sutton Mill. There was a finite resource of conservation staff and North Walsham wasn't the highest priority. The Enforcement Board met fortnightly but didn't always have the legal means to achieve a result. Ms Gay said that sometimes the fact that owners knew their building was being observed could be helpful.
- c) Mr E Seward said that the problem of empty commercial property was of particular concern in North Walsham because business rates weren't paid on empty units. He asked if there was any means of lobbying the government. The Corporate Director (NB) replied that the Board had looked at legal powers but not lobbied the government. It was difficult to find an incentive to encourage owners to bring properties back into use and make them pay. Conservation areas were also

important considerations and both would be worth lobbying for.

- d) Tattersett: Eastlaw had been instructed to prosecute and a daily fine had been imposed. The real problem was the cost of removing the tyres. It was not cost-effective for the Council to do this, therefore shorter term measures, e.g. firebreaks, were being applied. The site also had other potential hazards such as asbestos and buried ordnance. Compulsory purchase was always a last resort

RESOLVED to note the Enforcement Board and Digital Transformation updates.

33. THE CABINET WORK PROGRAMME

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

34. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

- e) Mental Health Support had been moved to September to allow HR more time to work on what was on offer to staff.
- f) Coastal Partnership would go on the programme for October.
- g) Mrs A Fitch-Tillett asked that the Norfolk Coast Partnership should go on the work programme.
- h) The Centre for Public Scrutiny (CfPS) would attend the Committee in September or October to talk about effective management of the work programme.
- i) Broadland District Council no longer intended to set up a joint panel regarding NEWS but would report back to all Councils on their own findings. Members who had volunteered were thanked.

RESOLVED to note the Overview and Scrutiny Committee Work Programme and Update.

The meeting ended at 12.55 pm.

Chairman

Mental Health

North Norfolk District Council recognises it has a crucial role and responsibility in relation to the health and wellbeing of its staff and the resident population of North Norfolk.

Health and wellbeing can be influenced by genetics, illness, age, gender, lifestyle choices, behaviours, social circumstances or economic and environmental factors outside the individual's control. Mental health influences how people think and feel about themselves and others. It affects people's capacity to learn, communicate, socialise, work, form and sustain relationships. It also influences people's ability to cope with change and manage their physical health.

Research shows that the mind and body are intrinsically linked. Looking after your physical and mental health are equally important. The aim of this report is to identify how the Council supports its staff to maintain and improve their mental health and through the provision and direct delivery of services and engagement with other organisations works to influence, maintain and improve the mental health and reduce health inequalities for the resident population of North Norfolk

Mental Health support for staff

People are at the heart of what we do here at NNDC and the wellbeing of our employees is extremely important to us. We want to empower our staff by giving them access to the tools and support they need to enable them to improve their wellbeing.

Proactive Support

- Wellbeing workshops

Organised via the employee assistance programme, workshops are run to offer guidance and signposting to services in relation to all health and wellbeing matters

- Health and Wellbeing weeks/events

Through the Health and Wellbeing group, events and wellbeing weeks are organised to raise awareness of mental health

- A range of sporting events such as Yoga and Salsa
- Stress awareness events / activities

Mindfulness activities such as; colouring in pages, stress toolkits, happier living leaflets and more!

- Dress down days in aid of charities

Organised by individual employees at the end of each month

- Volunteer policy

Encourages employees to give something back to their community and enhance flexibility and development opportunities for employees

- eLearning courses for wellbeing
- Promotion of monthly Validium newsletters

Monthly newsletters are shared on boards around the building and in the bulletin sent via communications

- Access to Mental Health leaflets

Leaflets on all areas of mental health and wellbeing are available in a central location in the building

Reactive Support

- Mental Health First Aid support / advice

NNDC has 20 trained MHFA employees available Monday to Friday

- Validium services

Employee assistance offering free counselling, tools and support to employees 24/7

- One-to-one wellbeing sessions

Available to those who meet the requirements

- Stress risk assessments

Completed with the Human Resources team as the need arises

Mental Health support for residents

Although the Council does not have a statutory responsibility to provide medical or social care services, it is committed to and uniquely placed to ensure that it proactively meets its statutory duties in relation to the economic, social and environmental health and well-being of the community it serves including reducing avoidable health inequalities.

Addressing issues which lead to ill-health and improving the quality of life of all residents is identified as a key priority in the Council's Corporate Plan.

With its stunning natural environment and built heritage, low population density and crime rate combined with life expectancy for men and women higher than the England average, North Norfolk is a unique, beautiful and desirable place to live.

However, living in a rural area that is a popular tourist destination can be a challenge and for some people may have a negative impact on their physical and mental health and wellbeing. There are a relatively limited range of business and employment opportunities, many jobs are seasonal or are in sectors with low wages such as care and agriculture. High second home ownership contributes to a lack of affordable and appropriate housing, public transport is inconsistent, the rural road network is challenging and broadband coverage variable. Academic achievement tends to be below the England average and access to services including acute health provision is difficult. There is an imbalance in the population profile; an increasing and disproportionate high elderly population and a decreasing younger population.

The Council has Member representation on several local and county wide bodies which commission and scrutinise physical and mental health services such as Norfolk Health Overview and Scrutiny Committee, Norfolk Health and Wellbeing Board and North Norfolk Clinical Commissioning Group - Community Engagement Panel. Members are able to raise concerns about service provision, share good practice and review the delivery of health services in North Norfolk as well as influence the future commissioning of services locally in North Norfolk and across the county. Officers represent the Council at multiagency groups and partnerships aimed at improving health and wellbeing and increasing the provision of services and support for people in North Norfolk. This includes sourcing external funding opportunities for projects that will bring benefit to the district, its economy and resident population.

Mental health support for residents

The majority of services provided by the Council can influence and impact of people's mental health. Key areas and services include:

Housing

Having a home that is suitable for your needs, safe, affordable with a secure tenure supports positive mental health. Being homeless or at risk of becoming homeless is likely to increase the chance of stress and depression or make an existing mental health issue harder to manage. People of all ages with a diagnosed mental health condition are more likely to live in privately rented accommodation or

social housing. Many people report that poor housing and high housing costs has an adverse effect on their mental health.

For people who have a long term health condition or are older or disabled, ensuring their home is suitable for their physical needs and enabling them to maintain their independence and continue to live in their home is fundamental to good physical and mental health.

Housing related services delivered by the Council include:

- Your Choice Your Home - Choice Based Lettings scheme for North Norfolk.
- Housing advice and homelessness prevention support
- Provision of temporary accommodation for vulnerable people
- Identification of land and development of new housing
- Increasing the delivery of affordable housing
- Increase range of housing options available such as shared ownership, housing with care
- Adaptations of homes through Disabled Facilities Grants
- Home Improvement Agency services
- Monitoring and enforcing decent homes standards in the private rented sector.
- Reducing the number of empty homes

Environmental Health

As well housing, the community and environment we live in can have a profound impact on people's mental health. Residents living in areas with poor air quality, pollution, high levels of crime, anti social behaviour, noisy neighbours, litter, fly tipping, graffiti, limited community facilities or a lack of play and open space are more likely to experience anxiety, stress and depression.

Environmental Health services delivered by the Council or in partnership with other organisations to prevent or reduce the incidence and impact of environmental issues include:

- Management of local air quality and private water supplies
- Investigation and enforcement in relation to anti social behaviour, noise and nuisance complaints.
- Ensuring compliance with occupational health and safety regulations in certain public areas, premises, events and workplaces.
- Pest control and dog fouling
- Dealing with litter, flytipping and contaminated land
- Licensing responsibilities in relation to certain premises and services including taxis to ensure services are safe.
- Resilience and emergency planning
- Dealing with the impact on the individual and wider community of poor housing, filthy and verminous, hoarded and dilapidated properties regardless of tenure or ownership.

Economic development

A strong local economy is associated with better health outcomes. Higher levels of income deprivation, unemployment and reliance on welfare benefits can contribute to stress and poor mental health. Although dependent of the type of work and employment conditions, generally being in work is beneficial to people's physical and mental health and well-being. There is a direct link between unemployment and deterioration in physical and mental health and well-being.

Unemployment is shown to increase rates of sickness, disability and mental health problems, and to decrease life expectancy. It also results in an increased use of medication, medical services, and higher hospital admission rates.

Economic development and planning have a key role in supporting indigenous businesses to maintain their existing workforce, helping businesses expand, providing support for new businesses, improving job opportunities for young people, promoting apprenticeship schemes, encouraging businesses to locate to North Norfolk, identifying new areas of employment land and promoting the tourism offer in the district both inland and along the historic coastline.

In addition, for all residents having access to a good range and variety of private and public, retail, recreational and service related businesses can help reduce the impact and financial cost of living in a rural area.

Planning and coastal protection

The aim of the planning system is to contribute towards achieving sustainable development and creating a high quality built environment with supporting infrastructure, leisure and recreational facilities and accessible local services that reflect community need and support its health, social and cultural wellbeing.

Planners have the ability through legislation to ensure that additional pressures which can be caused by development can be alleviated or reduced resulting in increased community facilities and services.

Coastal protection and shore line management are designed to protect the district as much as possible from the impact and effect of coastal erosion and flooding. Research suggests that the negative effects on physical and mental wellbeing may persist for months or even years after a flood incident and those at risk of repeated flooding may be particularly susceptible.

Arts, culture, sport, leisure and open spaces

The opportunity for people to access and participate in arts and cultural, sports and leisure activities or just enjoy the coast and countryside is of significant benefit to both their physical, mental, social and emotional health. There is growing evidence to suggest that exposure to the natural environment is associated with mental health benefits. Proximity to greenspace has been associated with lower levels of stress and reduced symptoms of depression and anxiety.

On its own, in partnership or through financial support to other organisations the council offers local residents, the wider community and tourists the opportunity to benefit from and experience a range of leisure and cultural services and outstanding coast and countryside in North Norfolk. These include:

- 43 miles of coastline
- Six Blue Flag beaches
- Three Green Flag open spaces
- Sports and leisure centres
- Sports and countryside activities
- Yoga and Tai Chi
- Exercise classes
- Holiday events for children and families
- Sporting centre for excellence for young people
- Activity Referral Scheme for people with identified physical and mental health needs
- Volunteering opportunities
- Concerts
- Festivals
- Theatre and drama
- “Our Day Out” – activities to reduce social isolation

Community

In addition to the services provided by the Council, services are commissioned from other organisations such as Mid Norfolk Citizens Advice to provide an Information and Advice service in North Norfolk. This helps support people who have debt, benefits, relationship, housing and employment problems which can have a negative impact on mental health .

Members and officers work with other statutory organisations, voluntary sector and community groups to increase and improve health and wellbeing for people of all ages and ensure that local holistic help and support is available.

The opportunity for people to access and attend local community venues and services is vital for their health and wellbeing and the sustainability of the wider community.

The North Norfolk Big Society Fund was set up to help fund projects that improve and support the social and economic wellbeing of communities. The Fund has so far awarded approximately £1,450,000 to 192 community projects that are meeting local need and making a real difference to communities across North Norfolk. The benefit of the fund to organisations awarded a grant and the individuals and communities that benefit from funded projects is evident from monitoring and evaluation reports.

North Norfolk Help Hub

The North Norfolk Help Hub based at the Council forms part of the county wide, multi agency early help services. It is a partnership of voluntary and statutory organisations that work collaboratively to offer help, advice and support services to children, families and adults of all ages.

The aim of early help services is to ensure that when individuals and family's needs and circumstances change or they need additional help that they can easily access appropriate and timely support from relevant organisations to enable them to cope, deal with and resolve the issue as early as possible. This helps prevent the situation escalating and reduces the likelihood of it having a greater or long term impact on the individual and family. Early help can reduce, delay or prevent the need for more intense, intrusive and costly statutory interventions.

The Hub regularly works with people facing issues relating to self neglect and hoarding, addiction and substance abuse, dementia, mental capacity, physical and mental ill health, family stress and breakdown. The problems and situations they face affects not only their mental health but also their families and potentially the wider community.

This report has summarised the proactive and reactive role the Council has in influencing, supporting, promoting, challenging and improving the mental health of its staff and the resident population of North Norfolk

Sonia Shuter
Health and communities Team leader
August 2017

BUDGET MONITORING REPORT 2017/18 – PERIOD 4

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

Options considered: Not applicable

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

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW
(Papers relied on to write the report and which do not contain exempt information)

System budget monitoring reports

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

1. Introduction

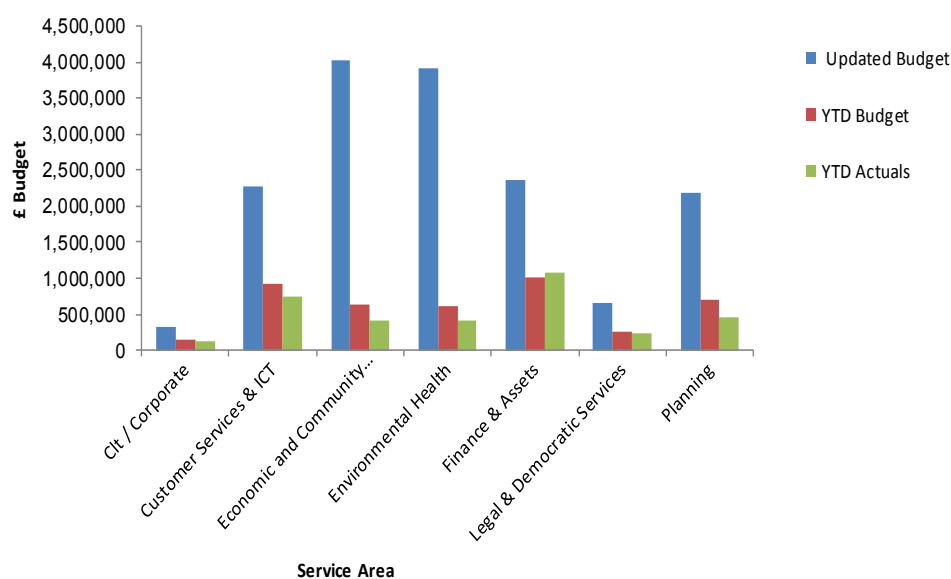
This report compares the actual expenditure and income position at the end of July 2017 to the Updated budget for 2017/18. The Original Base Budget as agreed by Full Council in February 2017 has been updated by approved budget virements.

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

2. Budget Monitoring Position – Revenue Services

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

Graph 1 - Variance by Service area



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

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

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

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

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

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

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

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

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

3 Budget Monitoring Position – Savings and Additional Income

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

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

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

4 Non Service Variances to Period 4 2017/18

Investment Interest

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

4.7 Retained Business Rates

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

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

5 Budget Monitoring Position – Summary

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

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

6 Budget Monitoring Position – Capital

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

6.2 Changes since the last update at outturn:

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

7 Conclusion

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

8 Financial Implications and Risks

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

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

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

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

General Fund Summary P4 2017/18

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

Service Area Summaries P4 2017/18

Clt / Corporate

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

Service Area Summaries P4 2017/18

Customer Services & ICT

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

Service Area Summaries P4 2017/18

Customer Services & ICT

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

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

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

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

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

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

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

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

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

Service Area Summaries P4 2017/18

Economic and Community Development and Coast

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

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Environmental Health

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

Service Area Summaries P4 2017/18

Environmental Health

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

Service Area Summaries P4 2017/18

Finance & Assets

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

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

Service Area Summaries P4 2017/18

Finance & Assets

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

Service Area Summaries P4 2017/18

Finance & Assets

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

Service Area Summaries P4 2017/18

Legal & Democratic Services

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

Service Area Summaries P4 2017/18

Planning Service Area

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

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Corporate Leadership Team and Corporate

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

Customer Services & Ict

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

Economic and Community Development

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

Environmental Health

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

Finance & Assets

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

Legal and Democratic Services

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

Planning

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

GENERAL FUND CAPITAL PROGRAMME - 2017/18

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

Savings and Additional Income 2017/18

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

Savings and Additional Income 2017/18

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

Agenda Item No ____ 12 ____

MANAGING PERFORMANCE QUARTER 1 2017/18

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

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

Conclusions:

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

Recommendations:

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

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

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

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

Introduction

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

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

1. Content of the Report

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

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

Performance information for each priority is broken into three sections:

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

2. Removal of targets for Economic Growth

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

3. Conclusion

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

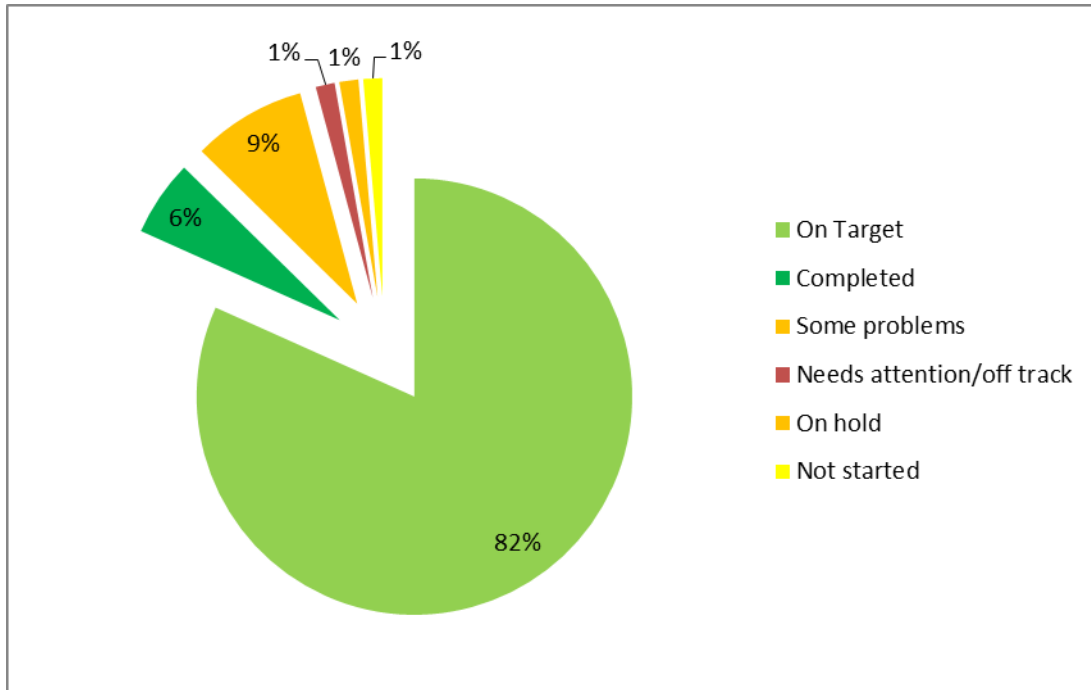


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

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

4. Implications and Risks

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

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

5. Financial Implications and Risks

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

6. Sustainability

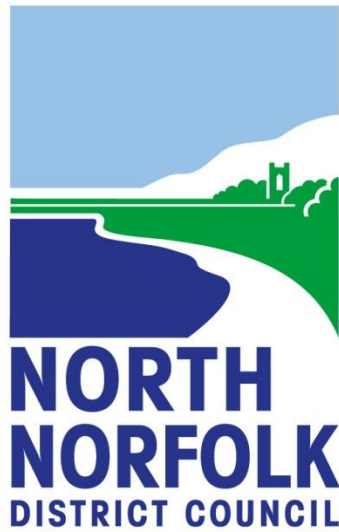
There are no sustainability implications of this report.

7. Equality and Diversity

There are no equality and diversity implications of this report.

8. Section 17 Crime and Disorder considerations

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



Managing Performance

Quarter 1 2017/18

Version 1.0

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

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Introduction

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

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

Performance information for each priority is broken into three sections:

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

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



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

Overview

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

Activities

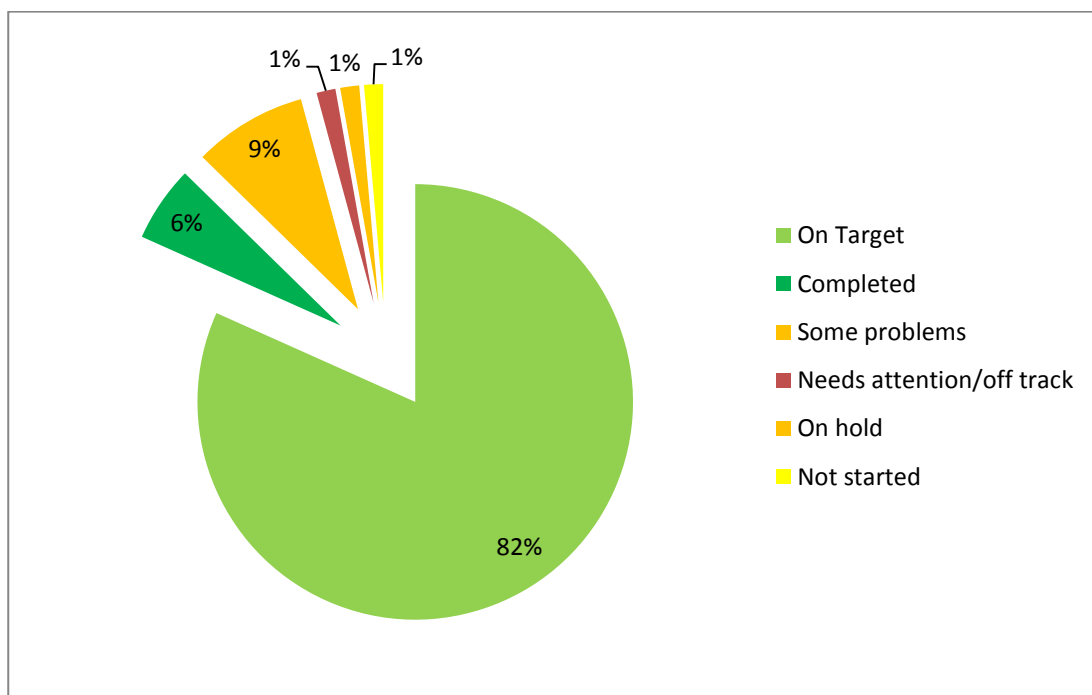


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

01 - Jobs and the Local Economy

Strategic Overview

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

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

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

Our Achievements:

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

Issues and Challenges:

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

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

02 - Housing and Infrastructure

Strategic Overview

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

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

100% of our targets met or exceeded

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

Year on Year performance pressures

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

Our Achievements:

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

Issues and Challenges:

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

03 - Coast and Countryside

Strategic Overview

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

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

We met or exceeded 25% of our targets

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

For 50% of our targets performance is improving

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

Our Achievements:

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

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

Issues and Challenges:

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

04 - Health and Well-being

Strategic Overview

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

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

We met or exceeded 66% of our targets

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

For 80% of our targets performance is improving

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

Our Achievements:

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



05 - Delivering Service Excellence

Strategic Overview

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

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

We met or exceeded 85% of our targets

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

For 53% of our targets performance is improving

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

Our Achievements:

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

Equalities

Strategic Overview

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

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

We met or exceeded 75% of our targets

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







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

Our Achievements:

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

Appendix 1: Performance Indicators – progress reporting



Key




	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
NA = Not applicable	Indicators can be labelled as not applicable as this is important information for the Council where the influence and actions of the Council may make improvements but there is not sufficient control over the outcome to set a target		

















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





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










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






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






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








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









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







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

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

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

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

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

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







*1 Snapshot as at 30 June 2017.

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

*3 No priority 1 (Urgent) recommendations






Appendix 2: Delivering the Annual Action Plan 2017/18

Key

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


01 - Jobs and the Local Economy

A - Work to maintain existing jobs and help businesses expand


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





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

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


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




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

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



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

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

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







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

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




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

02 - Housing and Infrastructure


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

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


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

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



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


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

D – Reduce the number of empty properties

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




E - Improve the infrastructure needs of the district




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

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






03 - Coast and Countryside

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


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

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

B - Protect the wonderful countryside and encourage sustainable access



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

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

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




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



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

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


04 - Health and Well-being



A - Support local residents and their communities

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



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







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

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

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



C - Encourage participation in a range of sports and activities






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




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

05 - Delivering Service Excellence

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




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



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



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

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


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

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

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

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

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

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

Version Control

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

20 July 2017

By email

Nick Baker
Corporate Director & Head of Paid Service
North Norfolk District Council

Dear Nick Baker,

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to

provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.
- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely

A handwritten signature in black ink, appearing to read 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

Local Authority Report: North Norfolk District Council
For the Period Ending: 31/03/2017

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	3	1	0	6	1	3	8	0	22

Decisions made

Decisions made				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	9	8	1	1	50%	19

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.


Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
1	0

Reference	Authority	Category	Received	
1	14015435	North Norfolk District Council	Environmental Services & Public Protection & Regulation	10-May-16
2	16001898	North Norfolk District Council	Environmental Services & Public Protection & Regulation	18-Aug-16
3	16003214	North Norfolk District Council	Housing	07-Jun-16
4	16003440	North Norfolk District Council	Benefits & Tax	09-Jun-16
5	16004047	North Norfolk District Council	Planning & Development	23-Jun-16
6	16006691	North Norfolk District Council	Planning & Development	10-Aug-16
7	16007065	North Norfolk District Council	Planning & Development	05-Dec-16
8	16007597	North Norfolk District Council	Environmental Services & Public Protection & Regulation	25-Aug-16
9	16007997	North Norfolk District Council	Highways & Transport	02-Sep-16
10	16008364	North Norfolk District Council	Environmental Services & Public Protection & Regulation	09-Sep-16
11	16008365	North Norfolk District Council	Corporate & Other Services	09-Sep-16
12	16011406	North Norfolk District Council	Housing	04-Nov-16
13	16013237	North Norfolk District Council	Environmental Services & Public Protection & Regulation	13-Dec-16
14	16013922	North Norfolk District Council	Planning & Development	21-Dec-16
15	16013976	North Norfolk District Council	Benefits & Tax	22-Dec-16
16	16014285	North Norfolk District Council	Planning & Development	04-Jan-17
17	16014481	North Norfolk District Council	Planning & Development	09-Jan-17
18	16015115	North Norfolk District Council	Environmental Services & Public Protection & Regulation	19-Jan-17
19	16015753	North Norfolk District Council	Planning & Development	30-Jan-17
20	16018538	North Norfolk District Council	Housing	15-Mar-17
21	16018547	North Norfolk District Council	Planning & Development	15-Mar-17
22	16019299	North Norfolk District Council	Benefits & Tax	28-Mar-17

Reference	Authority	Category	Decision Date	Decision	Remedy	
1	15014110	North Norfolk District Council	Planning & Development	16-Dec-16	Upheld	Financial Redress
2	15020151	North Norfolk District Council	Planning & Development	14-Apr-16	Closed after initial enquiries	Null
3	16001898	North Norfolk District Council	Environmental Services & Public Protection & Regulation	16-Sep-16	Closed after initial enquiries	Null
4	16003214	North Norfolk District Council	Housing	07-Jun-16	Referred back for local resolution	Null
5	16003440	North Norfolk District Council	Benefits & Tax	09-Jun-16	Referred back for local resolution	Null
6	16004047	North Norfolk District Council	Planning & Development	22-Jul-16	Closed after initial enquiries	Null
7	16006691	North Norfolk District Council	Planning & Development	07-Dec-16	Not Upheld	Null
8	16007065	North Norfolk District Council	Planning & Development	09-Jan-17	Closed after initial enquiries	Null
9	16007597	North Norfolk District Council	Environmental Services & Public Protection & Regulation	25-Aug-16	Referred back for local resolution	Null
10	16007997	North Norfolk District Council	Highways & Transport	30-Sep-16	Closed after initial enquiries	Null
11	16008364	North Norfolk District Council	Environmental Services & Public Protection & Regulation	07-Oct-16	Closed after initial enquiries	Null
12	16013237	North Norfolk District Council	Environmental Services & Public Protection & Regulation	13-Dec-16	Referred back for local resolution	Null
13	16013922	North Norfolk District Council	Planning & Development	22-Dec-16	Referred back for local resolution	Null
14	16013976	North Norfolk District Council	Benefits & Tax	17-Jan-17	Closed after initial enquiries	Null
15	16014285	North Norfolk District Council	Planning & Development	04-Jan-17	Referred back for local resolution	Null
16	16014481	North Norfolk District Council	Planning & Development	09-Jan-17	Referred back for local resolution	Null
17	16015753	North Norfolk District Council	Planning & Development	16-Mar-17	Closed after initial enquiries	Null
18	16018547	North Norfolk District Council	Planning & Development	15-Mar-17	Referred back for local resolution	Null
19	16019299	North Norfolk District Council	Benefits & Tax	28-Mar-17	Referred back for local resolution	Null

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

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Sep 2017					
Cabinet	05 Sep 2017	Community Shop	Judy Oliver	Emma Duncan Head of Legal 01263 516045	 Contains exempt information
Cabinet	05 Sep 2017	Dong Energy EIA report		Steve Blatch Corporate Director 01263 516232	
Cabinet	N/A	Stearman's Yard, Wells	Judy Oliver	Renata Garfoot Estates & Asset Strategy Manager 01263 516086	 Exempt item To be taken under delegation
Cabinet Scrutiny	04 Sep 2017 14 Sep 2017	Budget Monitoring P4	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny	04 Sep 2017 13 Sep 2017	Performance Management Q1	Tom FitzPatrick	Helen Thomas <i>Policy & Performance Mgt Officer</i> 01263 516214	



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 September 2017 to 31 October 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
02 Oct 2017					
Cabinet	02 Oct 2017	VNN Options Appraisal	Nigel Dixon	Rob Young Head of Economic & Community Development 01263 516162	
Cabinet	02 Oct 2017	Financial Strategy	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	11 Oct 2017				
Council	15 Nov 2017				
Cabinet	02 Oct 2017	Fakenham Highfield Car park	Judy Oliver	Steve Blatch <i>Head of Paid Service</i> 01263 516232	
Cabinet	02 Oct 2017	GoGo Hare Moongazer County trail		Rob Young Head of Economic & Community Development 01263 516162	
Cabinet	02 Oct 2017	Community Housing Fund	Richard Price	Nicola Turner Housing Strategy & Community Development Manager 01263 516222	



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 September 2017 to 31 October 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	02 Oct 2017	Non Discretionary Rate Reliefs	Wyndham Northam	Sean Knight Revenues Manager 01263 516347	
Cabinet	02 Oct 2017	Pier Contract	Maggie Prior / Judy Oliver	Nick Baker <i>Head of Paid Service</i> 01263 516221	 Contains exempt information
Cabinet	02 Oct 2017	New Anglia LEP's Economic Strategy – LA Endorsement	Nigel Dixon	Stuart Quick Economic Growth Manager 01263 516347	
Cabinet	02 Oct 2017	Asset Management Plan & supporting documents	Judy Oliver	Renata Garfoot Estates & Asset Strategy Manager 01263 516086	
Scrutiny	11 Oct 2017				
Council	15 Nov 2017				
30 Oct 2017					
Cabinet	30 Oct 2017	Cromer Sports Hub	Maggie Prior	Nick Baker <i>Head of Paid Service</i> 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)

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

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny Council	30 Oct 2017 11 Oct 2017 15 Nov 2017	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Head of Paid Service 01263 516232	
Cabinet	30 Oct 2017	North Norfolk Lottery Scheme	Judy Oliver	Emma Duncan Head of Legal	



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

September			
	Mental health support	Maggie Prior	Referred by Council
	Budget Monitoring – Period 4	Wyndham Northam Duncan Ellis	cyclical
	Performance Management Q1	Tom FitzPatrick Helen Thomas	cyclical
	LG Ombudsman Annual Review		Annual – for info only
	Future working of the Committee	Chairman Emma Denny	
October			
	Review of Crime & Disorder in the District	Steve Blatch	At Committee's request
	Annual report of the Committee	Emma Denny	
	PCC – update to the Committee		Cyclical update
	Public Conveniences -What are the provisions throughout the District? -What is open all year round? -What is planned?	Steve Blatch	Requested by the Committee
	Update on Arts & Culture		Requested by Committee (Briefing note)

	Asset Management Plan	Renata Garfoot	Council decision
	Financial Strategy	Duncan Ellis	Annual
November			
	Update on Broadband		6 monthly
	Tourism update	Nigel Dixon Michelle Burdett	Annual update
	Update on planning service	Sue Arnold Nicola Baker	At committee's request
	Housing Strategy Update	Richard Price Nicola Turner	
	Budget Monitoring Period 6	Wyndham Northam Duncan Ellis	
	Treasury Management Half Yearly report	Wyndham Northam Duncan Ellis	
	Community Governance Reviews		
December			
	Review of public transport provision in the District		Annual update
	Business Transformation Update	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
	Enforcement Board Update	Judy Oliver Nick Baker	Cyclical
	Managing Performance Q2	Tom FitzPatrick Helen Thomas	Cyclical
	Leisure update		

January			
	Waste Update	Annie Claussen-Reynolds Scott Martin	Cyclical (Six monthly)
	Customer Services Update	Becky Palmer David Williams	At Committee's request
	Leisure Services Update	Becky Palmer Karl Read	Annual update
February			
	Managing Performance Q3	Tom FitzPatrick Helen Thomas	Cyclical
	Base Budget 2016/17 Projections – 2017/18 & 2018/19	Wyndham Northam Duncan Ellis	Annual
	Treasury Strategy 2017/18	Wyndham Northam Duncan Ellis	Annual
March			
	Annual Action Plan	Tom FitzPatrick Helen Thomas	Annual
	Budget Monitoring Period 10	Wyndham Northam Duncan Ellis	cyclical
TBC			
	Review of Market Towns across the District – current issues & challenges		
	Environmental Wildlife		
	Government Review of Scrutiny		

	Public Space orders (to come back when updated)		