

# Overview and Scrutiny Committee



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03 October 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 11 October 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 notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: [democraticservices@north-norfolk.gov.uk](mailto:democraticservices@north-norfolk.gov.uk)

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

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

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

To: Mrs S Butikofer, Mr N Coppack, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mr E Seward, Mr R Reynolds, Mr N Smith, Ms K Ward, Mr G Williams, VACANCY

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 & STATEMENTS**

To receive questions / statements from the public, if any

### **4. MINUTES**

(page 4)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on the 13<sup>th</sup> September 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.

The following items have been submitted for consideration:

- Presentation to the Committee by the Norfolk Coast Partnership
- A report on the Asset Management Plan and commercialisation strategy – to include the Council's approach to Assets of Community Value (ACVs) and the consequences of the recent purchase of the community shop in Itteringham.
- Information Technology provision and support at NNDC – business continuity and future resilience (to include out of hours support)

The Committee is requested to agree whether these items can go onto the work programme and to outline how they should be dealt with regarding timescales and any key points that should be addressed within the report.

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

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

**10. PRESENTATION – COASTAL PARTNERSHIP EAST**

(page 12)

To receive a presentation on the work of Coastal Partnership East.

Members can find out more information about the partnership on their website:

<https://www.coasteast.org.uk/>

*The original Cabinet report (November 2015) outlining the establishment of the Partnership is attached at page 12 for information.*

**Reports requested by the Committee**

**11. NNDC’S INVOLVEMENT IN ARTS & CULTURE**

(page 19)

To receive a briefing paper on North Norfolk District Council’s (NNDC) investment and support for art and culture in the District and the changes that are taking place in relation to the focus of art and culture investment.

**Source: Sonia Shuter, Health & Communities Team Leader, 01263 516173**

**WORK PROGRAMMES & UPDATES**

**12. THE CABINET WORK PROGRAMME**

(page 24)

To note the upcoming Cabinet Work Programme.

**13. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

(page 28)

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.

**14. 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.”

**15. 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 13 September 2017 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.**

### Members Present:

**Committee:** Cllr K Ward (Chairman)

Cllr S Butikofer	Cllr B McGoun
Cllr J English	Cllr N Pearce
Cllr V Gay	Cllr R Reynolds
Cllr S Hester	Cllr N Smith
Cllr M Knowles	Cllr G Williams

**Officers in Attendance:** The Corporate Director (SB), the Corporate Director (NB), the Head of Finance and Asset Management, the Head of Legal and Democratic Services, the HR Manager, the Communications and PR Manager, the Health and Communities Team Leader, the Policy & Performance Management Officer, the Democratic Services Manager and the Democratic Services Officer.

**Members in Attendance:** Cllr A Claussen-Reynolds, Cllr A Fitch-Tillett, Cllr P Grove-Jones, Cllr M Millership, Cllr R Price and Cllr J Rest.

The Chairman welcomed the Vice Chair, Mr G Williams, back to work and congratulated all those involved in the successful Greenbuild event which had been held at the weekend.

### 35. APOLOGIES

Apologies were received from Mr N Coppack and Mr E Seward.

### 36. SUBSTITUTES

Mrs B McGoun, for Mr E Seward.

### 37. PUBLIC QUESTIONS

No public questions were received.

### 38. MINUTES

The minutes of the Overview and Scrutiny Committee held on 12 July 2017 were accepted as an accurate record and signed by the Chairman.

Matters Arising: Garden Bins (Minute 29)

In response to a question from Mrs S Butikofer regarding garden bins, the portfolio

holder, Mrs A Claussen Reynolds, reported that the waiting list had now been released. Keir and NNDC were in the process of contacting those on the list to arrange payment. Delivery would be made when payment was received. Two vehicles had been dedicated for this purpose, one of which was working a double shift. 260 bins had been received for delivery and 480 would arrive later. It was aimed to clear the waiting list within 6 – 8 weeks.

In response to a question from Mr J Rest it was confirmed that customers could have more than one garden bin, as long as they paid for all of them.

### **39. ITEMS OF URGENT BUSINESS**

None

### **40. DECLARATIONS OF INTEREST**

To be taken, if necessary, at the appropriate item on the Agenda.

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

None

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

The Chairman and Vice Chairman had discussed the working style of the Overview and Scrutiny Committee. One of the purposes of the Committee was to look at policy development and this role was not being fulfilled. It would be good to have broader discussions on relevant topics, e.g. the Coastal Partnership.

Mrs A Fitch-Tillett and the Corporate Director (SB) clarified some confusion regarding the Coastal Partnership, explaining that there were two organisations.

- a) Coastal Partnership East: this was founded in June to manage the coast between Holkham in North Norfolk and Landguard Point in Felixstowe. The partnership, brought together the coastal management resources and expertise from Gt. Yarmouth Borough Council, North Norfolk District Council, Suffolk Coastal District Council and Waveney District Council.
- b) The Norfolk Coast Partnership was responsible for the management plan for the area of natural beauty (AONB). It comprised North Norfolk District Council, King's Lynn and West Norfolk Borough Council and Norfolk County Council. The Partnership received a significant contribution from DEFRA and was about to review its 5 year management plan. It would be good to strengthen our relationship with this organisation. The Democratic Services Manager would contact them.

The Chairman asked Members to speak to her, the Vice Chair or the Democratic Services Manager about any relevant topics they wished to explore. She had talked to the portfolio holder, Mrs J Oliver, regarding the Asset Management Plan and the Asset Commercialisation Strategy. This would be added to the Work Programme. The purchase of the Community Shop at Itteringham had raised questions about other assets of community value.

The Head of Legal and Democratic Services reminded the Committee that Standing Orders required any suggested topics should be put on the agenda for October, under item 8, for Member decision on how to move forward.

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

None

#### **44. MENTAL HEALTH SUPPORT**

Mr R Price declared an interest in this item as a Member of the Norfolk Health Overview and Scrutiny Committee, the Norfolk and Waveney Joint Health Committee and Norfolk County Council.

Mr G Williams declared an interest as a Member of the Norfolk Health Overview and Scrutiny Committee.

The report had been written by the HR Manager and the Health and Communities Team Leader. It aimed to identify how the Council supported its staff to maintain and improve their mental health and, through the provision and direct delivery of services and engagement with other organisations, worked to influence, maintain and improve the mental health and reduce health inequalities for the resident population of North Norfolk.

Questions and Discussion:

- a) Mrs B McGoun observed that the report did not include mental health support for Members. The Corporate Director (SB) replied that this could be considered further in conjunction with HR and Democratic Services. Members also had recourse to the bullying procedures and the Standards Committee. However, bullying wasn't always linked to mental health issues.
- b) The HR Manager said that the Employee Assistance Programme had originally included Members but that this facility had been withdrawn. She and the Head of Legal and Democratic Services were discussing re-instating it. The service covered a range of issues. There was a confidential helpline, independent of the authority. The Council also has approximately 22 trained mental health first aiders who could be available for Members as well as for staff.
- c) The Head of Legal and Democratic Services said that King's Lynn and West Norfolk Borough Council provided counselling for Members. NNDC might consider helping Members in a similar way. She and the HR Manager were the first points of contact for Members requiring help.
- d) Mrs S Butikofer asked if there was a rise or fall in numbers of staff using the Employee Assistance Programme. The HR Manager responded that numbers were up and down, and usage was over a range of issues. The scheme was actively publicised and was also discussed at JSCC.
- e) Mrs Butikofer asked a question about attendance at Outside Bodies. The Democratic Services Manager explained that her Team captured this information by regular contact with the Outside Bodies. An annual report was made to Full Council in May and the figures were available for inspection in Democratic Services.
- f) Mr N Smith expressed concern that Members were unable to make a difference when they attended Outside Bodies. He expressed further concern about provision for mental health emergencies. The Corporate Director (SB) said that the Trusts in Norfolk and Suffolk had been placed under special measures, but that the Norfolk and Suffolk Foundation Trust now had mental health triage units in hospitals. The Norfolk and Suffolk Mental Health Trust had recently opened a new ward at Hellesdon Hospital for post-natal depression.
- g) Referring to a previous discussion at Full Council about appointing a mental health champion, Mrs Butikofer asked why this hadn't been progressed. The Corporate Director (NB) explained that mental health provision fell under a number of services.

He recalled that there had been no particular enthusiasm when the subject of appointing a champion had been discussed, but it was a Member decision. He would discuss it with the Leader. The Chairman said that it was important that the role was taken by someone who was passionate about it and suggested that anyone who felt strongly that they wanted to take it on should speak to the Corporate Director (NB).

- h) Mr R Reynolds commended the report but observed that it missed the recognition of mental health illness. People in deep depression felt that they had no one to turn to. It was up to others to recognise that they were unwell. He asked if this could be looked at. The HR Manager said that this could be considered. Some mental health training is to be rolled out to managers and a similar programme could be delivered to Members. If there was a particular interest from anyone a Member(s) could also be trained as Mental Health First Aiders.
- i) Mr Reynolds and the Chairman said that it was necessary for Members and others to be able to recognise mental health problems in others generally, but especially in ward work. Mr S Hester said that mental health issues could be hard to spot and that there was a stigma attached which could deter sufferers from seeking help. It was a big problem which would get worse as the pressures of life increased. Prevention was important. Issues that manifested at work might not necessarily be caused by work. Mr Hester applauded the report and asked for a 6 monthly review.
- j) Ms V Gay agreed with Mr Hester, saying that many of us lived lives that were not conducive to good mental health. She suggested that woodlands should be given more attention in this capacity.
- k) Mrs P Grove-Jones expressed concern about lack of resources for mental health care in the area. However, the Committee heard that the PCC had taken on a 5th mental health nurse who could go out with the police.
- l) In response to a question from Ms Gay, the HR Manager confirmed that an updated bullying policy had recently been published.
- m) The Corporate Director (SB) said that it was important that the Council was clear about its responsibilities as an employer, as a Member Community and to the wider community.
- n) Mr R Reynolds asked if the Health and Communities Team Leader could look for any guidance on recognising mental health issues and bring it back to the Committee.
- o) In summary the Chairman expressed appreciation for the report and ongoing work. Consideration of mental health issues should include Members. Concerns had been expressed regarding budgetary and resource issues. Members needed to be aware of this when they sat on other committees.
- p) The Health and Communities Team Leader informed the Committee that dementia and dementia support was also being looked at. The Norfolk Help Hub had also been formed so that intervention could be possible before legal enforcement became necessary. The next update would include the Hub.

## **RESOLVED**

**To note the report, to review it in 6 months and that a Mental Health specialist should be invited to speak to the Committee.**

## **45. BUDGET MONITORING PERIOD 4**

The report summarised the budget monitoring position for the revenue account and capital programme to the end of July 2017. The overall position at the end of July 2017 showed an under spend of £857,491 to date for the current financial year on the revenue account. This was currently expected to deliver a full year under spend of £91,185. The budget was closely monitored throughout the year.

The budget for 2017/18 included savings and additional income totalling £558,300 and a virement of £45,000. There was a small variance in investment income but a year end variation was not currently forecast. The Council was in a positive position.

Questions and Discussion:

- a) In response to a question from the Chairman regarding the timescale for insurance payments for the storm surge, the Head of Finance and Asset Management explained that sometimes such payments could take a long time but, on this occasion, it was hoped that it would be in the next few months and that all financial loss would be recouped.
- b) To a question from Mr J Rest about Housing Strategy, the Head of Finance and Asset Management replied that the agreement with Victory Housing Trust was time-limited and due to end.
- c) Business Rates Retention Scheme: a report outlining the scheme was due to go to Cabinet in October.
- d) Vacant posts in Benefits Administration: 4 new posts had been created and were currently being recruited. It was expected that they would all be filled.

## **RESOLVED**

**To note the contents of the report.**

### **46. MANAGING PERFORMANCE Q1 2017/18**

The report provided a first quarter progress report of the performance of the Council. More specifically it reported on the delivery of the Annual Action Plan 2017/18 and progress against targets. It gave an overview, identified any issues that might affect delivery of the plan, the action being taken to address these issues and any further action needed that required Cabinet approval.

The position was positive in a period of significant activity which had included 2 elections. Planning performance (determinations) had improved significantly. It was hoped that this could be maintained or further improved with the introduction of the pre-determination process.

Areas in red included:

- a) Visitors to country parks: there had been some improvement but it was possible that some targets had been unrealistic.
- b) Flytipping: the Head of Environmental Health had been asked to investigate response.

Questions and Discussion:

- a) Flytipping: Mrs B McGoun observed that the average waiting time was getting worse and that this was a reputational issue. The Corporate Director (NB) said that the contractor was being defaulted accordingly and that lessons learned would be of value when negotiating the new contract. Mrs P Grove-Jones said that the charges at recycling centres encouraged fly tipping. The Corporate Director (NB) explained that this was beyond the Council's control. However, fly tipping was increasing nationally. NNDC had a zero tolerance approach and, whenever appropriate, it was subject to prosecution. Successful prosecutions were publicised. The responsibility was on the householder who should ensure that anyone disposing of their rubbish had a waste transfer certificate. Education was necessary and could be the subject of a



campaign. Typically white goods, furniture, garden material and tyres were tipped. Mrs S Butikofer asked the portfolio holder, Mrs A Claussen-Reynolds, to lobby Norfolk County Council to hold more amnesty days in North Norfolk. The Corporate Director (NB) also undertook to speak to the relevant officers at County Council. However, it was believed that the Sheringham recycling centre didn't have the capacity for an amnesty day.

- b) The Council would pick up certain bulky items for a modest charge. This was publicised on the NNDC website. The Benjamin Foundation would collect good items of furniture which were able to be reused.
- c) Cost of fly tipping to NNDC: the Corporated Director (NB) would provide a written response for inclusion in the minutes.
- a) Average wait time, Customer Services (CS057): this referred to customers who came to the office without an appointment. The Corporate Director (NB) explained that although the waiting time had gone up slightly, it was still within the target time of 10 minutes. In addition, the figures only provided a snapshot over a short period of time. Any number of factors could influence the waiting time; June was a peak time because of elections in any case, but where a trend was established, extra staff cover had been provided eg over the lunchtime period to alleviate the problem. Last year the target had been met. Through the Digital Transformation Strategy customers were encouraged to do business digitally, so that less resources were being provided for face to face transactions. The Chairman noted that it was possible also that there could be a correlation with an IT outage at that time. To a question from Mrs P Grove-Jones, it was explained that planning had experienced a decrease in people coming into reception as a result of the digital improvements. Mrs Grove-Jones believed there were other areas, e.g. housing, where customers preferred to deal with someone face to face. She was assured that there would always be a safety net for those who couldn't or preferred not to do digital transactions.
- b) In response to a question from the Vice Chairman, the Corporate Director (NB) explained that targets put forward by Heads of Service were challenged. Some were historic and others changed over time. They should be stretching but not impossible. A lot of work had gone into encouraging visitors to sports centres. Country parks were influenced by weather and other factors. The Country Park Christmas events last year however had been very successful.
- c) Percentage of Priority 2 Audit recommendations: there had been very few, but they hadn't been implemented by the due date. They would be addressed before the next review. Members of the Governance, Risk and Audit Committee had received a very positive report from Internal Audit.
- d) AAP 16/17 02 A 04 – timelines: the Corporate Director (SB) would ask the Housing Strategy and Community Manager to provide a response in writing before the next meeting.

## **RESOLVED**

**To note the report.**

### **47. LOCAL GOVERNMENT OMBUDSMAN ANNUAL REVIEW LETTER**

The letter was received annually and detailed those complaints against the authority which had been received by the Local Government Ombudsman – that is, complaints by customers who weren't satisfied after their complaint had been dealt with under the Council's 3 part procedure.

There had been 19 new complaints (3 had been held over from the previous year) but only one (a Planning matter) had been upheld. Most had been referred back to the Council – usually because they hadn't gone through the proper procedure.

Questions and Discussion:

- a) Financial redress re upheld complaint: the Policy and Performance Management Officer would be asked to respond in writing. The amount would have been calculated according to the ombudsman's scale.
- b) Usually it was a planning decision, rather than procedure, that was the subject of a complaint. Complaints tended not to be from the applicant but by someone who was uncomfortable with the outcome.
- c) Environmental services complaints tended to be neighbour nuisance disputes.
- d) Apologies often dispelled complaints.
- e) Persistent complainers were being dealt with more robustly.
- f) Sometimes it was useful to learn from a complaint.

## **RESOLVED**

**To note the Letter.**

### **48. FUTURE WORKING ARRANGEMENTS OF THE COMMITTEE**

The Chairman and Vice Chairman had discussed this topic between themselves and with Democratic Services. Discussion was ongoing and included how the Overview and Scrutiny Committee might work more effectively. The Committee's Terms of Reference were broader than scrutiny and receiving Cabinet reports and included the power to bring in external expertise.

In the Committee Structure committees had been service-based with all Members having a degree of involvement. The Cabinet Structure, with the scrutiny process holding the executive to account, had streamlined the process. This often meant that "back benchers" fell through a gap. For this reason it was important to improve Overview and Scrutiny to engage more Members. Scrutiny itself was only part of the role. The other key role was policy and looking outside the Council for significant issues which impacted on the community.

It was important to manage overloaded agendas. Task and Finish Groups – which would report conclusions to the main Committee - or Overview and Scrutiny Panels would help with this but it was important to be clear about the task, the resource implications for officers and the timescale. It was in the power of the Committee to create Task and Finish Groups but Panels would have to be put into the Constitution. Each political group would be asked to discuss this, and how it might be taken forward. Mrs S Butikofer suggested that 2 Members from each group should meet with the Head of Legal and Democratic Services and the Democratic Services Manager.

Ms V Gay observed that it was important that anyone appointed to a Task and Finish Group was willing and interested. Members were asked to speak to the Chairman or Vice Chairman if they wanted to be involved.

The Corporate Director (SB) warned that the Planning Policy and Built Heritage Working Party had been formed to support the Local Plan and should not be taken as a model for a Scrutiny Panel.

#### **49. THE CABINET WORK PROGRAMME**

- a) The Asset Management Plan was likely to be deferred to December.
- b) Financial Strategy would come to the meeting of 30 October.
- c) In reply to a question from Ms V Gay it was explained that an item on Stearman's Yard concerned access across a piece of land which didn't require Member authority.

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

#### **50. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE**

- a) PCC update: it was suggested that the Area Commander should be invited to attend after the review of the traveller incidents was published in October.
- b) Review of Crime and Disorder/ Update on Arts and Culture: the Chairman had agreed that some updates could be made via briefing notes. This would include these topics.
- c) The Splash feasibility report would come for pre-scrutiny in November. Other leisure projects would come to the Committee in due course.

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

The meeting ended at 12.16 pm.

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Chairman

**PARTNERSHIP OF MARITIME AUTHORITIES IN NORFOLK & SUFFOLK**

Summary:

NNDC's Coastal Management team provides an effective and efficient service both in the implementation of coast protection schemes of works and in the development of innovative approaches to coastal change management. Sustaining that for the future depends upon the availability of financial resources but also on the recruitment and retention of suitably qualified and experienced staff.

The Coastal Management Teams working within the Norfolk and Suffolk Maritime Local Authorities (MLAs) share the same pressures caused by accelerating coastal change, constrained funding and limited staff resource.

In February/ March 2015, North Norfolk District Council, Great Yarmouth Borough Council (GYBC), Suffolk Coastal District Council and Waveney District Council Cabinets resolved to develop a suitable partnership model to address these shared issues and sustain the high levels of service in the future.

Following the exploration of various partnership models in consultation with a wide range of internal and external stakeholders, this report recommends a joint Norfolk and Suffolk Coastal Management shared services team. This team would work as an equitable partnership, overseen by a formal governance structure. This would enable resources to be managed more effectively and with a higher degree of efficiency, resulting in more positive, sustainable outcomes for our communities in the long term.

Options considered:

The *principle* of developing a case for a 'coastal management partnership' was agreed by Cabinet in march 2015; different business models of how this can be achieved have been evaluated and the proposed model has been compared with the options of carrying on as is ('do nothing') or 'doing less'.

Conclusions:

A new approach is required in order to ensure an efficient, resilient and sustainable Coastal Management service continues to be delivered in Norfolk and Suffolk. Developing an appropriate new partnership structure, with the right governance arrangements in place, will not only help make best use of the existing resource, skills and expertise but create a platform to maintain the high calibre of staff and increase the effectiveness of the Coastal Management Service.

Developing the capacity and expertise locally will enable informed decisions to be made about managing the coastline and provide better opportunities to access funding and support for coastal management schemes, projects and approaches.

Recommendations:

1. **That a Norfolk & Suffolk Coastal Management Team be established in partnership between North Norfolk District Council, Great Yarmouth Borough Council, Suffolk Coastal District Council and Waveney District Council.**
2. **That a Councillor Partnership Board and Operational Officer Group be created respectively to oversee and manage the work of the Norfolk & Suffolk Coastal Management Team.**
3. **That should secondment of staff be required that is arranged under Section 113 of the Local Government Act 1972.**
4. **That the initial decision on the delivery of support services for the partnership be delegated to the Chief Executive, in consultation with the relevant Cabinet Members.**
5. **That the detailed terms of the relevant Agreement and protocols, including the secondment of staff under Section 113 of the Local Government Act 1972 be delegated to the Chief Executive Officer, in consultation with the relevant Cabinet Members.**

Reasons for Recommendations:

To plan for an effective and sustainable way of continuing to deliver a robust coastal management service for North Norfolk and the other partner authorities.

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

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

<i>Norfolk &amp; Suffolk Coastal Management Team: A Case for Change</i>
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Contact Officer, telephone number and email: R Young; 01262 516162; robert.young@north-norfolk.gov.uk
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**1. Introduction**

- 1.1 There are significant and diverse challenges and opportunities faced by the Maritime Local Authority (MLA) Coastal Management teams working

across the Norfolk and Suffolk coasts. The demands for management of coastal change, from coast protection to adaptation, far outstrip the resources available and are driven by complex processes which act across and beyond the Norfolk and Suffolk borders.

- 1.2 Existing assets are under increasing pressure and the opportunities for larger scale projects are relatively scarce, partly through a reduction in funding available for such schemes. In addition, the funding for coastal management interventions is complex and increasingly specialist and individual MLAs have limited budgets and staff resource to develop the scale of projects that are needed to address the challenges we face.
- 1.3 Effective future delivery of the service depends not only upon the availability and efficient management of financial resources but also on the recruitment and retention of suitably qualified and experienced staff.
- 1.4 The Norfolk and Suffolk Coastal Management Teams are currently responsible for addressing similar challenges, processes and projects on a linked stretch of coastline. Each team has experienced and skilled staff but there has to-date been no formal mechanism for sharing resources between areas.
- 1.5 In March 2015 cabinet resolved:  
*“to agree the principle of relevant maritime local authorities (NNDC, the Borough Council of Kings Lynn and West Norfolk, Great Yarmouth Borough Council, Suffolk Coastal District Council and Waveney District Council), working together to develop a suitable partnership model towards the establishment of a shared coastal management service; and for this to be brought before the Council for detailed consideration (by each council) later this year (targeted for late summer 2015).”*
- 1.6 Cabinets in each of the four authorities (with the exception of the Borough Council of Kings Lynn and West Norfolk (BCKLWN)) consequently agreed to explore a collaborative approach to managing the coast across their frontages and to develop a suitable partnership model towards the establishment of a shared service. The local authorities have held further discussions in order to develop the business model and have agreed that it is in their mutual interests to progress the partnership arrangement. The intention is to establish the new partnership at the start of the next financial year. (BCKLWN has expressed interest in remaining involved in some way, perhaps as a non-voting member of the Board, but not to enter into a formal arrangement at this point in time).
- 1.7 The reasons for seeking this new approach were aired in the previous report to Cabinet. Experience from other councils who have taken a joint approach is that it has enabled them to become more resilient and cost effective and to have built capacity to deliver more. Informal discussions with a wider range of organisations with coastal interests across Norfolk and Suffolk suggest the concept will be well received and indeed welcomed.
- 1.8 It has been agreed, between the potential partners, that the creation of a shared coastal team will help bolster resilience, by improving the opportunities for staff recruitment, retention and development; but other clear benefits also include: better utilisation of in-house expertise (rather than reliance on consultants); exploitation, rationalisation of and access to the most effective and efficient procedures, systems and processes of

the partner authorities (e.g. procurement); access to the breadth and depth of expertise (both in established specialist areas and innovative new approaches); being able to represent the combined interests to government and other key authorities; greater capacity to develop in-house specialist skills (and systems) in a much more cost effective way.

## **2 REVIEW PROCESS**

- 2.1 A Project Delivery Board, comprising senior officers from each MLA reviewed the possible models of shared service arrangements, recognising the lessons from the Suffolk Coastal and Waveney Partnership, along with other coastal partnerships in operation elsewhere in the UK, notably the Eastern Solent Coastal Partnership, the Fylde Partnership and the East Kent Coastal Partnership. The positive outcomes likely to accrue from adopting a similar approach across the Norfolk and Suffolk MLAs, are outlined below.
- a) Fostering collaboration between authorities, rather than competition between them can lead to more robust business cases being made for externally funded projects (perhaps delivered in multiple locations).
  - b) Best practice can be shared across a wider team; for example, the rationalisation of, and access to, the most effective procurement procedures.
  - c) The ability to transfer knowledge and experience between authorities (and learn from projects delivered in neighbouring areas), provides a better opportunity to improve project management and project implementation, encouraging innovation and efficiency.
  - d) A potential to offer services to other organisations (including other MLAs), providing a fee-earning opportunity.
  - e) Common issues and problems experienced along the coast can be addressed in collaboration, for example the challenges facing vulnerable coastal communities, where perhaps a new policy approach needs to be developed.
  - f) The ability to share and utilise in-house experience and expertise rather than frequently having to 'buying in' from expensive consultants.
  - g) A greater capacity to develop in-house specialist skills (and systems) in a much more cost effective way, with more opportunities for staff training, development, mentoring and career progression.
  - h) The ability to represent the combined interests to government and other key authorities.
  - i) Greater resilience in the services provided by a larger coastal team, with benefits to staff recruitment, retention, leave and sickness cover.
- 2.2 In summary, as demonstrated by existing similar cross-authority partnerships, forming a combined Coastal Management team would allow resources and expertise to be pooled and enhanced, best practice to be shared and efficiencies to be maximised.
- 2.3 Based on these compelling benefits, the recommendation is for the Norfolk and Suffolk MLAs to establish a shared services partnership to

jointly deliver coastal management services. The target for the implementation of the new structure would be April 2016.

### **3 THE PROPOSED BUSINESS MODEL**

- 3.1 Having evaluated various potential partnership models, the recommendation is for the Norfolk & Suffolk Coastal Management Team to initially operate by agreement under Section 113 of the Local Government Act 1972. This is the same basis by which Suffolk Coastal and Waveney Officers currently operate to support both Councils and would see staff *seconded*, to work in any partner area or on any partner initiative, rather than *transferred*.
- 3.2 It is proposed that a Councillor 'Partnership Board' and an 'Operational Officer Group' be established to govern delivery of the Norfolk & Suffolk Coastal Management Team.
- 3.3 The Partnership Board will comprise relevant Cabinet Members from the four partner authorities, each with equal voting rights on decisions. The Board will provide the strategic direction for the Partnership, ensuring that each partner's objectives are identified and achieved, agreeing annual partnership budgets, future delivery models and the vision.
- 3.4 The Operational Officer Group (OOG) will consist of one senior officer from each local authority. Alongside the Partnership Manager, the OOG will support the functions of the Partnership Board. The OOG will also provide operational guidance to the Partnership Manager, consider staffing matters and hold the Partnership Manager to account for delivery in their respective areas.
- 3.5 The Partnership Manager, appointed by the Partnership Board and OOG, will oversee and control the budget, scope, staffing, priorities and delivery of the new partnership.
- 3.6 In addition, it is proposed that a number of other stakeholders, including County Council representatives and the Environment Agency would be invited to attend Board Meetings as non-voting members, to ensure that there is co-ordination of work on strategic issues.
- 3.7 It is anticipated at this stage that one partner authority will provide the IT, HR and Finance support services to the partnership. This will ensure that the partnership and Partnership Manager can operate most efficiently and effectively. The initial decision as to which Council will provide these support functions has yet to be made and will be subject to further discussion and determination by the respective Chief Executives, in consultation with the relevant Cabinet Members. In reaching this decision, consideration will be given to each council's desire, capacity and capability in fulfilling the necessary functions and meeting the needs of the new team (including IT, HR and finance).
- 3.8 Once established, any future decisions regarding the delivery of support services will then be made by the Partnership Manager, OOG and Partnership Board.

### **4 CONCLUSION**

- 4.1 A new approach is required in order to ensure an efficient, resilient and sustainable Coastal Management service continues to be delivered in



Norfolk and Suffolk. Developing an appropriate new partnership structure, with the right governance arrangements in place, will not only help make best use of the existing resource, skills and expertise but create a platform to maintain the high calibre of staff and increase the effectiveness of the Coastal Management Service.

- 4.2 Developing the capacity and expertise locally will enable informed decisions to be made about managing the coastline and provide better opportunities to access funding and support for coastal management schemes, projects and approaches.

## **5 IMPLICATIONS AND RISKS**

- 5.1 The establishment of a shared services team is intended to mitigate the impending risks faced by the future resilience of the service and to maintain its effectiveness. Any efficiencies achieved in cost-terms will enable the current investment programme to be delivered more effectively.
- 5.2 Concerns that the existing services may be compromised or diluted will be firmly addressed through the formal governance structure, whose purpose will be to give confidence to each partner authority that the service is being managed efficiently, effectively and equitably. A formal communications plan will also be implemented to highlight the benefits to key stakeholders.
- 5.3 As the partnership will be formed under a Section 113 agreement, there will be no detrimental impacts upon existing staff, who will retain their existing arrangements and continue to be closely consulted throughout the change management process. It is anticipated that the Partnership will be better placed to recruit any new staff than any of the authorities acting independently.

## **6 FINANCIAL IMPLICATIONS AND RISKS**

- 6.1 It is anticipated that there will be a modest set-up cost to enable the partnership to be established, which will be shared across the MLAs from within existing resources. The level of such costs will be dependent on the implications of sharing existing IT and finance systems and so this will be a further consideration in the selection of the council with the 'best fit' to provide these services.
- 6.2 Although financial savings have been identified by other coastal partnerships, at this stage targets have not been set. The new partnership should, however, enable cost efficiencies in a number of areas, increasing capacity and enabling anticipated new projects to be delivered.
- 6.3 It is important to note that the partnership will not result in any one district subsidising another district area. All resource contributions made by each authority will be properly reflected in the level of service delivered to them by the team.
- 6.4 Officers will continue to be located in each participating local authority office, to retain local coastal knowledge and also relationships with the authority. Staff time and costs will be monitored and reported. As part of the Section 113 Agreement, existing terms and conditions will be

maintained. A detailed Change Management Process has been drafted for implementation once Cabinet approval has been given.

**7 SUSTAINABILITY**

7.1 No sustainability issues result from the contents of this report.

**8 EQUALITY AND DIVERSITY**

8.1 No equality or diversity issues result from the contents of this report.

**9 SECTION 17 CRIME AND DISORDER CONSIDERATIONS**

9.1 No crime or disorder issues result from the contents of this report.

## **North Norfolk District Council's involvement in Art and Culture**

This briefing paper provides an overview of North Norfolk District Council (NNDC) investment and support for art and culture in the District and identifies changes that are taking place in relation to the focus of art and culture investment.

Research has shown that art and culture boosts the local economy by increasing visitor numbers, creating jobs, attracting and retaining businesses, revitalising places and developing talent.

Engagement with art and culture helps promote community and intergenerational cohesion as well as supporting positive mental and social health.

### **Key art and culture initiatives facilitated or supported by NNDC**

**Art in the Office** – The First Floor Gallery is used to display the work of local artists of all abilities. 2016 / 17 saw a variety of exhibitions from debut to professional collections, supported with local and regional media coverage.

In 2016 /17 the Council invested a total of £80,510.46 in initiatives relating directly to art and culture activities:

#### **Sheringham Little Theatre £38,000**

This community arts venue which is home to one of the last surviving Summer Repertory seasons has a year-round programme of arts events which includes film, art exhibitions, dance, drama, music and comedy as well as a popular winter pantomime. It has an extensive outreach programme which provides opportunities for young people across North Norfolk.

During 2016-17 there were 372 stage and screen performances involving 800 professionals and 1,488 volunteers. Total audience numbers 29,959.

Weekly drama classes are held attended by an average of 45 young people per week. Two youth musical productions: Evita and Best of the Best and a youth production of Fallen Angels have been staged. Working with North Norfolk Stories Sheringham Little Theatre also presented The Wailing Wood.

The theatre has also provided twenty work placements offering catering, administration, business studies, front of house and behind the scenes / back stage experience. Visiting companies included Feast and Spinning Wheel Theatre Companies, Eastern Angles and Hayley Matthews Dance. The theatre joined in Orchestras Live, the 1940's Weekend, Sheringham Carnival, Folk on the Pier Blues Day Festival and the Christmas Lights Switch on. It celebrated 56 years of Summer Theatre and staged another successful professional Pantomime playing to an audience occupancy of 83%.

The theatre is continuing with its plans to build a second storey extension to provide a flexible space for youth rehearsals and meetings, corporate hospitality and a community meeting space. Subject to planning permission and funds being secured it is hoped the extension will be open in 2018 / 19.

### **Arts and Culture grants**

The Council has also awarded eleven art and culture grants totalling £32,510.46 to a variety of organisations delivering projects and services relating directly to arts and culture.

Some of these are large regional or county wide organisations that often use funding from NNDC as leverage to secure additional funds from a variety of external sources ensuring the value of the District Council investment is increased significantly.

For example, the Council offered match funding to support the successful bid by Creative Arts East to the Spirit of 2012 Trust, for the “Our Day Out” project. The project offers older people in Norfolk the opportunity to engage in art and culture through participation in music and dance sessions in a dementia friendly environment. In North Norfolk sessions are held in North Walsham and Wells –next the Sea.

Others cover the whole district or a specific area in NNDC. Funding for these organisations which are often run by dedicated volunteers is vital to pump prime projects that are reliant on tickets sales to cover their costs.

In addition, organisations and projects that meet the eligibility criteria can apply to NNDC’s Big Society Fund for a grant towards art and culture facilities, activities and events.

### **Creative Arts East (CAE) £6,000**

CAE is an arts and community development charity, which focuses most of its activity in rural areas. It delivers rural touring programmes of live performance and cinema and has developed a youth promoting scheme, offering training and volunteering opportunities for young people to engage with and inform cultural activities in their communities.

#### Village Screen

Supports volunteers to utilise professional screening equipment to host cinema events in community venues across North Norfolk Key work in 2016 / 17 resulted in:

- 11 geographical locations being supported
- 90 events held
- 2,771 tickets sold
- £13,866.25 generated for local facilities and initiatives
- 356 people volunteering and learning new skills

#### Creative Arts East Live!

Supporting volunteers to promote professional live performance events in community events across North Norfolk. Key work in 2016 / 17 resulted in:

- 10 different live performances took place in a range of settings
- 50 volunteering opportunities
- 352 tickets sold

### **Creative Arts East (CAE) £5,000**

#### Spirit of 2012 – Our Day Out

Our Day Out is a three year music and movement programme costing in total £306,010. It aims to offer rurally isolated older people across Breckland and North Norfolk the opportunity to engage with have fun, get fit or creative in free fortnightly music and dance sessions in North Walsham and Wells - next - the - Sea. Anyone over the age of 70 can attend the sessions. They are tailored to ensure that the specific needs of people with early stage dementia, long term illness or caring responsibilities can be met.

### **The Garage, £6,000**

The Garage is a centre for performing arts located in Norwich. NNDC's investment enabled The Garage to offer opportunities in North Norfolk for predominantly young people to engage in creative activities that promote fitness, wellbeing and increase aspirations. Activities included:

- Dance sessions at Alderman Peel High, Gresham Village and Cromer Junior schools
- Drama sessions at Sheringham Community Primary school
- Youth music sessions at Holt Youth Club
- Band Clubs at Fakenham and Cromer Academies
- Circus skills at Cromer Academy
- Face painting at Sheringham Community Centre

In total 229 participants attended 92 sessions totalling 137.5 hours. The grant from NNDC was used towards the outreach coordinator post and the direct costs of delivering the sessions. Funding is also levered in from Youth Music and Active Norfolk to maximise the amount of activity taking place and generate earned income.

### **NORCA (Norwich & Norfolk Community Arts) £5,000**

Following a series of pilot sessions undertaken by Community Music East (CME) in 2015, NORCA used the grant award from NNDC towards developing 'Home Studios' which offered a series of workshop to young people in the Wells next- the- Sea school cluster and gave them the chance to have free high quality music access and support on their own computers. It provided opportunities both during the school day and after school training to give staff skills to support young people in gain confidence and tools to make music at home. This encouraged and developed remote learning and creativity and reduces the main barrier to participation in the arts in rural areas, access to transport. NORCA provided live support sessions online, at school and at selected home support visits. Participants also had the chance to link into progressive opportunities through NORCA's wider offer.

NORCA also delivered sessions in Holt Youth Club. This led directly to the planning of a new music technology project which culminated in a performance at the Holt Festival.

### **Orchestras Live North Norfolk (£3,952.96)**

Orchestras Live is a national music charity which offers opportunities for people from all backgrounds to participate in and enjoy the highest quality orchestral experience, regardless of their age or geographical location. They particularly focus on areas that are geographically and socially isolated.

In 2016 / 17 three internationally well-known orchestras held concerts in North Norfolk:

- October 2016 – Manchester Camerata in partnership with Arts North Norfolk performed at the Atrium in North Walsham
- February 2017 – City of London Sinfonia in partnership with FALCON (Facilitating Arts and Literature for the Children of Norfolk) performed at St Andrew's Church in Holt
- March 2017 - Sinfonia Viva performed Flights of Fancy in partnership with Sheringham Little Theatre performed at Sheringham Little Theatre

One Orchestras Live event has taken place so far this year. In June, Sinfonia Viva performed Curiously Classical and Fluttery & Fly in partnership with Gresham School at Gresham's Pre-Prep School, Holt.

### **North Norfolk Exhibition Project (NNEP) £2,500**

Held primarily in St Margaret of Antioch church; “Cley 16 in Norfolk now” was the 16<sup>th</sup> anniversary of this annual high quality contemporary exhibition and events programme hosted by the NNEP.

The month long event featured 78 artists and was the largest exhibition held by NNEP. The annual Cley Exhibition has become a major event for the highest quality of contemporary arts in this area. NNDC’s continued support enables the corporate profile to be raised alongside this ever popular and growing project.

Key features of the project included:

- Three ticketed and five free public events
- Five fee paying workshops for adults
- Three free workshops for families, over 60’s and carers and the people they care for
- Schools programme to develop an appreciation and understanding of art involving four schools and over 200 primary to senior students

Five off grants were also awarded to:

- Mammoth Mural – Sheringham promenade - £214.50
- COAST - £1,500
- Cromer & North Norfolk Music & Dance Festival - £493
- Sheringham & Cromer Choral Society - £350
- Norfolk & Norwich Open Studios - £1,500

### **A new Health and wellbeing focus for art and culture**

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

Investment in art and culture benefits the resident population in terms of the opportunity to experience and engage in a variety of activities and events as a spectator or participant. For some people it also provides an economic benefit as they are either employed in or run a business associated with art and culture.

Throughout the year the wide variety and number of arts and cultural events such as concerts, carnivals and festivals that take place across North Norfolk also makes a significant contribution to the wider economy.

In addition to local residents events also attract additional day and weekend visitors or tourists that choose to holiday in North Norfolk offering a significant economic benefit to the hospitality and catering trade.

The post of Technical Support - Arts and Culture officer became vacant in 2016. Its subsequent deletion provided an opportunity to review and clarify the aim of NNDC’s investment in art and culture. With a reduction in officer capacity, it was necessary to ensure NNDC’s investment both financially and in terms of officer time, focussed on and contributed to the achievement of Council priorities, and did not duplicate the role and focus of activities being managed or delivered by other statutory, commercial or voluntary sector art and culture organisations.

As a result NNDC is no longer maintaining the arts mini website which primarily promoted art and culture events and activities. It was considered that the website is replicated by Visit

Norfolk and Visit North Norfolk who both provide a comprehensive interactive website for local residents, visitors and tourists on Where to Stay, What's On and Things to See and Do in North Norfolk. The websites include art and culture activities. It is free to submit an event so it was felt it covered the main functions of the NNDC's mini arts website.

NNDC's monthly electronic art and culture newsletter aimed mainly at artists and arts and culture organisations in North Norfolk is no longer produced. The newsletter predominantly provided information about jobs and funding for arts and culture in North Norfolk. It was identified that this duplicated the weekly email bulletins provided by Norfolk Arts Forum. The Forum is free to join and members receive regular information, via weekly email bulletins, on jobs, opportunities, and funding for the arts across Norfolk. The Arts Forum also has a Facebook page and Twitter account so members can promote their events and activities.

Unlike the Big Society Fund, North Norfolk art and culture grants are not widely advertised or promoted. Therefore for several years the majority of the art and culture grants have been awarded to the same organisations. Predominantly the funding has been used to support the delivery of organisations core costs for generic or outreach services in North Norfolk.

It was decided early this year to start to change the process of applying for art and culture grant funding. The rationale was to bring the application and monitoring process more in line with that of the successful Big Society Fund, increase equity for potential applicants and ensure that organisations receiving funding were delivering projects in North Norfolk that improve health and wellbeing. As demonstrated earlier in the report, apart from the Our Days Out project the health and wellbeing focus and outcome of the grants is currently implicit rather than explicit.

Organisations that have previously received an art and culture grant and have enquired about funding for this year have been required to complete an application form and provide supporting documentation. The applications are considered by and grants awarded under delegated powers by the Portfolio Holder with the responsibility for Arts and Culture and the Housing Strategy and Community Manager. A regular monitoring and End of Grant reporting process is also being implemented.

Organisations were also advised that from 2018-2019 there will be a change to the criteria in relation to the use of Arts and Culture grants. Applications for core revenue costs for the administration of groups or projects, such as staff/management costs/expenses, artist's fees/expenses, volunteer and training costs, travel expenses, venue hire/maintenance and insurance will no longer be supported. Instead the focus will be on supporting specific arts and culture projects whose aim is to improve participants' health and wellbeing such as the Our Day Out project previously mentioned.

In addition the art and culture grants will be widely advertised and promoted to increase and enable a greater number of organisations and projects to benefit from the funding available.

In conclusion, this report demonstrates that NNDC's support and investment in arts and culture activities has brought significant social, cultural and economic benefit to individuals, communities and businesses across the district.

The changes in the promotion and focus of arts and culture grants is likely to increase the number of organisations applying for funding and also ensure the grants awarded support the achievement of NNDC's priorities in relation to health and wellbeing.

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

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>02 Oct 2017</b>					
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	
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 Head of Paid Service 01263 516221	 <b>Contains exempt information</b>
Cabinet	02 Oct 2017	New Anglia LEP's Economic Strategy – LA Endorsement	Nigel Dixon	Stuart Quick Economic Growth Manager 01263 516347	



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 October 2017 to 31 December 2017


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	02 Oct 2017	Rates Retention – pilot scheme	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	<b>Urgent Item</b>
Cabinet Scrutiny Council	30 Oct 2017 08 Nov 2017 15 Nov 2017	Financial Strategy	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny	30 Oct 2017 08 Nov 2017	Budget Monitoring Period 6	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny	30 Oct 2017 08 Nov 2017	Treasury Management Half Yearly report	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet	30 Oct 2017	Fakenham Highfield Car park	Judy Oliver	Steve Blatch Head of Paid Service 01263 516232	<b>Exempt information</b> 



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

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 October 2017 to 31 December 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	
Dec 2017					
Cabinet Scrutiny Council	04 Dec 2017 13 Dec 2017 19 Dec 2017	Asset Management Plan & supporting documents	Judy Oliver	Renata Garfoot Estates & Asset Strategy Manager 01263 516086	
Scrutiny Cabinet	08 Nov 2017 04 Dec 2017	Splash Feasibility report	Judy Oliver	Nick Baker Head of Paid Service 01263 516221	Pre-Scrutiny Exempt information 
Cabinet	04 Dec 2017	VNN Options Appraisal	Nigel Dixon	Rob Young Head of Economic & Community Development 01263 516162	(may slip)



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

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

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet  Scrutiny	04 Dec 2017  13 Dec 2017	Digital Transformation Update	Tom FitzPatrick	Sean Kelly Head of IT & Digital Transformation 01263 516276	
Cabinet  Scrutiny	04 Dec 2017  13 Dec 2017	Enforcement Update	Judy Oliver	Nick Baker Head of Paid Service 01263 516221	
Cabinet  Scrutiny  Council	04 Dec 2017  13 Dec 2017  19 Dec 2017	Council Tax – discretionary scheme	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Jan 2018					
Scrutiny  Cabinet	13 Dec 2017  08 Jan 2018	Cromer Sports Hub	Maggie Prior	Nick Baker Head of Paid Service 01263 516221	<b>Exempt information</b>  *pre-Scrutiny



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

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

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

Meeting	Title / format	Lead Officer / Portfolio Holder	Reason for coming to O&S
<b>October</b>			
	<b>Presentation on Coastal Partnership East</b>	Rob Goodliffe	Referred by Steve Blatch
	<b>Update on Arts &amp; Culture</b>	Nicola Turner Maggie Prior	Requested by Committee (Briefing note)
	<ul style="list-style-type: none"> <li>- <b>Asset Management Plan</b></li> <li>- <b>Norfolk Coastal Partnership</b></li> <li>- <b>IT provision &amp; support</b></li> </ul>		Future agenda items (agenda item 8)– dates and format to be agreed
<b>November</b>			
	<b>Update on Broadband &amp; mobile phones (briefing paper)</b>	Karen O’Kane	6 monthly
<i>* these 2 items to be taken together</i>	<b>*Update on planning service</b>	Nicola Baker/ Mark Ashwell Sue Arnold	At committee’s request
	<b>*Housing Strategy Update</b>	Nicola Turner Richard Price	6 monthly update
<b>Cabinet</b>	<b>Budget Monitoring Period 6</b>	Duncan Ellis Wyndham Northam	cyclical
<b>Cabinet &amp; Council</b>	<b>Treasury Management Half Yearly report</b>	Duncan Ellis Wyndham Northam	cyclical

<b>Meeting</b>	<b>Title / format</b>	<b>Lead Officer / Portfolio Holder</b>	<b>Reason for coming to O&amp;S</b>
To Council for approval	<b>Annual report of the Committee</b>	Emma Denny	Annual report
Cabinet & Council	<b>Financial Strategy</b>	Duncan Ellis Wyndham Northam	
Dec Cabinet	<b>Splash feasibility report</b>		Pre-scrutiny
	<b>Public Conveniences</b> - What are the provisions throughout the District? - What is open all year round? - What is planned?	Steve Blatch Judy Oliver	Requested by the Committee
Cabinet & Council	<b>Community Governance Reviews for several parishes</b>	Steve Blatch Judy Oliver	
December			
	<b>Superintendent Harvey – update to the Committee</b>		Cyclical
	<b>Review of Crime &amp; Disorder in the District – (Briefing paper)</b>		Annual update
	<b>Tourism update</b>	Stuart Quick Nigel Dixon	Annual update
	<b>Review of public transport provision in the District</b>		Annual update
Cabinet report	<b>Business Transformation Update</b>	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
Cabinet report	<b>Enforcement Board Update</b>	Judy Oliver Nick Baker	Cyclical
	<b>Managing Performance Q2</b>	Tom FitzPatrick Helen Thomas	Cyclical

<b>Meeting</b>	<b>Title / format</b>	<b>Lead Officer / Portfolio Holder</b>	<b>Reason for coming to O&amp;S</b>
<b>Cabinet &amp; Council</b>	<b>Council Tax Discretionary scheme</b>	Wyndham Northam Duncan Ellis	
<b>January</b>			
	<b>North Norfolk Sports Hub</b>	Nick Baker / Karl Read Maggie Prior	Pre-Scrutiny
	<b>Waste Update</b>	Annie Claussen-Reynolds Scott Martin	Cyclical (Six monthly)
	<b>Customer Services Update</b>	Becky Palmer David Williams	At Committee's request
	<b>Leisure Services Update</b>	Maggie Prior Karl Read	Annual update
<b>February</b>			
	<b>Managing Performance Q3</b>	Tom FitzPatrick Helen Thomas	Cyclical
	<b>Base Budget 2016/17 Projections – 2017/18 &amp; 2018/19</b>	Wyndham Northam Duncan Ellis	Annual
	<b>Treasury Strategy 2017/18</b>	Wyndham Northam Duncan Ellis	Annual
<b>March</b>			
	<b>Annual Action Plan</b>	Tom FitzPatrick Helen Thomas	Annual
	<b>Budget Monitoring Period 10</b>	Wyndham Northam Duncan Ellis	cyclical

TBC			
	<b>Review of Market Towns across the District – current issues &amp; challenges</b>		
	<b>Mental Health update – to include information on the work of the Help Hub and presentation by an expert</b>		6 months (March 2018)
	<b>Environmental Wildlife</b>		
	<b>Government Review of Scrutiny</b>		
	<b>Public Space orders (to come back when updated)</b>		