

# Overview and Scrutiny Committee



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05 December 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 December 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, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mrs B McGoun, Mr R Reynolds, Mr E Seward, Mr B Smith, Mr N Smith, Ms K Ward, Mr G Williams

All other Members of the Council for information.

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



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

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

**Corporate Directors:** Nick Baker & Steve Blatch  
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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)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on the 08 November 2017.

### **5. ITEMS OF URGENT BUSINESS**

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

### **6. DECLARATIONS OF INTEREST**

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

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

To consider any petitions received from members of the public.

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

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

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

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

### **10. PRESENTATION – NORFOLK COASTAL PARTNERSHIP**

(9.40 – 10.15am)

To receive a presentation Estelle Hook and Gemma Clark on the work of the Norfolk Coast Partnership.

## Reports from Cabinet

**Decision: Overview & Scrutiny Committee is requested to make any recommendations to Council**

11. **FEES & CHARGES 2018/19** (page 18)  
(Appendix A – p.21)  
(10.15 – 10.35am)

**Summary:** This report recommends the fees and charges for 2018/19 that will come into effect from April 2018.

**Options considered:** Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

**Conclusions:** The fees and charges as recommended will be used to inform the income budgets for the 2018/19 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2018/18 budgets.

**Recommendations:** That Cabinet agree and recommend to Full Council:  
a) The fees and charges from 1 April 2018 as included in Appendix A.  
b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

**Reasons for Recommendations:** To approve the fees and charges as set out in the report that will be used to inform the 2017/18 budget process.

Cabinet member(s): Cllr W Northam  
Ward member(s) All  
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12. **MANAGING PERFORMANCE Q2 2017/18** (page 38)  
(Appendix 1 – p.59) (Appendix 2 – p.73)  
(10.35 – 10.50am)

**Decision: Overview and Scrutiny Committee is requested to note the report**

**Summary:** The purpose of this report is to give a second 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 (63) and six activities have been completed successfully. One has some problems and one has been cancelled. 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.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations

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

Reasons for Recommendations

To ensure the objectives of the Council are achieved.

Cabinet member Cllr T FitzPatrick  
Ward member(s) All  
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#### Items requested by the Committee / items for pre-scrutiny

13. **ASSET MANAGEMENT PLAN & SUPPORTING DOCUMENTS** (page 101)  
(11.10 – 11.45 am)

(Appendix A – p.113) (Appendix B – p.126) (Appendix C – p.145) (Appendix D – p.157)  
(Appendix E – p.166)(Appendix F – p.176) (Appendix G – p.187)

**Decision: Overview & Scrutiny Committee is requested to make any recommendations to Cabinet**

Summary:

The Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all

capital decision making, together with the Corporate Plan and other strategies.

The Asset Management Plan links closely to the Capital Strategy as it drives the capital requirements in relation to the Council's property asset and outlines the strategic framework within which the Council manages its property portfolio.

Options considered:

Do nothing option has been discounted. Since the previous Asset Management Plan was adopted there have been a number of changes to legislation, working practices and a new Council Corporate Plan has been adopted; the Council has therefore taken the opportunity to strategically review its approach to land and property asset management and property investment activities.

The Council could operate the asset base without any further capital investment, however this will over the longer term lead to increased maintenance costs and deterioration of the asset base, potentially reducing service and income generating capacity and resulting in reputational risk for the Council.

Option appraisals will be prepared when considering alternative uses for land and property assets and seeking capital funding. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.

Conclusions:

The forecast capital requirements for the medium term have been updated to take account of recent works and potential changes to the portfolio. A capital bid has been produced to make provision for these works which will help to ensure the portfolio remains fit for purpose and continues to provide value for money both in terms of service provision and income generation. Opportunities will continue to be explored in relation to potential disposals, acquisitions, partnership working and transfers to either remove or minimise both future capital and revenue costs

Recommendations:

**It is recommended that Cabinet agree and recommend to Full Council;**

- 1. The Capital Strategy to be approved**
- 2. Asset Management Plan and supporting documents be approved as the basis for the strategic framework for asset management**
- 3. Asset of Community Value Procedure and Guidance be approved**

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

Cllr J Oliver  
All  
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## Work programmes

**14. THE CABINET WORK PROGRAMME** (page 189)

To note the upcoming Cabinet Work Programme.

**15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** (page 192)

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

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

To pass the following resolution, if necessary:

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

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

## OVERVIEW AND SCRUTINY

**Minutes of a meeting of the Overview and Scrutiny Committee held on 08 November 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 M Knowles
Cllr N Coppack	Cllr E Seward
Cllr J English	Cllr R Reynolds
Cllr V Gay	Cllr G Williams
Cllr S Hester	

**Officers in Attendance:** The Corporate Director (SB), the Corporate Director (NB), the Head of Finance and Asset Management, the Head of Economic & Community Development, the Leisure and Locality Services Manager, the Programme and Projects Manager, the Democratic Services Manager and the Democratic Services Officer.

**Members in Attendance:** Cllr P Grove-Jones, Cllr J Lee, Cllr R Shepherd, Cllr B Smith, Cllr P Butikofer, Cllr J Rest, Cllr B Hannah, Cllr N Pearce, Cllr D Young, Cllr G Perry-Warnes, Cllr A Yiasimi, Cllr S Arnold, Cllr R Price, Cllr T FitzPatrick and Cllr J Oliver

**Also in Attendance:** Chief Inspector Wes Hornigold, Inspector Tessa Futter and Inspector Ed Brown, Eleanor Pringle (North Norfolk News) and members of the public (for items 14 and 15)

The Chairman explained that, because some attendees had been delayed and because members of the public were present, items 10, 14 and 15 would be taken in a different order.

### 65. APOLOGIES

Apologies were received from Cllr N Smith.

### 66. SUBSTITUTES

None

### 67. PUBLIC QUESTIONS

No public questions were received.

### 68. MINUTES

The minutes of the Overview and Scrutiny Committee held on 11 October 2017 were

accepted as an accurate record and signed by the Chairman.

Matters Arising: the report outlining the Council's resources regarding support for arts and culture would come to the Committee in January.

#### **69. ITEMS OF URGENT BUSINESS**

None

#### **70. DECLARATIONS OF INTEREST**

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

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

None

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

None

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

None

#### **74. PRESENTATION – CHIEF INSPECTOR WES HORNIGOLD, INSPECTOR TESSA FUTTER, INSPECTOR ED BROWN**

Superintendent Christopher Harvey was unable to attend because of unforeseen circumstances. Chief Inspector Wes Hornigold apologised for this and introduced Inspectors Teresa Futter and Ed Brown, local policing inspectors covering the North Norfolk area.

##### District Overview

In total, police had attended 6,400 jobs in North Norfolk. This equated to 27 jobs per day across the District. 35% of the work was not directly related to crime but concerned domestic abuse (12%), concern for safety (12%) and suspicious circumstances (12 – 13%). Often these calls were linked and related to vulnerable people, including dementia sufferers. Only 4% of calls were about theft. North Norfolk was a very safe place.

##### Fakenham, Wells and Holt

Calls to the police followed the District-wide pattern. There were 25 police officers working over 5 shifts. They attended 9 jobs a day. This gave opportunity for officers to engage with the community, be visible and keep in touch with Parish Councils. Ant-social behaviour was static in the area although higher in the summer, at Hallowe'en etc. Speeding and traffic related issues were becoming the new anti-social behaviours.

Challenges included the management of large events, e.g. the Tamil Pilgrimage at Walsingham, concerts at Holkham and the arrival of travelling communities in the summer.

##### Stalham, North Walsham, Cromer and Sheringham



There were 40 officer posts, although they were not all filled at present, and 4 beat managers. Challenges were the management of carnivals and local events. Anti-social behaviour accounted for 8% of calls and crime for 15%, but both issues were reducing. 51% of calls were about public safety. This was increasing and was indicative of the demographics of the area. People were becoming more confident in reporting sexual issues including online grooming, which was an unseen crime. The increase in reporting such crimes was impacting on specialist officers.

#### Overview of 2020 proposals

a) The Norfolk 2020 Brief was commissioned in 2015. It had shown a 375% increase in safeguarding calls and a 40% increase in demand for county policing resources. Government funding for local policing had been cut and savings had to be made. This was exacerbated by Central Government's 1% bonus for police officers that had to come out of police funds.

b) The 2020 Proposal:

- Investing in safeguarding and investigations command with additional resources, modern technology and new buildings so everything was under one roof for vulnerable victims.
- Reinvesting in police officers – there are not enough officers to answer calls.
- Saving £1.6m.
- Looking at a new Safer Neighbourhoods model and discontinue the use of PCSOs.
- To recruit an additional 96 fully warranted police officers.
- Investment in technology including body-worn videos.

#### Questions and Discussion:

- a) In response to a question from Mr J Rest, it was explained that the 1% bonus would cost £67,000. The Police Federation had asked if they could give it back, but this was not possible. Mrs S Butikofer expressed concern at this situation.
- b) Mrs Butikofer expressed further concern that 16 PCSOs would be lost in North Norfolk and that anti-social behaviour might increase as a result. She was told that the District would receive an additional police sergeant and constable and that there would be access to additional resources for particular events and incidents. The role of the beat manager was critical across our towns but, at present, they were being deployed to answer calls. Vacant posts filled would mean more officers. There would be challenges around neighbourhood policing which would have to be managed, including the use of special constables. PCSOs would be encouraged to seek other posts in the organisation, including some for which only they would be eligible to apply.
- c) Mr R Reynolds asked if there was an improvement regarding drug-related crime in the District and if it would be affected by the loss of PCSOs. It was explained that pro-activity and early prevention was achieving good results. There was no drug problem in the District. It was a very safe place.
- d) Mrs P Grove-Jones, referring to the loss of the police station and imminent loss of PCSOs in Stalham, expressed concern that the nearest police stations were now 8 miles away in North Walsham or Hoveton. She asked how many officers went out from the District to attend incidents in other parts of the country and if there was a

minimum number of officers who stayed in North Norfolk. It was explained that keeping police stations in Stalham and Hoveton couldn't be justified. Officers would be based at Hoveton and would look at ways to manage local policing. However, work in schools without PCSOs would be a challenge. Regarding the question about officers going out of the District, it was confirmed that officers could be sent elsewhere including out of county. The minimum requirement was for 8 officers across the District, although there were occasions when there were less than this number.

- e) Mr S Hester asked if the PCSOs were being removed for financial or operational reasons. It was explained that PCSOs weren't warranted and didn't represent as much value for money as a police officer.
- f) In response to a question from Mr B Hannah, it was explained that there were 2 Licensing officers in the county, plus a sergeant and 3 officers. In addition, Inspector Ed Brown had a licensing background and intended to take an interest in this area while he was in North Norfolk.
- g) Mr G Williams suggested that North Norfolk had lost out on resources because it was a safe place. He expressed concern that this could make the District vulnerable, that lack of contact with the Police was beginning to be tolerated and that communities would be corroded as a result.

### Travellers

- a) Following incidents with travellers in the weekend following Cromer Carnival, there had been concerns about police management of the situation. A review had now been released but command decisions were still under investigation by Cumbria Constabulary.
- b) Incorrect decisions had been made because only 10% of available information had been received.
- c) There had been no failures by officers but there hadn't been enough officers to deal with the situation.
- d) The Police were changing the ways in which they managed traveller encampments in future. Inspector Ed Brown was leading on that work.
- e) The recommendations from the review included identifying sites at risk, reducing the risks, how to manage the travellers if they got on the sites, better intelligence and innovative use of legislation. Cumbria and Essex Constabularies had experienced success with the latter.
- f) Mr J Lee, a local Member, said that the Council had certain powers to move travellers on and would like to investigate strengthening those powers. It was agreed that the Police would support this, working in partnership. The Committee was reminded that there was also a Traveller Liaison Protocol for Norfolk and that each encampment needed to be judged on its merits, identifying those where Section 61 powers needed to be used.
- g) Another local Member Mr N Pearce asked, with reference to Cromer, if updated information had been received and response adapted accordingly. It was explained that there had been a breakdown of information and it was necessary to ensure that information flows were improved in the future.
- h) Mr D Young asked if it would have made a difference had Council had the power to move the travellers on. He was told that resources would have been needed, i.e. alternative accommodation and officers to enforce the eviction.

The Corporate Director (NB) assured Members that NNDC had always had a good and strong relationship with the Police. A meeting was already being planned for officers from NNDC and the Police to discuss future arrangements for managing traveller encampments. The Chairman, on behalf of the Committee, thanked the Police for their attendance and for their candour. Mrs S Butikofer asked that the Police should return to

the Committee in 9 months' time to give an update on changes to crime figures, recruitment and resources. Ideally it should be the same officers who attended, but it was explained that this might not be possible.

## **RESOLVED**

- 1. To receive an update in 9 months' time.**
- 2. To recommend that Council receives confirmation from the Police that commitment to keep in contact with local communities is continued.**

## **75. MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2021/22**

The report presented an updated Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22. The strategy had been updated to support the Corporate Plan for the period 2015 to 2019 and had been refreshed in the year to provide an updated financial projection in support of the 2018/19 budget process.

The Council was in a good financial position with a small surplus, dependent on savings being made, forecast for 2018/19. There were, however, uncertainties including the future of local government funding, business rates retention and a national review on pay, which made it difficult to forecast too far into the future at the present time. The situation would continue to be reviewed and feed in to the 2018/19 budget process. This would be reported to Members in February.

A deficit was projected for 2019/20 but a Council Tax increase would reduce this.

### Questions and Discussion:

- a) In response to questions from Mr E Seward, the Head of Finance and Asset Management confirmed that funding from Second Homes Council Tax was expected to end in 2020 and that earmarked reserves were monies going forward for expenditure that was expected to happen.
- b) Mr G Williams asked how the Council would mitigate a worst case scenario. The Head of Finance and Asset Management said that NNDC was in a strong position because of reserves but it was necessary to focus on strategies for moving forward, e.g. asset commercialisation and digital transformation. There was additional work for officers to do in exploring additional income streams.
- c) Ms V Gay asked why no spend was shown against the reserve for jobs and the local economy. The Head of Economic & Community Development replied that the reserve had accrued over a number of years and that he was discussing, with the Head of Finance and Asset Management, how some of it might be used for tourism projects. The Corporate Director (SB) added that there were proposals that had gone through Cabinet recently, e.g. GoGo Hares and Scottow Enterprise Zone that might need to be underwritten by the Council. Engagement with Visit North Norfolk would also be necessary. In the past, some of these projects had been paid for from previous underspends. The Head of Finance and Asset Management explained that there would be a detailed review of all earmarked reserves and that there had been a very positive audit of reserves earlier in the year.
- d) In response to a question from Ms V Gay regarding "Learning for Everyone", the Corporate Director (SB) said that, although it could be looked at again, it wasn't a project that could be sustained.
- e) Mr E Seward proposed additional recommendations to Full Council:

- That the Council's Policy is to seek a return from Norfolk County Council of a significant proportion of Second Homes Council Tax from the financial year 19/20 onwards and asks for the support of County Cllrs representing North Norfolk to help achieve this.
  - As part of the budget setting process, officers produce a report on the earmarked reserves statement setting out what future expenditure plans, if any, exist to use the substantial balances of some £8.2 million forecast for the financial year commencing April 2020 for asset management, communities, housing, new homes bonus and restructuring and invest to save proposals.
  - As part of the budget setting process officers produce a report showing for each of the last ten years what payments have been made from the benefits earmarked reserve.
- f) Mrs S Butikofer seconded Mr Seward's recommendation as she felt that communities across the coast needed support because of the predominance of second homes. Mr G Williams reminded the Committee that the Second Homes money was primarily used for the Big Society Fund and was not reserved specifically for those communities affected by second homes. He also asked that, in future, officers made the Financial Strategy Report more specific in respect of reserves.

## **RESOLVED**

1. **To note**
  - a) **The current financial forecast for the period 2018/19 to 2021/22;**
  - b) **The current capital funding forecasts.**
2. **To recommend to Full Council:**
  - a) **The revised reserves statement as included at Appendix 1 to the financial strategy.**
  - b) **That the Council's Policy is to seek a return from Norfolk County Council of a significant proportion of Second Homes Council Tax from the financial year 19/20 onwards and asks for the support of County Cllrs representing North Norfolk to help achieve this.**
  - c) **That as part of the budget setting process officers produce a report on the earmarked reserves statement setting out what future expenditure plans, if any, exist to use the substantial balances of some £8.2 million forecast for the financial year commencing April 2020 for asset management, communities, housing, new homes bonus and restructuring and invest to save proposals.**
  - d) **That as part of the budget setting process officers produce a report showing for each of the last ten years what payments have been made from the benefits earmarked reserve.**

## **76. BUDGET MONITORING – PERIOD 6**

The report summarised the budget monitoring position for the revenue account and capital programme to the end of September 2017. The overall position showed an under spend of £1,063,368 to date for the current financial year on the revenue account. This was currently expected to deliver a full year under spend of £223,464. There was just under £1m investment income with a return of 2.2% achieved. The position was positive. However, inflation was still eroding our balances and this would feed into the budget process for 2018.

As well as considering the budgetary position, the report requested approval of a

virement of £74,580 from previously identified Digital Transformation Funding to enable additional staffing to support key projects. This had been agreed by Cabinet on 30 October 2017.

## **RESOLVED**

**To note the report.**

### **77. TREASURY MANAGEMENT HALF YEARLY REPORT**

The report set out the Treasury Management activities actually undertaken during the first half of the 2017/18 Financial Year compared with the Treasury Management Strategy for the year. Treasury activities for the half year had been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

There had been significant investment in pooled funds. They were medium-long term investments. In response to a question from the Chairman regarding the notice period for the withdrawal of externally managed pooled funds, the Head of Finance and Asset Management said that LAMIT was the only fund which required a notice period and this was only if we wanted to withdraw the full amount.

The Council continued to be cautious and was debt-free, but keeping an eye on inflation.

## **RESOLVED**

**To note the report.**

### **78. LEISURE CONTRACT PROCUREMENT AND SHERINGHAM LEISURE FACILITY**

Splash Leisure Centre at Sheringham was beyond the end of its planned life. There was also a need to renew the Leisure Management contract. The two things were best done at the same time. The report had come to the Committee for pre-scrutiny before it went to Cabinet on 04 December. It was important that as many Members as possible had input. As much as possible had been put in the public domain but Members also had financial details. If necessary, the meeting would go into private session to discuss them.

#### Feasibility Study and Questions

- a) The Feasibility Study, which had been provided to Members in advance, was presented by Damian Adams, Director, FMG Consulting Ltd and Nathan Swift of Saunders Boston Architects.
- b) The report followed on from the Council's Indoor Leisure Facilities Strategy and ensured that there was a match with the strategies of Central Government and Sport England. It had made use of demographic information, including tourism. However, the facility would be predominantly for local people.
- c) Site locations had been considered, including the possibility of keeping the existing facility open while a new one was built.
- d) There were 2 options for new build as well as a refurbishment option for the existing facility. However, there wasn't much of a case for the latter.
- e) Finance: financial modelling had been carried out assuming a grant from Sport England and investment by a hotel.
- f) It would cost £250,000 if Splash had to be closed before a new facility was open. It was best to avoid this.
- g) If a decision was taken to go ahead, work could commence by the end of 2018, with the facility opening in 2020.
- h) Mr B Hannah, a local Member, expressed support for Option 2. In response to a question, he was assured that local health services and schools had been consulted

with. Mr Hannah said that he would like to see Mental Health included. He also reminded Members that Section 17 (Crime and Disorder) considerations were part of every report. If young people were occupied with leisure facilities they were less likely to get involved in crime.

- i) Mr Hannah asked about sale of land and the setting up of a Project Board. The Corporate Director (NB) explained that delegated responsibility had been given to Cabinet earlier in the year and that any land sale was currently in the marketing stage. A Project Board would be set up when a decision was made to proceed with the project. Mr Hannah expressed concern that it should have been set up earlier. Regarding the hotel, the Corporate Director (SB) said that the Council wasn't courting the investment but was aware of 2 companies who were interested in sites in central North Norfolk and had, therefore, put the site out on the market. Any interest would need to be reported to Full Council. No decision or agreements had been made at this stage. The Leader, representing the Portfolio Holder for Corporate Assets, said that Sheringham Town Council was keen for the hotel development to go forward.
- j) Mr R Shepherd, also a local Member, voiced preference for Option 1 and asked how many staff would be required for that option. Damian Adams said that a staff profile breakdown could be made available to Members. The Corporate Director (NB) told Members that staffing numbers would be a decision for the contractor. The important thing was to understand how the facility would fit in with the new leisure contract.
- k) The Chairman advised Members not to go into the design details at this stage.
- l) Mr G Williams said that the policy justification for a new facility was clear, and part of the Council's strategy. The proposals fitted in well with the Council's asset commercialisation strategy. The time for action was now and the District couldn't afford to lose a swimming pool. It was important to run the contract procurement simultaneously with the leisure facility project. He supported the need for external involvement and considered involving the operator at an early stage as essential. The Corporate Director (NB) said that once the project reached a formal design stage, other consultants would need to be appointed. Sport England had advised that, if funding was to be granted, specialist leisure consultants would have to be used. Mr Williams asked questions about Sport England's preference for a public use building rather than a hotel. The Corporate Director (NB) explained that a public use building referred to a library, health centre etc. Opportunities for didn't exist in this situation and there was no intention to build housing. A hotel would represent best value for money.
- m) Mr Williams asked if there were the resources to run 2 project boards simultaneously. The Corporate Director (NB) said that project management was already in place and that the Programme and Projects Manager was in attendance at the meeting.
- n) A further question was asked by Mr Williams about the possibility of building the hotel and the leisure centre under one contract for economies of scale. The Corporate Director (NB) said he was not in a position to answer this. If a hotel made investment the Council would have to be cogniscent of what they wanted. If the current leisure facility had to be closed, the customer base would be dropped but would recover eventually. The Corporate Director (SB) added that a joint building project represented too great a risk for the Council. That was the reason why the land was being marketed for a sale.
- o) Ms V Gay favoured the proposal and Option 2. She said that it was important that the Terms of Reference (TOR) of the Project Board were made clear, that Members were aware of the milestones and that there were regular Member briefings. She also asked if the Board would be politically balanced. The Corporate Director (NB) replied that the TOR would be in place in time for the report going to Cabinet on 04 December. Regarding political balance, the makeup of the Board might be subject to change, especially as the project would straddle the 2019 District elections. There would be a continuation of Member briefings and workshops as well as reports to

Overview and Scrutiny, the Development Committee and Full Council. The Leader agreed that political balance of the Project Board was important as this was one of the biggest projects undertaken in recent years.

- p) Financial implications and risks: in response to a question from Mrs S Butikofer, the Corporate Director (NB) said that a risk matrix would be developed as the project moved forward.
- q) Mr S Hester expressed reservations about the project and loss of some of the facilities of the existing building. He was also concerned about the impact of some of the facilities on the private sector.
- r) Mr E Seward suggested that recommendations from the Committee should include keeping Options 1 and 2 under consideration. The Corporate Director (NB) said that the Cabinet report would cover the main points from the Overview and Scrutiny Committee. Officers preferred Option 1 but could talk to the leisure market to see if Option 2 would make more long term sense. The designs seen by Members today were from a feasibility study and could evolve.
- s) Mr N Pearce asked how the Council could mitigate against any unforeseen costs. It was explained that the feasibility study had allowed for contingencies and had taken a prudent approach.

**RESOLVED that**

- 1. The Overview and Scrutiny Committee supports the Leisure Contract Procurement and Sheringham Leisure Facility Projects.**
- 2. Options are kept as flexible as possible as the Project moves forward.**

**79. NORTH NORFOLK COMMUNITY SPORTS HUB**

Mrs J Oliver declared an interest. She is a member of Cromer Lawn Tennis Association and her son is employed there as a coach.

Feasibility Study

- a) The Feasibility Study, which had been provided to Members in advance, was presented by Damian Adams, Director, FMG Consulting Ltd and Nathan Swift of Saunders Boston Architects.
- b) The indoor tennis facility would be on the Cromer Academy site, on the present multi-games area. There would be separate access for public and students, thus meeting safeguarding requirements. The multi-games area would be replaced and would also be available to the public.
- c) The recommended option for the tennis facility was a framed fabric structure. This was favoured by the Lawn Tennis Association and was a much cheaper solution.
- d) All facilities would be under one management for maximum cohesion.
- e) Mr E Seward, although he welcomed the facility, expressed concern that it could be perceived that money was being spent in Cromer and that North Walsham was being left out. He considered that tennis lessons were not affordable for many families and that the cost of travelling to a facility prevented some children from being able to take up the sport. Mr J Lee said that people did travel if a child was committed. It was also explained that, to attract Lawn Tennis Association funding, tennis would need to be provided in more than one location and benefits to other parts of the District would need to be demonstrated. FMG were looking into this. Mr Seward asked that they should consider North Walsham. Ms V Gay agreed saying that local Members needed to support their wards.
- f) Mrs S Butikofer referred to an earlier suggestion that a second facility be based at

Gresham's School. The Corporate Director (NB) said that discussions had been held and that the school wasn't keen to take this further. However, the Council already had a significant arrangement with Cromer Academy.

- g) Mrs Butikofer asked about the lifespan of a framed fabric structure compared with brick build. Nathan Swift of Saunders Boston architects said that the structural lifespan of a building was becoming less important than its performance. To a further question from Mrs Butikofer he explained that the indoor temperature in the framed fabric structure would be warmer than outdoors, but that it was essentially a covered court.
- h) Mr G Williams said that there were some facilities that could only be provided once. Cromer made good sense. The solution was to look at how the scheme could operate so that the whole District benefitted. The Committee, in supporting the Project, should recommend that more work was done to ensure that tennis was affordable to all. He supported single management. The Leisure and Locality Services Manager added that a comprehensive development plan regarding wider use in the District would be drawn up as part of the Lawn Tennis Association funding application.
- i) Mr N Pearce asked if there was any provision in our governance arrangements to transfer any elements from Splash to this project. The Corporate Director (NB) said it would be better to run the Sports Hub directly from the Council. It could, potentially, be part of the leisure contract. At this stage both options were a possibility. It was important that stakeholders were well represented. A Board would be formed with NNDC, Cromer Academy and the Tennis Association.
- j) To a question from Mr G Williams, the Head of Finance and Asset Management confirmed that there was a legal agreement in place with Cromer Lawn Tennis Association but that further savings could be made subject to negotiations.
- k) Mrs J Oliver said that the Tennis Association was, and always had been, a public facility. The Corporate Director (NB) explained that there was a long lease with the Association and that a grant made was mainly for the maintenance of courts. If more users were attracted the facility would be cheaper. The Association was open to all options for moving forward.
- l) In summary, the Chairman said that there was broad support for the proposal but some concern about outreach and providing open access. She asked that the topic should be brought back to the Committee in January 2018.

## **RESOLVED**

- 1. To support the proposal.**
- 2. To recommend that officers do further work regarding outreach to the whole District and ensuring that the facility was accessible to all.**
- 3. To receive an update at the meeting of Overview and Scrutiny in January 2018.**

## **80. THE CABINET WORK PROGRAMME**

The Democratic Services Manager informed the Committee that there were no changes to the Cabinet Work Programme.

## **RESOLVED**

**To note the Cabinet Work Programme.**

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



- a) The Democratic Services Manager reminded Members to notify any topics for the agenda in January and February.
- b) In response to a question it was explained that the item on reviews for several parishes due to come to Cabinet, Overview and Scrutiny and Full Council, referred to formal agreement that some properties were reallocated to polling districts and wards. A lot of technical work was required for this because of Council Tax implications.

**RESOLVED**

**To note the Overview and Scrutiny Committee Work Programme.**

The meeting ended at 13.40 pm

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Chairman

**FEES AND CHARGES 2018/19**

- Summary: This report recommends the fees and charges for 2018/19 that will come into effect from April 2018.
- Options considered: Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.
- Conclusions: The fees and charges as recommended will be used to inform the income budgets for the 2018/19 budget. Approval for the fees ahead of presenting the detailed budgets allows for implementation of changes where applicable and also informs the 2018/18 budgets.
- Recommendations: **That Cabinet agree and recommend to Full Council:**  
**a) The fees and charges from 1 April 2018 as included in Appendix A.**  
**b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report**
- Reasons for Recommendations: To approve the fees and charges as set out in the report that will be used to inform the 2017/18 budget process.

**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)*

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

**1. Introduction**

- 1.1 The setting of the fees and charges for the next financial year forms part of the annual budget setting process. The reason for presenting them for approval ahead of the detailed budget report provides a lead in time where applicable to allow implementation of the revised charges from 1 April 2018

and also to ensure that income budgets can be updated accordingly and reflected in the budget for 2018/19 and future projections.

## **2. Fees and Charges 2018/19**

- 2.1 Fees and charges proposals for 2018/19 have been circulated to the relevant budget managers so that income budgets can be updated as part of the budget process. Appendix A to this report provides the detail of the proposed charges for 2018/19 from 1 April 2018 and have been discussed and agreed with the relevant portfolio holders.
- 2.2 Approval to these charges in advance of the approval of the budget for the 2018/19 financial year enables Officers to make preparations for the new financial year and also enable more accurate projections for income to be factored into the budget for 2018/19 which will be presented to Members in February 2018. Any further work in this area will be reported in the budget reports in February 2018.
- 2.3 Where applicable the proposed increase to fees and charges is around 3% for 2018/19 (in line with inflation) or to the nearest sensible figure after allowing for rounding. The exceptions to this are for those fees and charges which are set by central government, for example planning and premises licence fees. Also a number of the Council's fees are calculated on a cost recovery basis and will be excluded for example Land Charges, Building Control and the majority of our locally set licence fees. In addition Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.
- 2.4 Some fees are not published as part of this process such as those relating to trade waste collection and garden bin fees. This is due to the fact that some of our costs are not known this early in the year and in order to ensure that the services operate in a financially effective manner, the setting of the associated fees is done separately under delegated powers once we are more certain of future costs.

## **3. Conclusion**

- 3.1 The report makes recommendations for the fees and charges that will come into effect from 1 April 2018. These will inform the service income budgets that will be included within the detailed 2018/19 budget when it is presented for recommendation and approval in February 2018.

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

- 4.1 For demand led services there is a risk that income will not be received as budgeted. When producing income budgets assumptions will be made around the level of income to be achieved from services, these will be based on

**5. Sustainability** – none as a direct impact.

**6. Equality and Diversity** – none as a direct impact.

**7. Section 17 Crime and Disorder considerations** - none as a direct impact.

## **Fees and Charges - 2018/19**

The following pages detail the current fees and charges along with three previous years

The last two columns are proposals for the 2018/19 based on a 3.0% increase where applicable and rounded to nearest £ or 50p as applicable for administration purposes.

Timetable for Fees and Charges Recommendations:

18th September to 6th October 2017 - consideration by service areas - finalise proposals

21st November - Cabinet Pre agenda meeting for December Cabinet

4th December 2017 - Cabinet report on 2018/19 Fees and Charges

20th December 2017 - Full Council recommendation for 2018/19 Fees and Charges

(Note - the reason for making recommendations on the fees and charges in December as opposed to February within the budget report is to ensure sufficient time for implementation and notice where applicable)

**Corporate Leadership Team / Corporate Service Area**

	V	2017/18 Charge	2018/19 Proposed Charge	2018/19 Confirmed Charge	Notes	Key
	A					
	T	£ : p	£ : p	£ : p		
<b>ELECTIONS</b>						
<b>Statutory Charges</b>						
Sale of Edited Register of Electors - Printed Copy - Basic Charge (per <u>first</u> 1,000 names, or part thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 1,000 names or part thereof	O	5.00	5.00	£5.00		
Sale of edited Register of Electors - Data Form - Basic Charge (per <u>first</u> 1,000 part thereof)	O	21.50	21.50	£21.50		
Data form as above, extra 1,000 names or part thereof	O	1.50	1.50	£1.50		
Supply of Full Register and monthly updates (to credit reference agencies and departments) - Printed Copy - Basic Charge (per <u>first</u> 1,000 names or part thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 1,000 names or part thereof	O	5.00	5.00	£5.00		
Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Data Form - Basic Charge (per <u>first</u> 1,000 names or part thereof)	O	21.50	21.50	£21.50		
Data Form as above, extra 1,000 names or part thereof	O	1.50	1.50	£1.50		
Sale of Marked Registers - Printed Copy - Basic Charge	O	10.00	10.00	£10.00		
Printed copy of Marked Registers - 1,000 names or part thereof	O	2.00	2.00	£2.00		
Data form of Marked Registers - 1,000 names or part thereof	O	1.00	1.00	£1.00		
Sale of Overseas Elector List - Printed Copy - Basic Charge (per <u>first</u> 100 names thereof)	O	15.00	15.00	£15.00		
Printed copy as above, extra 100 names or part thereof	O	5.00	5.00	£5.00		
Sale of Overseas Elector List - Data Form - Basic Charge (per <u>first</u> 100 names or thereof)	O	21.50	21.50	£21.50		
Data form as above, extra 100 names or part thereof	O	1.50	1.50	£1.50		
<b>Non Statutory Charges</b>						
Certificate of Registration	O	12.50	12.50	£12.50		

No increases assumed based on last years  
comments - confirmed by Oli 22/09/17.  
**Statutory Instrument 2001 / 341 still applies**

**Customer Services & ICT Service Area**

	V A T	2017/18 Charge £ : p	3.00% Increase	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p	Notes <b>Key</b> red amount = price change black amount = price same as 17/18 blue amount = definition change
<b>TOURIST INFORMATION CENTRES</b>						
<b>Concessionary Fares</b>						
Application processing	T	£7.00		£7.00	£7.00	Concessionary fares charges set by NCC.
Renewals (Lost)	T	£10.00		£10.00	£10.00	
<b>FILMING*</b>						
<b>TV drama/advertisements/feature films</b>						
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation. Prices quoted exclude VAT.</i>						
Per Day	T	£1,550.00	£1,596.50	£1,596.50	£1,550.00	
Per Hour	T	£250.00	£257.50	£257.50	£250.00	
<b>Documentaries and charities (depending on nature of organisation, subject and crew size)</b>						
Per Day	T	From £500.00			From £500.00	
Per Hour	T	From £100.00			From £100.00	
<b>Administration Charge (only charged where a fee and/or contract is appropriate)</b>						
Standard	T	£36.00	£37.08	£37.00	£36.00	
Less than 7 day's notice	T	£87.00	£89.61	£89.50	£87.00	
Stills (specifically commercial advertising with props, etc.)	T	£100 - £500		£100 - £500	£100 - £500	
Education/news/weather/student/individual photographers or 'in the interest of the district'	T	Discretionary		Discretionary	Discretionary	
Parking (if required)	T	£15.00	£15.45	£15.50	£15.00	
<b>PHOTOCOPYING</b>						
A4 and below - black and white	T	£0.12	£0.12	£0.15	£0.15	
A4 and below - colour	T	£0.18	£0.19	£0.20	£0.20	
A3 - black and white	T	£0.30	£0.31	£0.30	£0.30	
A3 - colour	T	£0.60	£0.62	£0.60	£0.60	
Colour Copying - Staff (A4)	T	£0.60	£0.62	£0.60	£0.60	
Colour Copying - Staff (A3)	T	£0.60	£0.62	£0.60	£0.60	
A2 - black and white	T	£0.60	£0.62	£0.60	£1.20	
A2 - colour	T	£1.20	£1.24	£1.25	£2.40	
A1 - black and white	T	£1.20	£1.24	£1.25	£2.40	
A1 - colour	T	£2.40	£2.47	£2.50	£4.80	
A0 - black and white	T	£2.10	£2.16	£2.15	£3.60	
A0 - colour	T	£3.60	£3.71	£3.70	£7.20	

**Economic & Community Development & Leisure Service Area**

**Appendix A**

		V	2017/18		2018/19	2018/19
		A	Charge	3.00%	Proposed	Confirmed
		T	£ : p	Increase	Charge	Charge
					£ : p	£ : p
<b>CAR PARKING</b>						
<b>Pay &amp; Display Car Parks between 08:00 - 18:00</b>						
<i>Coastal Car Parks</i>						
Cromer	- Runton Road	T				
East Runton	- Beach Road	T				
Happisburgh	- Cart Gap	T				
Mundesley	- Beach Road	T	60p for 30		60p for 30	60p for 30
Overstrand	- Pauls Lane	T	minutes only,		minutes only,	minutes only,
Sea Palling	- Clink Road	T	£1.50 per hour		£1.50 per hour	£1.50 per hour
Sheringham	- Beach Road	T	thereafter. £7 for		thereafter. £7	thereafter. £7 for
	- Station Road	T	24 hours		for 24 hours	24 hours
Wells	- Stearmans Yard	T				
Weybourne	- Beach Road	T				
<i>Other Car Parks</i>						
Cromer	- Cadogan Road	T				
	- Meadow	T	60p for 30		60p for 30	60p for 30
	- Promenade (Disabled only)	T	minutes only,		minutes only,	minutes only,
Holt	- Albert Street	T	£1.30 for the first		£1.30 for the	£1.30 for the first
	- Station Road	T	hour, £1 per hour		first hour, £1 per	hour, £1 per hour
Sheringham	- Chequers	T	thereafter. £7 for		hour thereafter.	thereafter. £7 for
	- Morris Street	T	24 hours		£7 for 24 hours	24 hours
Wells	- Staithe Street	T				
Fakenham	- Bridge Street	T				
	- The Limes	T	50p for 30		50p for 30	50p for 30
	- Queens Road	T	minutes only,		minutes only,	minutes only,
North Walsham	- Bank Loke	T	£1.00 for 2 hours,		£1.00 for 2	£1.00 for 2 hours,
	- New Road	T	70p per hour		hours, 70p per	70p per hour
	- Vicarage Street	T	thereafter. £5 for		hour thereafter.	thereafter. £5 for
	Mundesley Road	T	24 hours		£5 for 24 hours	24 hours
Stalham	- High Street	T				
<b>CAR PARKING</b>						
<b>Other Charges</b>						
Coach Parking (where permitted)	- Half day (up to 4 hours)	T	£5.00	£5.15	£5.00	£5.00
	- All day ticket	T	£10.00	£10.30	£10.50	£10.00

**Economic & Community Development & Leisure Service Area**

		V	2017/18	3.00%	2018/19	Appendix A
		A	Charge	Increase	Proposed	2018/19
		T	£ : p		Charge	Confirmed
					£ : p	Charge
						£ : p
Carnival Day (Runton Road)	- Per Car, Per Entry	T	£7.00	£7.21	£7.00	£7.00
	- Per Motorcycle, Per Entry	T	£4.00	£4.12	£4.00	£4.00
Weekly Permit		T	£28.00	£28.84	£29.00	£28.00
Annual Permit	- 3 hour permit	T	£56.00	£57.68	£57.50	£56.00
	- 24 hour permit	T	£204.00	£210.12	£210.00	£204.00
Half Year Permit	- 3 hour permit	T	£31.00	£31.93	£32.00	£31.00
	- 24 hour permit	T	£122.00	£125.66	£125.50	£122.00
Quarter Year Permit	- 3 hour permit	T	£16.00	£16.48	£16.50	£16.00
	- 24 hour permit	T	£66.00	£67.98	£68.00	£66.00
Penalty Charge Notice	- Full	T	£50.00	£51.50	£51.50	£50.00
	- Prompt Payment	T	£25.00	£25.75	£26.00	£25.00

***All prices include VAT***

**MARKETS**

Site = 4m Frontage x 5m Depth

**Cromer, Stalham and Sheringham (Weds) - Per Site**

Weekly	- April, May, June, Oct, Nov, Dec	T	£19.00	£19.57	£19.50	£19.00
	- July, August, Sept	T	£28.00	£28.84	£29.00	£28.00
	- Jan, Feb, March	T	£15.00	£15.45	£15.50	£15.00
Quarterly	- April - June	T	£138.00	£142.14	£142.00	£138.00
	- July - September	T	£224.00	£230.72	£230.50	£224.00
	- October - December	T	£102.00	£105.06	£105.00	£102.00
	- January - March	T	£82.00	£84.46	£84.50	£82.00
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£255.00	£262.65	£262.50	£255.00
	- October - March	T	£133.00	£136.99	£137.00	£133.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£204.00	£210.12	£210.00	£204.00
	- October - March	T	£102.00	£105.06	£105.00	£102.00

**Sheringham (Saturday) - Per Site**

Weekly	- April, May, June, Nov, Dec	T	£31.00	£31.93	£32.00	£31.00
	- July, August, Sept, Oct	T	£41.00	£42.23	£42.00	£41.00
	- Jan, Feb, March	T	£22.00	£22.66	£22.50	£22.00
Quarterly	- April - June	T	£306.00	£315.18	£315.00	£306.00
	- July - September	T	£469.00	£483.07	£483.00	£469.00
	- October - December	T	£224.00	£230.72	£230.50	£224.00
	- January - March	T	£179.00	£184.37	£184.50	£179.00



**Economic & Community Development & Leisure Service Area**

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
Half Yearly (Up to 2 pitches, £ per pitch)	- April - Sept	T	£592.00	£609.76	£610.00	£592.00
	- October - March	T	£306.00	£315.18	£315.00	£306.00
Half Yearly (3rd pitch +, £ per pitch)	- April - Sept	T	£449.00	£462.47	£462.50	£449.00
	- October - March	T	£230.00	£236.90	£237.00	£230.00
Yearly			£872.00	£898.16	£898.00	£872.00
<b>Other Charges</b>						
Full Annual Payment in Advance		T	10% discount		10% discount	10% discount
Refunds - Administration Fee		T	£15.00	£15.45	£15.50	£15.00
New Traders Discount (conditions apply)		T	25% discount		25% discount	25% discount

**CHALETs & BEACH HUTS**

**Chalets**

*Sheringham*

Old Chalets		T	£485.00		£505.00	£505.00
New Chalets (inc. electricity)		T	£595.00		£615.00	£615.00

*Cromer*

West Beach		T	£580.00		£600.00	£600.00
East Beach		T	£630.00		£650.00	£650.00

*Weekly Lets - Cromer & Sheringham*

Low Season		T	£75.00		£85.00	£85.00
High Season		T	£180.00		£210.00	£210.00

*Weekly Lets - Cromer East & Sheringham New (Serviced)*

Low Season		T	£90.00		£95.00	£95.00
High Season		T	£220.00		£260.00	£260.00

*Winter Lets*

Per Month		T	£65.00		£65.00	£65.00
Per Week		T	£21.00		£21.00	£21.00

40 Week Lets (October - July) Cromer West

		T	£520.00		£535.00	£535.00
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40 Week Lets (October - July) Cromer East

**Hut Sites**

*Cromer, Overstrand & Sheringham*

One Year (Excluding Rates)		T	£300.00		£400.00	£400.00
Mundesley		T	£290.00		£390.00	£390.00

**Huts**

*Weekly Lets*

**Economic & Community Development & Leisure Service Area**

		V	2017/18		2018/19	Appendix A
		A	Charge	3.00%	Proposed	2018/19
		T	£ : p	Increase	Charge	Confirmed
		T			£ : p	Charge
		T				£ : p
Low Season		T	£60.00		£70.00	£70.00
High Season		T	£165.00		£195.00	£195.00
Mundesley - Seasonal Let		T	£575.00		£590.00	£590.00
Termination of Licence (early - mid-term)	Admin Fee	T	£40.00		£45.00	£45.00

**HOLT COUNTRY PARK**

School visits where Ranger's assistance required (Per Child)		E	£5.00			£6.00
<b>Car Park</b>						
Per car per occasion		T	£2.00	£2.06	£2.00	£2.00
Annual Permit Removed.						

**SPORTS CLUBS AND HUBS**

Price per session		E	£1.00	£1.03	£1.00	£3.00
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**DUAL USE SPORTS FACILITIES**

<b>Cromer</b>	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	All Weather 5-a-side	T	£30.00	£30.90	£30.00	
	All Weather full	T	£45.00	£46.35	£50.00	
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	
<b>North Walsham</b>	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	Tennis Court (per person)	T	£2.00	£2.06	£2.00	
	Tennis Court	T	£8.00	£8.24	£8.00	
	Gymnasium	T	£16.00	£16.48	£18.00	

**Economic & Community Development & Leisure Service Area**

			2017/18		2018/19	Appendix A
			Charge	3.00%	Proposed	2018/19
			£ : p	Increase	Charge	Confirmed
					£ : p	Charge
						£ : p
		V				
		A				
		T				
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	
<b>Stalham</b>						
	Sports Hall	T	£25.00	£25.75	£26.00	
	Badminton Court	T	£10.00	£10.30	£10.00	
	Multi Use Games Area (MUGA)	T	£25.00	£25.75	£25.00	
	Tennis Court (per person)	T	£2.00	£2.06	£2.00	
	Tennis Court	T	£8.00	£8.24	£8.00	
	1.5 hour birthday party	T	£70.00	£72.10	£75.00	
	2 hour birthday party	T	£90.00	£92.70	£95.00	
	Toddler party	T	£120.00	£123.60	£125.00	

**Finance & Assets Service Area****PARKLANDS CARAVAN SITE**

Site Per Year	Increased by RPI as under Mobile Homes Act.	T			Increased by RPI as under Mobile Homes Act.	Increased by RPI as under Mobile Homes Act.
			£1,075.63			

**Environmental Health**

	V A T	2017/18 Charge £ : p	3.00% Increase	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p	Notes	Key red amount = price change black amount = price same as 17/18 blue amount = definition change
<b>WASTE COLLECTION SERVICES</b>							
Clinical Waste - Commercial & Prescribed		Charges set separately under Delegated Power					
Commercial Waste Bins - Collection & Hire							
Commercial Recycling Bins - Collection & Hire							
Sacks - Commercial & Prescribed							
Bulky Items - Commercial, Prescribed & Household							
Garden Bin Collection - Per Annum							
<b>EDUCATION &amp; PROMOTION</b>							
<b>(CIEH) Foundation Certificate in Food Hygiene</b>							
Resident or employed in North Norfolk	E	£55.00	£56.65	£56.50	£56.50		
Other	E	£70.00	£72.10	£72.00	£72.00		
Specially arranged courses for businesses - held at business premises for their staff only	E	£675.00	£695.25	£695.50	£695.00		
	E	£45.00	£46.35	£46.50	£46.50		
<b>COMMERCIAL SERVICES</b>							
<b>Food Inspections</b>							
Unfit food inspections	O	£40.00	£41.20	£41.00	£41.00		
Food export certificates	O	£31.00	£31.93	£32.00	£32.00		
Officer time per hour (plus VAT)	T	£36.00	£37.08	£37.00	£37.00		
Sunday Trading Application for loading consent	O	£92.00	£94.76	£95.00	£95.00		
<b>Registration of Food Premises</b>							
Charge for copies of Register (or parts of)	O	£16.00	£16.48	£16.50	£16.50		
	O	£440.00	£453.20	£453.00	£453.00		
	O	£932.00	£959.96	£960.00	£960.00		
<b>Private Water Supplies Sampling Regulations</b>							
<b>Laboratory Analysis of a sample</b>							
"Regulation 10 - Single Private Dwelling - Maximum	O	£25.00		£25.00	£25.00	Max charge reached.	
Regulation 9 "Check Monitoring" - Maximum	O	£100.00		£100.00	£100.00	Max charge reached.	
Regulation 9 "Audit Monitoring" - Maximum	O	£500.00		£500.00	£550.00	Max charge reached.	
Sampling - per visit	O	£54.00	£55.62	£55.50	£55.50		
Other Investigations (e.g. Investigating failure)	O	£100.00	£103.00	£103.00	£100.00	Max charge reached.	
Granting an authorisation to depart from the standard authorisation	O	£100.00	£103.00	£103.00	£100.00	Max charge reached.	
<b>Environmental Health</b>							
<b>Risk Assessments</b>							
- Single Private Dwelling	O	£100.00			£100.00		
- Small Domestic Supplies	O	£100.00			£100.00		
- Large Domestic Supplies	O	£200.00		Not applicable for 18/19	£200.00		
- Commercial or Public Small	O	£200.00			£200.00		
- Commercial or Public Medium	O	£300.00			£300.00		
- Commercial or Public Large	O	£500.00			£500.00	Max charge reached.	
- Commercial or Public Very Large	O	£500.00			£500.00	Max charge reached.	
<b>HOUSING ACT NOTICES</b>							
Hazard Awareness Notice							
Improvement / Suspended Improvement Notice (Section 11 & 12)		Notice with up to 3 hazards identified					
Prohibition/Suspended Prohibition Order	O	£350.00	£360.50	£360.50	£350.00		
Emergency Remedial Action	O	£350.00	£360.50	£360.50	£350.00		
Emergency Prohibition Order	O	£50.00	£51.50	£51.50	£50.00		
Demolition Order	O	£50.00	£51.50	£51.50	£50.00		
Service of second and subsequent HA2004 Statutory Notices (inc. Schedule 3 Notices for works in default)	O	£70.00	£72.10	£72.00	£70.00		
Review of suspended HA 2004 Statutory Notices	O	£70.00	£72.10	£72.00	£70.00		

**Environmental Health**

		2017/18		2018/19	2018/19	Notes	Key
	V A T	Charge £ : p	3.00% Increase	Proposed Charge £ : p	Confirmed Charge £ : p		red amount = price change black amount = price same as 17/18 blue amount = definition change
<b>HMO LICENSE FEES</b>							
HMO License application fee (up to 6 units of accommodation)	O	£525.00	£540.75	£541.00	£525.00		
Additional unit charge	O	£25.00	£25.75	£26.00	£25.00		
<b>ENVIRONMENTAL PROTECTION SERVICES</b>							
Statutory release fee - Dogs (Charge includes VAT)	T	£25.00		£25.00	£25.00		
Land Enquiry (Charge includes VAT)	T	£31.00	£31.93	£32.00	£32.00	Increased by inflation rate.	
<b>Environmental Health</b>							
<b>TAXI LICENCE FEES</b>							
<b>Taxi Licences</b>							
Licence to Drive Hackney Carriages or Private Hire Vehicles	O	£173.00	£178.19	£178.00	£173.00		
	O	£173.00	£178.19	£178.00	£173.00		
Licence to Drive Hackney Carriages or Private Hire Vehicles	O	£173.00	£178.19	£178.00	£173.00		
	O	£173.00	£178.19	£178.00	£173.00		
Hackney Carriage Vehicle Licence	O	£149.00	£153.47	£153.50	£149.00		
Hackney Carriage Vehicle Licence	O			New Line	£149.00	Hackney Carriage and Private Hire Vehicle categories have been split. Price is the same for new licence.	
Hackney Carriage Vehicle Licence	O			New Line	£130.00	Renewal licence fee costs is now a separate charge at a lower price.	
Private Hire Vehicle Licence	O	£149.00	£153.47	£153.50	£149.00		
Private Hire Vehicle Licence	O			New Line	£149.00	Hackney Carriage and Private Hire Vehicle categories have been split. Price is the same for new licence.	
Private Hire Vehicle Licence	O			New Line	£130.00	Renewal licence fee costs is now a separate charge at a lower price.	
Private Hire Operators Licence	O	£153.00	£157.59	£157.50	£153.00		
<b>Taxi Licence Charges</b>							
Replacement Badge & Licence (Name Change)	O				£15.00	Name and Address change are now separate fees. Previously combined charge of £20 for name or address change.	
Replacement Licence (Address Change)	O	£20.00	£20.60	£20.50	£10.50	Name and Address change are now separate fees. Previously combined charge of £20 for name or address change.	
Replacement drivers badge holder with lanyard	O	£3.00	£3.09	£3.00	£3.00		
Windscreen pouches (additional or replacement)	O	£2.00	£2.06	£2.00	£2.00		
Replacement plate for vehicle	O	£39.00	£40.17	£40.00	£39.00		
<b>Environmental Health</b>							
<b>OTHER LICENSING</b>							
<b>Premises Licence Fees - Gambling Act 2005</b>							
Betting Premises (excluding tracks)	O	£2,800.00	£2,884.00	£2,884.00	£2,800.00		
	O	£560.00	£576.80	£577.00	£560.00		
	O	£1,400.00	£1,442.00	£1,442.00	£1,400.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£2,800.00	£2,884.00	£2,884.00	£2,800.00		
	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00		
	O	£25.00		£25.00	£25.00		
	O	£50.00		£50.00	£50.00		

**Environmental Health**

		2017/18		2018/19	2018/19	Notes	Key	
	V A T	Charge £ : p	3.00% Increase	Proposed Charge £ : p	Confirmed Charge £ : p		red amount	= price change
Tracks								
- New Application	O	£1,400.00	£1,442.00	£1,442.00	£1,400.00			
- Annual Fee	O	£930.00	£957.90	£958.00	£930.00			
- Application to Vary	O	£1,150.00	£1,184.50	£1,184.50	£1,150.00			
- Application to Transfer	O	£880.00	£906.40	£906.50	£880.00			
- Application to Reinstatement	O	£880.00	£906.40	£906.50	£880.00			
- Application for Prov. Statement	O	£2,300.00	£2,369.00	£2,369.00	£2,300.00			
- Application (Prov. State Holders)	O				£880.00			
- Copy Licence	O	£25.00		£25.00	£25.00			
- Notification of Change	O	£50.00		£50.00	£50.00			
Family Entertainment Centres								
- New Application	O	£1,900.00	£1,957.00	£1,957.00	£1,900.00			
- Annual Fee	O	£700.00	£721.00	£721.00	£700.00			
- Application to Vary	O	£935.00	£963.05	£963.00	£935.00			
- Application to Transfer	O	£880.00	£906.40	£906.50	£880.00			
- Application to Reinstatement	O	£880.00	£906.40	£906.50	£880.00			
- Application for Prov. Statement	O	£1,900.00	£1,957.00	£1,957.00	£1,900.00			
- Application (Prov. State Holders)	O	£880.00	£906.40	£906.50	£880.00			
- Copy Licence	O	£25.00		£25.00	£25.00			
- Notification of Change	O	£50.00		£50.00	£50.00			

**Environmental Health****OTHER LICENSING CONTINUED**

		2017/18		2018/19	2018/19
		Charge £ : p		Charge £ : p	Charge £ : p
Adult Gaming Centre					
- New Application	O	£1,900.00	£1,957.00	£1,957.00	£1,900.00
- Annual Fee	O	£935.00	£963.05	£963.00	£935.00
- Application to Vary	O	£935.00	£963.05	£963.00	£935.00
- Application to Transfer	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Application to Reinstatement	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Application for Prov. Statement	O	£1,900.00	£1,957.00	£1,957.00	£1,900.00
- Application (Prov. State Holders)	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Copy Licence	O	£25.00		£25.00	£25.00
- Notification of Change	O	£50.00		£50.00	£50.00
Bingo					
- New Application	O	£3,000.00	£3,090.00	£3,090.00	£3,000.00
- Annual Fee	O	£935.00	£963.05	£963.00	£935.00
- Application to Vary	O	£1,630.00	£1,678.90	£1,679.00	£1,630.00
- Application to Transfer	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Application to Reinstatement	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Application for Prov. Statement	O	£3,000.00	£3,090.00	£3,090.00	£3,000.00
- Application (Prov. State Holders)	O	£1,130.00	£1,163.90	£1,164.00	£1,130.00
- Copy Licence	O	£25.00		£25.00	£25.00
- Notification of Change	O	£50.00		£50.00	£50.00
Permits					
Family Entertainment Centres					
- Application Fee	O	£300.00		£300.00	£300.00
- Change of Name	O	£25.00		£25.00	£25.00
- Copy of Permit	O	£15.00		£15.00	£15.00
Prize Gaming					
- Application Fee	O	£300.00		£300.00	£300.00
- Annual Fee	O	£300.00		£300.00	£300.00
- Change of Name	O	£25.00		£25.00	£25.00
- Copy of Permit	O	£15.00		£15.00	£15.00
Small Lottery Society					
- Application Fee	O	£40.00		£40.00	£40.00
- Annual Fee	O	£20.00		£20.00	£20.00
- Change of Name	O	£25.00		£25.00	£25.00
- Copy of Permit	O	£15.00		£15.00	£15.00

**Environmental Health**2017/18  
Charge2018/19  
Charge2018/19  
Charge

**Environmental Health**

		2017/18		2018/19	2018/19	Notes	Key
	V A T	Charge £ : p	3.00% Increase	Proposed Charge £ : p	Confirmed Charge £ : p		red amount = price change black amount = price same as 17/18 blue amount = definition change
<b>OTHER LICENSING CONTINUED</b>							
Club Gaming							
	O	£200.00		£200.00	£200.00		
	O	£200.00		£200.00	£200.00		
	O	£50.00		£50.00	£50.00		
	O	£50.00		£50.00	£50.00		
	O	£25.00		£25.00	£25.00		
	O	£25.00		£25.00	£25.00		
	O	£15.00		£15.00	£15.00		
	O	£15.00		£15.00	£15.00		
License Premises Gaming Machine Permit							
	O	£50.00		£50.00	£50.00		
	O	£150.00		£150.00	£150.00		
	O	£50.00		£50.00	£50.00		
	O	£25.00		£25.00	£25.00		
	O	£15.00		£15.00	£15.00		
	O	£100.00		£100.00	£100.00		
	O	£25.00		£25.00	£25.00		
<b>Licences and certificates of suitability</b>							
Skin piercing premises	O	£235.00	£242.05	£242.00	£242.00		
Skin piercing each additional operative at same premises	O	£31.00	£31.93	£32.00	£32.00		
Scrap Metal Dealer	O	£420.00	£432.60	£432.50	£432.50		
Scrap Metal Dealer	O	£315.00	£324.45	£324.50	£324.50		
Scrap Metal Collector	O	£105.00	£108.15	£108.00	£108.00		
Scrap Metal Collector	O	£80.00	£82.40	£82.50	£82.50		
Sex Shop or sex cinema	O	£1,900.00	£1,957.00	£1,957.00	£1,950.00		Charge rounded to the nearest multiple of 50.
Sexual Entertainment Venue	O	£2,800.00	£2,884.00	£2,884.00	£2,900.00		Charge rounded to the nearest multiple of 50.
Street Trading Consents	O	Free		Free	Free		
	O	£73.00	£75.19	£75.00	£75.00		
Animal Boarding	O	£130.00	£133.90	£134.00	£134.00		
Dangerous Wild Animals (and vet fees where appropriate)	O	£170.00	£175.10	£175.00	£175.00		
Dog Breeding (and vet fees where appropriate)	O	£130.00	£133.90	£134.00	£134.00		
Pet Shop	O	£130.00	£133.90	£134.00	£134.00		
Riding Establishment (and vet fees where appropriate)	O	£220.00	£226.60	£226.50	£226.50		
	O	£180.00	£185.40	£185.50	£185.50		
Zoo (and vet fees where appropriate)	O	£220.00	£226.60	£226.50	£226.50		
Provision of non-statutory service advice or activity	O	£36.00	£37.08	£37.00	£37.00		
Reissue of Licence (Copy or Name/Address Change).	O				£10.50		New item on list.

The wording for the Club Gaming charges have been changed to be more specific by EH. Gaming and Machine Permits have been split as separate charges.

**Environmental Health**

		2017/18		2018/19	2018/19
		Charge £ : p		Charge £ : p	Charge £ : p
<b>OTHER LICENSING CONTINUED</b>					
<b>Premises Licences (Alcohol)</b>					
Premises Licences, under the Licensing Act 2003, are based on bands determined by the non-domestic rateable value of the property concerned.					
The fees relating to applications for premises licences, club premises certificates and variations or conversions to existing licences are:					
<b>Band</b>	<b>Non-domestic rateable value</b>				
A	£0 - £4,300	O	£100.00	£100.00	£100.00
B	£4,301 - £33,000	O	£190.00	£190.00	£190.00
C	£33,001 - £87,000	O	£315.00	£315.00	£315.00
D	£87,001 - £125,000	O	£450.00	£450.00	£450.00
E	£125,001 and over	O	£635.00	£635.00	£635.00

Annual charges relating to the above are:

**Environmental Health**

Band	Non-domestic rateable value	V A T	2017/18	3.00% Increase	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p	Notes	Key red amount = price change black amount = price same as 17/18 blue amount = definition change
			Charge £ : p		Charge £ : p	Charge £ : p		
A	£0 - £4,300	O	£70.00		£70.00	£70.00		
B	£4,301 - £33,000	O	£180.00		£180.00	£180.00		
C	£33,001 - £87,000	O	£295.00		£295.00	£295.00		
D	£87,001 - £125,000	O	£320.00		£320.00	£320.00		
E	£125,001 and over	O	£350.00		£350.00	£350.00		
Personal Licence	- Initial Fee	O	£37.00		£37.00	£37.00		

**Environmental Health****OTHER LICENSING CONTINUED****Additional Fees and Charges**

			2017/18 Charge £ : p		2018/19 Charge £ : p	2018/19 Charge £ : p		
Application for copy of licence or summary on theft, loss etc. of premises licence or summary								
Notification of change of name or address (holder of premises licence)		O	£10.50	£10.82	£11.00	£10.50		
Application to vary to specify individual as premises supervisor		O	£23.00	£23.69	£23.50	£23.00		
Application to transfer premises licence		O	£23.00	£23.69	£23.50	£23.00		
Interim authority notice		O	£23.00	£23.69	£23.50	£23.00		
Application for making of a provisional statement		O	£315.00	£324.45	£324.50	£315.00		
Application for copy of certificate or summary on theft, loss etc. of certificate or summary		O	£10.50	£10.82	£11.00	£10.50		
Notification of change of name or alteration of club rules		O	£10.50	£10.82	£11.00	£10.50		
Change of relevant registered address of club		O	£10.50	£10.82	£11.00	£10.50		
Temporary event notices		O	£21.00	£21.63	£21.50	£21.00		
Application for copy of notice on theft, loss etc. of temporary notice		O	£10.50	£10.82	£11.00	£10.50		
Application for copy of notice on theft, loss etc. of personal licence		O	£10.50	£10.82	£11.00	£10.50		
Notification of change of name or address (personal licence)		O	£10.50	£10.82	£11.00	£10.50		
Notice of interest in any premises		O	£21.00	£21.63	£21.50	£21.00		
Application for a minor variation to a premises licence or club premises licence		O	£89.00	£91.67	£91.50	£89.00		

**Mobile Home Act 2013 (MHA 2013)**

New Park Home Licence	Units - 1-5	O	£215.00	£221.45	£221.50	£210.00	Charge Reduced.
New Park Home Licence	Units - 6-24	O	£230.00	£236.90	£237.00	£225.00	Charge Reduced.
New Park Home Licence	Units - 25-29	O	£245.00	£252.35	£252.50	£240.00	Charge Reduced.
New Park Home Licence	Units - 100 plus	O	£275.00	£283.25	£283.50	£270.00	Charge Reduced.
Annual Licence Fee	1-3	O	£0.00	£0.00	£0.00	£0.00	Charge Reduced.
Annual Licence Fee	4-5	O	£122.00	£125.66	£125.50	£120.00	Charge Reduced.
Annual Licence Fee	6-24	O	£185.00	£190.55	£190.50	£180.00	Charge Reduced.
Annual Licence Fee	25-29	O	£245.00	£252.35	£252.50	£240.00	Charge Reduced.
Annual Licence Fee	100 plus	O	£275.00	£283.25	£283.50	£270.00	Charge Reduced.
Licence Transfer	n/a	O	£100.00	£103.00	£103.00	£97.50	Charge Reduced.
Licence Variation	n/a	O	£100.00	£103.00	£103.00	£97.50	Charge Reduced.
Deposit of Site Rules	n/a	O	£46.00	£47.38	£47.50	£45.00	Charge Reduced.



**Legal & Democratic Service Area****LEGAL SERVICES****Legal Work (exclusive of VAT charged)**

Mortgage Redemption

Preparation of a new lease

Sale of land

Preparation of License

Private Mortgage

Quest re: second Mortgage

Agreement - section 18 Public Health Act 1936

Legal Work in connection with release of covenant

	V A T	2017/18 Charge £ : p	2018/19 Proposed Charge £ : p	2018/19 Confirmed Charge £ : p
	T	At Solicitors Hourly Rate	At Solicitors Hourly Rate	At Solicitors Hourly Rate

**Planning Service Area**

		2017/18	3.00%	2018/19	2018/19	Notes Key	
	V A T	Charge £ : p	Increase	Proposed Charge £ : p	Confirmed Charge £ : p	red amount black amount blue amount	= price change = price same as 17/18 = defenition change
<b>LAND CHARGES</b>							
<b>LLC1</b>							
Official Search of - One Part	T	£0.00	£0.00	£0.00	£0.00		
Official Search of - Whole	E	£28.00	£28.84	£28.00	£28.00		
- Paper Search	E	£24.00	£24.72	£24.50	£24.00		
- Electronic Search	E	£2.00	£2.06	£2.00	£2.00		
- Additional Parcel							
<b>CON 29 Enquiries</b>							
One Parcel	T	£92.00	£94.76	£95.00	£92.00		
- Paper Search	T	£79.00	£81.37	£81.50	£79.00		
- Electronic Search	T	£17.50	£18.03	£18.00	£17.50		
- Additional Parcel							
<b>Optional Enquiries</b>							
Printed	T	£18.00	£18.54	£18.50	£18.00		
Additional	E	£20.00	£20.60	£20.50	£20.00		
<b>Other Fees relating to Local Land Charges</b>							
Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	E	£74.00	£76.22	£76.00	£74.00		
Filing a judgement order or application for variation or cancellation of any entry in Part 11 of the Register (Light Obstruction Notice)	E	£7.00	£7.21	£7.00	£7.00		
Filing a definitive certificate of the Lands Tribunal under rule 10 (3) of the Local Land Charges Rules 1977	E	£3.00	£3.09	£3.00	£3.00		
Inspection of documents filed under Rule 10 in respect of each parcel of land	E	£3.00	£3.09	£3.00	£3.00		
Office copy of any entry in the Register (not including a copy or extract of any plan or document filed pursuant to 1977 Rules)	E	£0.00	£0.00	£0.00	£0.00		

**Planning Service Area**

		2017/18 Charge £ : p	2018/19 Proposed £ : p	2018/19 Charge £ : p	
<b>PLANNING</b>					
<b>Pre-Application Service</b>					
<b>Major Applications</b>					
These fees will be charged upon the submission of proposals for pre-application advice. For advice on the service provided see separate note.					
<u>Outline Applications</u>					
Site area up to 2.5 ha.	Per 0.1 ha.	T £120.00	£120.00	£120.00	
Site area over 2.5 ha.	Plus £36 per additional 0.1 ha (Maximum £36,000)	T £3,000.00	£3,000.00	£3,000.00	
<u>Erection of Dwellings (Full or Reserved Matters)</u> (including change of use to dwellings)					
10 to 50 dwellings	Per dwelling	T £120.00	£120.00	£120.00	Defenition change - "Up to 50" has become "10
Over 50 dwellings	Plus £36 per additional dwelling (Maximum £72,000)	T £6,000.00	£6,000.00	£6,000.00	
<u>Erection of Buildings (Non-residential)</u>					
Floor space 1,000 - 3,750 sq.m.	Per 75 sq.m.	T £60.00	£120.00	£120.00	Changed to 1000-3750 sq.m. from 40 - 3750.
Floor space over 3,750 sq..m.	Plus £36 per additional 75 sq.m. (Maximum £36,000)	T £120.00 £6,000.00	£6,000.00	£6,000.00	
<u>Erection of Agricultural Buildings</u>					
Floor space 1,000 - 4,215 sq.m.	For 1st 1000 sq.m.	T £120.00	£120.00	£120.00	Changed from 465 - 4215 sq.m. to 1000 - 4215
Floor space over 4,215 sq.m.	For each additional 75 sq.m. Plus £36 per additional 75 sq.m. (Maximum £72,000)	T £120.00 T £6,000.00	£120.00 £6,000.00	£120.00 £6,000.00	
<u>Erection of Glasshouses</u>					
Floor space over 1000 sq.m.		T £60.00	£60.00	£600.00	Price corrected to £600 which was 17/18 charg

**Planning Service Area**

			2017/18 Charge £ : p	2018/19 Proposed £ : p	2018/19 Charge £ : p	
<b>Erection, Alteration or Replacement of Plant or Machinery</b>						
Site area up to 5 ha.	Plus £120 per additional 0.1 ha.	T	£120.00	£120.00	£1,200.00	Price corrected to £1,200 which was 17/18 cha
Site area over 5 ha.	Plus £36 per additional 0.1 ha. (Maximum £72,000)	T	£6,000.00	£6,000.00	£6,000.00	
<b>Engineering or Other Operations</b>						
	Per 0.1 ha.	T			£600.00	Changed from per 0.1 ha. To over 1 ha.
<b>Car Parks and Service Roads for existing uses</b>						
		T	£60.00	£60.00	£60.00	
<b>Change of Use of Land or Building to Dwellings</b>						
10 to 50	Plus £120 per new dwelling	T	£120.00	£120.00	£1,200.00	Changed from up to 50 to 10 to 50.
Over 50	Plus £36 per dwelling (Maximum £72,000)	T			£6,000.00	
<b>Other Changes of Use</b>						
**		T	£120.00	£120.00	£120.00	
<b>Bronze</b>						
Householder - up to 50 sq. metres		O	£114.00	£117.42	£117.50	
1-9 dwellings - up to 999 sq. metres		O	£114.00	£117.42	£117.50	£95.00
Commercial floorspace 51 - 499 sq.m. and telecommutation masts		O	n/a	n/a	n/a	£295.00
Other (listed building, tree advice, advert, agricultural, telecoms)		O				£195.00
						Free
<b>Silver</b>						
Householder - up to 50 sq. metres		O	£234.00	£241.02	£241.00	£195.00
1-9 dwellings - up to 999 sq. metres		O	n/a	n/a	n/a	£595.00
Commercial floorspace 51 - 499 sq.m. and telecommutation masts		O				£395.00
Other (listed building, tree advice, advert, agricultural, telecoms)		O	£234.00	£241.02	£241.00	Free

Please note - Gold and Platinum have been ren

**Using our pre-application service could improve your chances of having your development proposals approved.**

We can provide you with detailed comments relating to your proposed development, identifying any issues at an early stage, so they can be addressed before a formal planning application is made.

**Level of Service:**

**Bronze** - Written response covering 'in principle' issues - **10 working days**

**Silver (Household)** - Site visit and written response assessing proposal with basic advice provided as to how to overcome any issues, e.g. design changes (where possible). - **20 working days**

**Silver (Small residential/commercial)** - Site visit and written response assessing proposal with basic advice as to how to overcome any issues, e.g. design changes (where possible). This will include the outcome of consultations with consultees within the Council. Please note, only other departments of North Norfolk District Council will be consulted under this level of service. For advice from Highways and other Statutory Consultees you may need to approach them direct. - **40 working days**

There are also a number of planning fees that are set direct by central government, these will be updated early in 2018 and will be

<b>Planning Service Area</b>			<b>2017/18 Charge £ : p</b>		<b>2018/19 Proposed £ : p</b>	<b>2018/19 Charge £ : p</b>	
<u>Extras:</u>							
Additional Plans			£114.00		£114.00	£95.00	Price lowered and now only one set fee for any number/amount of additional plans.
Additional Meeting			£114.00		£114.00	£95.00	Price lowered and now only one set fee for any number/amount of additional meetings.
Discharging of conditions	- Non householder permission	T	Statutory		Statutory	Statutory	
	- Householder permission	T	Statutory		Statutory	Statutory	
<b>Building Control Fees</b>	Hourly rate included within calculated fee.	T	£66.00	£67.98	£68.00	£60.00	Lowered price.
<b>PLANNING - MISCELLANEOUS</b>			<b>£ : p</b>		<b>£ : p</b>	<b>£ : p</b>	
High Hedges Complaint		T	£445.00	458.35	458.50	£445.00	
<b>Supply of Information on Permitted Use/History</b>							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
<b>Check compliance with Conditions (for Solicitors, Agents)</b>							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
<b>General Research</b>							
Administrative Staff - per hour		T	£48.00	49.44	49.50	£49.50	Increased by inflation rate.
Professional Staff - per hour		T	£94.00	96.82	97.00	£97.00	Increased by inflation rate.
Naming of new street, consultation process and notification	Single Street	T	£125.00	128.75	129.00	£125.00	
	2-5 Streets	T	£250.00	257.5	257.50	£250.00	
	5+ Streets	T	£500.00	515	515.00	£500.00	
Street numbering Schemes	1-5 Plots	T	£80.00	82.4	82.50	£80.00	
	6-10 Plots	T	£70.00	72.1	72.00	£70.00	
	11-50 Plots	T	£60.00	61.8	62.00	£60.00	
	50+ Plots	T	£50.00	51.5	51.50	£50.00	
<b>Change of property name</b>		T	£27.00	27.81	28.00	£25.00	Decreased

Agenda Item No \_\_\_\_15\_\_\_\_

## **MANAGING PERFORMANCE QUARTER 2 2017/18**

**Summary:** The purpose of this report is to give a second 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 (63) and six activities have been completed successfully. One has some problems and one has been cancelled. 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.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

**Recommendations:**

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

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

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

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

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

## 1. Introduction

The purpose of the 'Managing Performance Quarter 2 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.

## 2. Content of the Report

The second 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

## 3. Conclusion

3.1 The majority of the 71 activities are on track or ahead of plan (63) and six activities have been completed successfully. One has some problems and one has been cancelled. 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.

3.2 Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.

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**

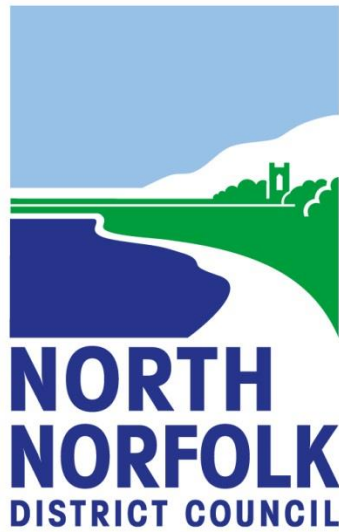
There are no sustainability implications of this report.

**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 2 2017/18**

**Version 0.4**

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 (63) and six activities have been completed successfully. One has some problems and one has been cancelled. 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.
2. Of the 24 performance indicators where a target has been set 21 are on, above or close to target and three below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

### Activities

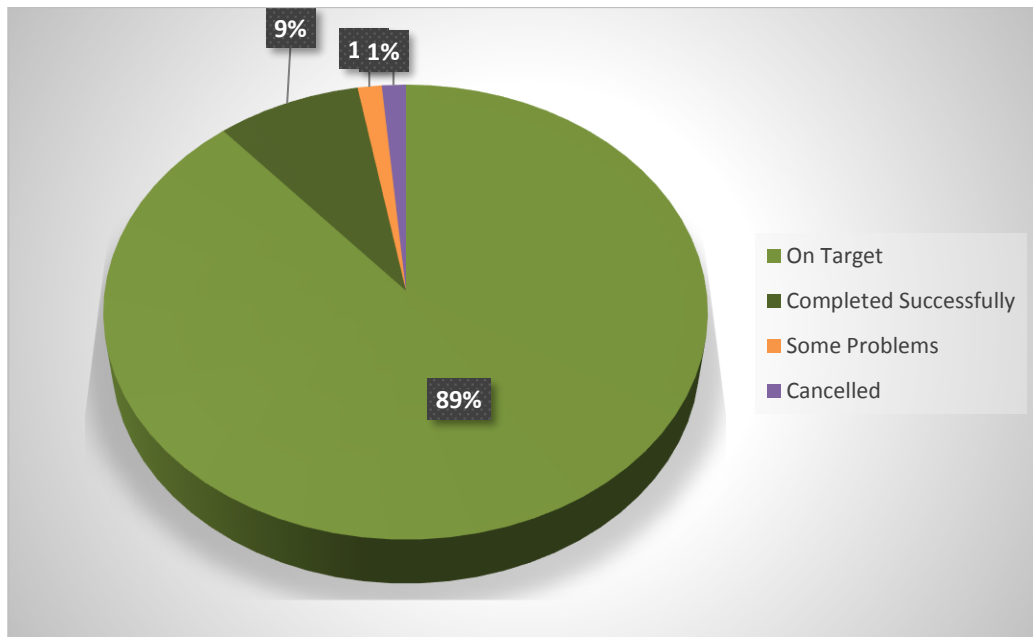


Chart 1 : Progress of the activities in the Annual Action Plan 2017/18

## 01 - Jobs and the Local Economy

### Strategic Overview

**Fifteen of our 16 projects are on target and one has completed successfully (100%)**

Fifteen of the 16 activities are on track, ahead of plan, and one has successfully completed.

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

### Our Achievements:

1. New Anglia Economic Strategy - The New Anglia LEP has recently drafted an Economic Strategy. This document sets out an ambitious vision for the future of Norfolk and Suffolk; identifying how the area can capitalise on its strengths and explore opportunities in the region. Local Authorities are presently being asked for their endorsement.
2. The Council commissions a 'Volume and Value' report each year which examines the economic impact of tourism within North Norfolk. The 2016 report has recently been received. The figures suggest a positive picture across most of the metrics compared with the previous year (which was itself a strong year). The number and value of spend of day trips has increased, as have the number of overnight trips and their value. The number of tourism jobs has also increased by 1.4% against 2015 figures.
3. The Council sponsored the 'Local Flavours 2017' event on 27 September at the Norfolk Showground Arena. This is the largest food and drink industry event in Norfolk and supports around 120 producers by providing the opportunity to get in front of hundreds of buyers from the hospitality, catering, retail and tourism industries, including major players from across the UK. Officers from the Economic Growth and Commercial Teams will have a stand promoting the Council's support to the hospitality sector. They were joined by 26 North Norfolk food and drink businesses and first time exhibitors will benefit from a grant from the Council toward the cost of their stand.
4. The Council sponsored Screen on Sea events across the district in Blakeney, Wells, Cromer and Happisburgh – the idea was part of a nationwide project 'Britain on Film – Coast & Sea'. There were nearly 200 different screenings happening around Britain's coast this summer.
5. Ensured that about 850 North Norfolk businesses benefit from more than £1m in rate relief. The largest chunk of money will come in the form of the Local Discretionary Revaluation Relief scheme. This fund – worth more than £900,000 in North Norfolk – is designed to help businesses that received steep rises in their bills following rate revaluations earlier this year.

The bulk of this cash – more than £500,000 – will be distributed this year, with a tapering effect over the next few years. The vast majority of the

beneficiaries of this relief will see their rate increases cut by between 25% and 50% this year.

Supporting Small Businesses Relief is also aimed at helping businesses that were hit by the recent change in rateable values. It is specifically targeted at businesses that saw the loss of Small Business Rates Relief or Rural Rate Relief as a result of the revaluation process.

## 02 - Housing and Infrastructure

### Strategic Overview

#### 11 of our 12 projects are on target (92%)

11 of the 12 activities are on track and one has been cancelled.

#### 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.

#### Our Achievements:

1. A housing capacity study (HELAA) has now been published on our web site. A Housing & Economic Land Availability Assessment establishes the potential housing and economic land supply in North Norfolk over the next 20 years (the Local Plan period 2016-36).
2. By the end of September, 41 affordable dwellings had been provided across north Norfolk. Of these, 20 were provided as the final affordable housing requirement on market sites at Stalham and Wells-next-the-Sea. 9 shared ownership houses for sale on a shared ownership basis have now been completed at Roughton and are available for sale. The remaining 12 homes for rent are an Exception Housing Scheme at Roughton which meets the local housing need of Roughton and the adjoining parishes of Felbrigg, Hanworth, Northrepps, Southrepps, Sustead and Thorpe Market.
3. Launched the “Give Your Recycling a Little Bit of Love” campaign. This campaign’s primary focus is to let residents know the ‘3 simple rules’ to recycling: Clean, Dry and Don’t Bag It.



## 03 - Coast and Countryside

### Strategic Overview

#### All of our 12 projects are on target (100%)

Activities and outcomes are being delivered against this priority. Two of the twelve activities have been successfully completed and a further ten are on track.

#### We are meeting 75% of our performance targets

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

#### Our Achievements:

1. Two public information drop in sessions were held at Walcott (12 July) and Bacton (13 July) to present the Sandscaping proposal and to seek feedback to input into the Environmental Impact Assessment. It is estimated close to 200 people attended over the two days with an overall positive response. On 10 July the North Norfolk Coastal Forum completed a visit and previewed the Sandscaping proposal. The scheme was presented to the North Norfolk Fishing Association to begin discussions with the fishing fraternity. Environmental Impact Assessment stakeholder meetings have begun.
2. On 7 September the Council signed a Development agreement with Shell UK and Perenco UK whereby the Council became the lead in delivering the Sandscaping Scheme. Over 40 people attended including Bacton Terminal Operators, The Crown Estate, Regional Flood and Coast Committee, Local Enterprise Partnership, Norfolk County Council, Marine Management Organisation and NNDC. Emma Howard Boyd (Chair Environment Agency), Sinead Lynch (UK Country Chair - Shell UK) and Cllr Tom Fitz-Patrick all spoke of the value of the scheme for the terminal, the nation and the villages whilst highlighting that the proposal represents the way forward nationally in delivering projects through innovation, partnership working and sheer hard work.
3. The draft proposed Mundesley Coastal Management Scheme was presented to the Local Liaison Group and Mundesley Parish Council alongside a request to the Parish Council for a contribution towards the scheme.
4. The final instalment of the Coastal Pathfinder grant for the construction of a new Village Hall outside of the coastal erosion risk zone was made to the newly formed Trimmingham Village Hall Trust. Alongside other funding sources this has enabled construction to begin.
5. Achieved a successful prosecution for fly tipping with a fine of £240 and contribution towards our costs.

6. The Council issued a second fixed penalty notice with support from the local community. A woman from Norwich has been fined £80 for not bagging and binning her dog's mess.
7. Held the annual Green Build event which attracted over 6,500 visitors and will be held at Felbrigg again next year on 8 and 9 September.
8. Development Management's focus remains firmly on exceeding the Government targets for major and non-major applications. Our last figure for majors is 91.08% (Government target is 60%) and for non- major 87.40% (Government target is 70%).
9. The Planning Inspector decisions in relation to the Bodham and Selbrigg Wind Turbines were overturned by the High Court. We wait to hear what happens next. Whilst the Sculthorpe appeal was dismissed, the applicant has lodged a legal challenge against the Planning Inspector's decision. It will be up to the Planning Inspectorate to defend their decision. The Council has offered its support to the Planning Inspectorate.
10. An innovative house in Heydon, near Saxthorpe, has won this year's Graham Allen Award. This year's overall winner was Wild Acres, on Holt Road, Heydon. The project involved the demolition of a bungalow and the clever re-siting and building of a new four bedroomed home using crisp and contemporary architecture. It was praised by judges for its intelligent reaction to site context, topography and landscape setting; visual interest portrayed by the curved form; low lying position and shallow pitch ensuring a discreet presence; and sustainable technology including ground source heating.
11. Following on from the recent Regional LABC awards the Council will be represented with the Pensthorpe Natural Park project for the Best Inclusive Building. The national event will be held in London on 10 November 2017.
12. The first Annual Report for Coastal Partnership East was published.
13. Following the success of the six Blue Flag awards for the North Norfolk beaches, the Council has now received confirmation from Keep Britain Tidy that they wish to hold the national Blue Flag Award presentations in May 2018 in Cromer. This is another great boost for the district's local economy and further puts North Norfolk District Council on the map. From this year visitors to north Norfolk will be encouraged to help keep more of the area's beaches in tip-top condition with the expansion of an international beach clean initiative to all of the district's Blue Flag award winning beaches. The scheme was launched in 2014 and encourages people to spend two minutes picking up litter and disposing of it when they visit the beach. ●
14. Held a beach safety campaign over the summer including a social media campaign in English and Polish, with each posting reaching hundreds of people. ●
15. Following the successful announcement of the retention of our three Green Flag awards the Countryside team has been delivering some wonderful events at our sites. These include the Massive mini beast hunt, ●

Goblin, Troll and Pixies trail, and natural trail of animals at Holt Country Park. The Fun Day Out, Explore The Woods, with the ranger at Pretty Corner Woods, and Sports Fun and Games at Sadlers Woods.

In addition, the Countryside and Sports teams have organised a series of successful beach events at Sea Palling, Cromer West, West Runton and East Runton. These events will contribute towards the retention of Blue Flag status across our coastline.

16. A large sea-life mural surrounding the new Cromer West Prom play area has been finished. The 26m-long mural has been painted on the walls around the recently opened shipwreck play area. In addition, new benches and picnic seating have been installed on roof-top platforms by the play equipment and Melbourne slope, offering far-reaching views.
17. The extension of the habitat management area on the cliffs at Cromer has been very successful with a significant reduction in the scrub vegetation in this area in addition to the goats being a popular tourist attraction.

### **Issues and Challenges:**

1. A public Just Giving site was launched for public and business contributions towards the Bacton to Walcott Landscaping scheme. This has had a slow start and would benefit from a local champion.
2. Following a recruitment process, the Council and Coastal Partnership East were unable to appoint a Coastal Engineering Manager. The role has been represented and re-advertised.
3. The waiting list for the Garden Waste Service was removed following the successful variation of the contract. Progress, by Kier, in contacting those on the waiting list was initially quite slow however this has now accelerated significantly and the Council is offering support to ensure everyone on the waiting list is contacted swiftly.

## 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 successfully (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.

#### Our Achievements:

1. The Council's sports and leisure facilities have had a strong summer; with current figures are more than 9,000 visits than at the same point in 2016. The three dual-use sports facilities have had their best summer holiday activity programme in many years, with an 8% increase over 2016. Improvements planned to further increase these numbers include improved childcare arrangements and open days to highlight the variety of sports available.
2. The Sport England Lottery funded project is continuing to perform well through the 18 classes being organised in partnership with the local community, with over 300 individuals participating. August saw over 1,000 visits at the venues, including Gresham, Holt, Cromer, Hindringham, Kettlestone, Fakenham, Alderman Peel High School (Wells), Edgefield, Sheringham and Weybourne.

The Council has now secured an extension for a fourth year by Sport England, given that the project is delivering well against its targets. The fourth year will focus on providing sustainability to those venues and activities, so the team will be supporting the local communities to assess what is required in order to remain financially sustainable for their local participants. Figures are still on target to exceed the annual visit number by the end of the financial year

3. The Sheringham parkrun remains one of the finest examples of sustainable community events, organised in partnership by the Council with local organisations and the voluntary sector. Numbers continue to grow with the current total of 2,074 registered runners averaging over 127 participants each week. There has been a total of 251 events, 31,999 runs, 159,995 km covered with 5,791 individual runners from 562 clubs taking part!
4. North Norfolk District Council's Sports and Leisure Team was shortlisted for Best Service Team of 2017 in the coveted Association for Public Service Excellence (APSE) Awards.
5. North Norfolk District Council led tributes to the seafarers who played a key role during the war effort. Survivors of the merchant navy who did so much to support the war effort and relatives of those who died attended a

ceremony in North Norfolk to honour their sacrifice. A flag was hoisted during the event, which marked the bravery and the crucial role played by seafarers in the conflicts of the past century.

6. Warned residents across North Norfolk to avoid paying private companies that charge for appealing against council-tax bands - a service that is actually free for householders.
7. The Big Society Fund Panel met on 4 September 2017.
  - 7 applications totalling £59,103.27 were received
  - 1 application totalling £10,000 was ineligible and not presented to the Panel
  - 6 new applications totalling £49,103.27 were presented to the Panel
  - 1 deferred application totalling £8,651.20 was presented to the panel
  - 1 request for an increase in the grant previously awarded of £1,000 was presented to the Panel
  - 6 applications were approved, grants awarded totalled £37,829.95
  - 2 were declined
8. The County Council elections in May 2017 and the General Election in June 2017 were delivered successfully, with all statutory timetables adhered to and all Electoral Commission performances standards achieved. North Norfolk was chosen as one of eight constituencies to be observed by the Commonwealth Parliamentary Association UK for delivering the General Election and the feedback received was positive all round. Three parish by-elections and a District by-election have also been successfully delivered.
9. The 2017 Annual Household Canvass is progressing well. A 91% response has already been achieved and are on track to achieve the 95% response target by 1 December 2017 when the revised Electoral Register is published.

#### **Issues and Challenges:**

1. In response to the Grenfell fire tragedy, Officers were asked by Cabinet to review fire risk and fire related issues both internally and with housing providers. This is being considered by the Risk Management Board and if considered necessary to the Audit Committee thereafter.
2. The North Norfolk Safety Advisory Group (NNSAG) have had a busy summer supporting organisers to ensure public events run safely. Generally, events have run without incident, however, the Tom Jones concert at Holkham Hall resulted in local traffic delays. The NNSAG provided additional briefings and the UB40 event at Holkham Estate (27th Aug) passed off without incident.
3. The Out of Hours Duty officer, alongside other officers responded to the unauthorised encampment on the Runton Road car park in August, serving notices requiring the group to leave. The group left on Sunday afternoon and officers arranged a swift clear up operation. A Council and Police de-brief has taken place looking at the response around the Cromer disturbances over the weekend. A draft debrief report with

learning points and actions has been created and will be reported to the Risk Management Board.

4. For 2017/18, the Council received a 7% increase in the Disabled Facilities Grant budget. By the end of quarter two:
  - 97 Disabled Facilities Grant recommendations had been received
  - 67 Disabled Facilities Grants had been approved totalling £487,772
  - 64 Disabled Facilities Grants had been completed.The provision of Disabled Facilities Grants is demand led, it is however, noted that the number of grants which provide for more than one adaptation continues to be a larger part of the programme and the complexity of some grants is increasing. The focus continues to be on ensuring that adaptations meet the needs of the customer ensuring they can sustain their independence. The maximum grant limit remains at £30,000.



## 05 - Delivering Service Excellence

### Strategic Overview

#### Twenty of our 21 projects are on target or completed successfully (95%)

18 of the 21 activities are on track, two have been completed successfully and one has 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. Two are below target.

#### Our Achievements:

1. Comparison of the first 6 months of 2016 with same period in 2017 shows that there has been an increase in the number of Planning Applications being received. Over the last 12 months the number of Planning Applications submitted in hard copy has remained relatively level whereas the number of Planning Applications made via the Portal has increased substantially (with the exception of July and August).
2. The Planning Department has introduced a charging structure for the provision of pre-application advice, currently this is only for minor applications but this is due to soon be expanded to also include Trees and Listed buildings in the next couple of months with Major applications following in the New Year. The pre-application advice service, as well as enabling us to recoup costs for providing pre-application advice, has enabled us to remove the counter Duty officer service. Customers now receive an appropriate level of advice from Customer Services staff or can decide to purchase formal pre-application advice if further guidance is required. This has freed our specialist planning staff to focus upon dealing with formal applications. Early indications are suggesting many customers are now simply proceeding to direct submission of planning applications without the need to trouble our staff for extra advice.
3. Two workshops were held on 7 and 12 July to assist planning agents in using the New Validation Checklist. This went live on 17 July and aims to drive the standard of applications up, and drive down the number of invalid applications.
4. 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.
5. Acquisition of a residential property and community shop in Itteringham has recently been completed. The residential property will be let for

holiday accommodation, which will start to generate rental income during 2018.

6. Eastlaw continues to meet its targets in respect of income generation and this month secured a contract for an additional £60,000 per annum of property related work.
7. Levels of Freedom of Information requests continue to remain high with the Council receiving 311 requests in the first two quarters of the year, 95% of those were dealt with within the 20 days allowed.
8. Eastlaw has been shortlisted for the Place category in the Lawyers in Local Government Awards 2017. This category reflects the contribution the team makes to preserving the unique environment of North Norfolk through managing the difficult and often competing interests of environmental and heritage protection and sustainable economic and community investment and development.
9. Six service areas have received the highest level of assurance following recent internal audits. Since the summer substantial assurance has been given across the six areas – from a Review of Income through to Accountancy Services, Beach Huts, our CIVICA application (covering Revenues, Benefits, System Admin and ICT), Performance Management and Building Control.

#### **Issues and Challenges:**

1. The way that local authorities can access financial services will change in January 2018 as a result of the second Markets in Financial Instruments Directive (known as MiFID II Client Categorisation of Local Authorities). Following a consultation last year, rules just published confirm that local authorities can only continue to be classed as professional clients if they have at least a £10m investment balance and staff with relevant experience. Local authorities not meeting the criteria will be reclassified as retail clients, which may mean reduced access to financial services or higher fees and greater administrative burden. Officers will continue to work closely with our treasury Advisors Arlingclose to ensure that any extra burden and cost is kept to an absolute minimum and we are also working closely with CIPFA at the present time who have introduced an online portal to support authorities with this issue.
2. 100% Business rates Retention is suspended at present with no plans for reintroduction. Following the recent Queen's speech the Department for Communities and Local Government (DCLG) have confirmed that there are no plans now to introduce the provisions of the Local Government Finance Bill. The DCLG will be in touch shortly with a plan regarding future funding. The Business Rates working group has been suspended. The 100% retention pilots in various areas are however still going on. At the very least it is anticipated that any introduction of the scheme would now slip a number of years and there is a growing view that the whole idea will no longer be taken forward which might require a new funding mechanism to be established unless the expectation is that this money can be raised from Council Tax but this is probably unrealistic. A new



prospectus for 2018/19 pilots has been produced and central government is keen for pilots to be undertaken in rural areas and also two tier areas so there may be an opportunity to consider a Norfolk wide pilot in further years.

3. In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. This is being conducted jointly with Breckland and Broadland District Councils and the Borough Council of Kings Lynn and West Norfolk. Officers are in the process of appointing consultants to support the process and an indicative timetable has been drafted which aims to ensure a new contract can commence in April 2019. This project will form a significant part of Environmental Health departments work over the next two years.

## Equalities

### **Strategic Overview**

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

Nine of the twelve activities are on track, two have been completed successfully and one has been cancelled.




#### **We met or exceeded 67% of our targets**

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

## Appendix 1: Performance Indicators – progress reporting

### Key

For performance indicators, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the quarterly target has been achieved and we are therefore on course to meet the annual target.


	Target achieved or exceeded
	Close to target
	Below target
M	These are measures listed that show levels of activity of services delivered by the Council or provide context for performance targets. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Big Society grants awarded.








Target achieved or exceeded	Close to target	Below target
<b>20</b>	<b>1</b>	<b>3</b>
<b>83%</b>	<b>4%</b>	<b>13%</b>








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

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>01 Jobs and the Local Economy</b>							
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	0	145,213.00	Q2 17/18	M	-
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	150	297	Q2 17/18	-	-
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	40	85	Q2 17/18	-	-
<b>02 Housing and Infrastructure</b>							
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	02 A	614	227	314	Sept 17/18	M	-
Number of affordable homes granted planning permission (monthly cumulative) HS 009	02 B	129	67	67	Sept 17/18	M	-
Number of affordable homes built (monthly cumulative) H 007	02 B, Equality	49	41	41	Sept 17/18	M	
There were 21 completions of affordable housing in August, with the next completions expected in November 2017.							
Numbers on the housing waiting list (monthly) HO 006	02 B	2,206	2,479	2,498 <sup>*1</sup>	Sept 17/18	M	-





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
This level of waiting list is in line with national trends.							
<b>Numbers on the Housing Register (monthly)</b> HO 007	02 B	244	304	307	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
<b>Numbers on the Housing Options Register (monthly)</b> HO 008	02 B	1,546	1,714	1,728	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
<b>Numbers on the Transfer Register (monthly)</b> HO 009	02 B	416	461	463	Sept 17/18	M	-
This level of waiting list is in line with national trends.							
<b>Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative)</b> DM 024	02 B, 03 D, 02 A, 01 D, 01 A	-	87.4%	88.7%	Sept 17/18	70.0%	
<b>Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> DM 025	02 B, 03 D, 02 A, 01 D, 01 A	-	0.4%	0.4%	Sept 17/18	10.0%	







Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	-	10	10	Sept 17/18	M	-
<b>Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative)</b> MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	-	91.8%	92.0%	Sept 17/18	60.0%	
<b>Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	-	0.0%	0.0%	Sept 17/18	10.0%	
<b>Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	-	0	0	Sept 17/18	M	-
<b>Number of households from the housing register rehoused (monthly cumulative)</b> H 005	02 B, Equality	210	159	192	Sept 17/18	M	- 

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<p>In comparison to last year numbers are slightly down. However, this is due to a number of factors, primarily social landlords disposing of properties and customers not moving as frequently, factors which are outside of the Council's control.</p>							
<b>Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly)</b> H 002	02 D	539	604	617	Sept 17/18	M	-
<b>Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly)</b> H 009	02 D	111	121	122	Sept 17/18	M	-
<p>The increase in the number of very long term empty properties is 13 compared to last month. This is broken down by an increase of 12 properties at Class C (empty 6-24 months) and an increase of 1 property at Levy stage (empty 2 years+).</p> <p>The Revenues Manager and the Corporate Enforcement Team Leader meet fortnightly to discuss progress and certain individual cases.</p> <p>Long Term Empty properties that have someone registered to vote have been identified and these have been passed to the Corporate Enforcement Team to investigate as a priority before the CTB1 Return is completed in early October 2017.</p>							
<b>03 Coast and Countryside</b>							
<b>Number of Events Organized at Country Parks (monthly cumulative)</b> LE 005	03 B	28	20	21	Sept 17/18	21	
<b>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</b> LE 010	03 B	1,060	223	820	Sept 17/18	800	



Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</b> <b>LE 011</b>	03 B	1,182	444	1,127	Sept 17/18	1,100	 
The original Q2 targets have been revised downwards because events have been planned to take place at different times during the year than had been originally expected.							
<b>Number of pollution enforcement interventions (quarterly cumulative)</b> <b>C 008</b>	03 B, 03 D	19	6	9	Q2 17/18	M	-
<b>Number of fixed penalty notices issued (quarterly cumulative)</b> <b>C 009</b>	03 B, 03 D	9	8	12	Q2 17/18	M	-
<b>Target response time to environmental pollution complaints (within 2 working days) (monthly cumulative)</b> <b>C 007</b>	03 D	79.00%	67.00%	65.00%	Sept 17/18	80.00%	
There has been a slight improvement in the response time to Nuisance complaints (78% responded to within two working days), however the response time to fly tipping has remained the same at 51%. This has been discussed with Kier at contract meetings over the past quarter and there has been some recent improvement in Kiers performance overall and we anticipate seeing these within the next quarter statistics. Overall the percentage is increasing and we expect this to continue going forward. Kier have struggled with vehicle reliability alongside availability of drivers qualified to drive refuse collection vehicles							









Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>04 Health and Well-Being</b>							
<b>Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative)</b> L 005	04 A, Equality	17	9	15	Q2 17/18	M	-
<b>Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)</b> L 006	04 A, Equality	128,723.74	50,032.00	87,861.95	Q2 17/18	M	-
<b>Number of Disabled Facilities Grants outstanding (monthly snapshot)</b> HW 002	04 B	106	114	112	Sept 17/18	M	
<b>Number of Disabled Facilities Grants completed (monthly cumulative)</b> HW 003	04 B, Equality	66	55	64	Sept 17/18	M	
<b>Number of Disabled Facilities Grants approved (monthly cumulative)</b> HW 004	04 B	-	54	67	Sept 17/18	M	
<b>Average Disabled Facilities Grant spend (£) (monthly snapshot)</b> HW 005	04 B	-	80,200	77,123	Sept 17/18	M	





Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	04 B, Equality, 05 A, 04 A	22.0	19.0	19.0	Sept 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	25.0	14.0	14.0	Sept 17/18	14.0	 
Full recruitment to the staff establishment has produced a significant reduction in processing times.							
Participation at NNDC Sporting Facilities (monthly cumulative) LE 004	04 C, Equality	283,407	247,463	290,026	Sept 17/18	295,560	
<b>05 Delivering Service Excellence</b>							
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	92.0%	96.0%	96.0%	Aug 17/18	90.0%	
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	237	216	268	Aug 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>Number of Ombudsman referral decisions (monthly cumulative)</b> <b>PA 001</b>	05 A	0	3	3	Sept 17/18	M	-
<b>Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative)</b> <b>PA 002</b>	05 A	-	100.0%	100.0%	Sept 17/18	M	-
<b>Visits to NNDC website (monthly cumulative)</b> <b>WG 005</b>	05 A	278,324	254,863	301,057	Sept 17/18	M	-
The increased ability to transact business with the Council on the website through digital transformation continues to allow growth in this area.							
<b>Unique Visitors to NNDC website (monthly cumulative)</b> <b>WG 006</b>	05 A	185,623	182,359	215,544	Sept 17/18	M	-
The increased ability to transact business with the Council on the website through digital transformation continues to allow growth in this area.							
<b>Number of Compliments (monthly cumulative)</b> <b>CS 050</b>	05 A	26	2	2	Sept 17/18	M	-
<b>Number of Complaints (monthly cumulative)</b> <b>CS 051</b>	05 A	26	74	87	Sept 17/18	M	-
<b>Number of MPs Letters (monthly cumulative)</b> <b>CS 052</b>	05 A	127	130	169	Sept 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>Average wait time (minutes) - Customer Services (monthly)</b> CS 057	05 A	2.26	6.37	6.05	Sept 17/18	10.00	
<b>Average transaction time (minutes) - Customer Services (monthly)</b> CS 058	05 A	6.54	8.36	9.13	Sept 17/18	M	-
<p>Performance remains within target however the upward trend is assumed to be short term as staff adjust to new IT systems and additional responsibilities transferred to CS from various service areas. Additional responsibility has resulted in increased transaction times and therefore an increase in customer wait times.</p>							
<b>Average wait time (minutes) - Housing Options (monthly)</b> CS 059	05 A	4.73	9.19	5.01	Sept 17/18	10.00	
<b>Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly)</b> CS 053	05 A	100.00%	100.00%	*4	Q2 17/18	M	-
<b>Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly)</b> CS 054	05 A	100.00%	100.00%	*4	Q2 17/18	M	-

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 with the time taken to resolve their enquiry (quarterly) CS 055	05 A	97.60%	100.00%	*4	Q2 17/18	M	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	100.00%	95.60%	*4	Q2 17/18	M	-
Planning Income (£) (monthly cumulative) DM 023	05 B	343,530	410,398	479,051	Sept 17/18	M	-
Building Control income (£) (monthly cumulative) BC 001	05 B	218,864	156,977	191,472	Sept 17/18	186,300	
Legal Services Fee Income (£) (monthly cumulative) LS 003	05 B	92,583	77,895	96,738	Sept 17/18	36,000	
Percentage of council tax collected (monthly cumulative) RB 009	05 B	56.11%	46.98%	55.69%	Sept 17/18	56.00%	
<p>Council Tax collection is £202k down against the target set. This is mainly because of re-billing of new liabilities as the backlog reduces. The backlog was outstanding when there were numerous vacancies in the service and as reported earlier in the year these have all now been filled. Any new bill will automatically re-spread instalments over the remaining months of the year with no loss of revenue to the Council.</p>							

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target	
<b>Percentage of non-domestic rates collected (monthly cumulative)</b> RB 010	05 B	59.92%	52.55%	61.66%	Sept 17/18	59.70%	
<b>PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly)</b> RB 029	05 B	49.0	66.0	88.0*2	Sept 17/18	41.0	
Six high value invoices totalling £935,111 were raised in the last week of Quarter 2. These have all now been paid. By October this indicator has now reduced back down to 31.0 debtor days.in October, well within target.							
<b>Occupancy Rate of Council Owned Rental Properties (monthly)</b> PS 006	05 B	82.0%	84.8%	84.8%	Sept 17/18	80.0%	
<b>Number of defaults issued to the waste and related services contractor (monthly cumulative)</b> C 010	05 B, 03 D	271	542	784	Sept 17/18	M	-
<b>Number of rectifications issued to the waste and related services contractor (monthly cumulative)</b> ES 015	05 B, 03 D	294	482	571	Sept 17/18	M	-

Indicator	Objective	Same period last year	Previous Periods Data	Latest Data	Time Period	Latest Data Target		
		<p>The Environmental Services team continues to undertake enhanced levels of contract monitoring to ensure that service delivery is adequate and that the contractual failures are addressed promptly. Until mid-September, Kier's operational performance in terms of round completion was very poor, resulting in significant numbers of contract defaults and associated financial penalties. Kier has struggled with vehicle reliability alongside availability of drivers qualified to drive refuse collection vehicles. However, following a new Operations Manager joining Kier to oversee the contract, recent improvements have been seen. There remain other areas of the contract where performance has been inconsistent and occasionally poor in recent times. Kier's response to bin delivery instructions and fly tip reports have been highlighted to them as requiring immediate improvement. Officers continue to work closely with Kier across all areas of the contract to improve service delivery, ensure that response times are within the contractual requirements and prioritise high profile works.</p>						
<b>Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative)</b> V 001	05 B	80.0%	0.0%	100.0%	Q2 17/18	80.0%		
<b>Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative)</b> V 002	05 B	- *3	- *3	- *3	Q2 17/18	100.0%		
<b>Percentage of audit days delivered (quarterly cumulative)</b> V 004	05 B	34.0%	22.0%	55.0%	Q2 17/18	43.0%		
<b>Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative)</b> V 007	05 C	2.11	0.95	2.10	Q2 17/18	3.00		

\*1 Snapshot as at 30 September 2017.

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








\*3 No priority 1 (Urgent) recommendations.

\*4 Survey early October 2017 to be reported in Quarter 3.








## 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.
Cancelled		The activity is no longer required. Reasons for the cancellation are given.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track.  Failed - Activity not delivered and there is no way that it can be.
		Signifies an action or target achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.

## 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		Recent Coffee Means Business (CMB) Events have been held at Holkham Hall (July) and North Walsham (Sept). The programme is approaching 1 year and an annual evaluation is scheduled for October. To date average CMB attendee numbers have been 27 per event. A total of 48 businesses engaged the two Ready for Growth business support seminars.
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 Track		LEADER £100487.54, NAGH Growing Business Fund £31,500, NAGH Small Grant Scheme £13,226
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		The Council successful recruited a Procurement Officer back in September 2017 and part of their role will be to review and update procurement guidance and policies. An updated procurement strategy will be delivered in 2018 which will address local procurement issues and trading with small and medium sized entities (SME's).
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 funding toolkit has now been prepared. This will help businesses to support their business growth aspirations and to seek out the most appropriate sources of funding.
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	On Track		Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%. To the end of September 2017 the second contract has implemented 48 new fibre cabinets across North Norfolk District Council which have provided access to

Activity	Status		Progress/ Action Note
reviewed and reported on a six monthly basis			<p>fast broadband for over 6,500 North Norfolk District Council properties.</p> <p>5 more cabinets have begun implementation in North Norfolk District Council and a further 26 surveys have been completed.</p>





**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	Completed Successfully		The business start-up scheme is now in place as a part of a package of support delivered under New Anglia LEPS Growth Programme. NNDC shall continue to support, promote and host elements of this programme

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



Activity	Status		Progress/ Action Note	
<p>AAP 17/18 - 01 C 01 - Encouraging employers to offer apprenticeships - Ensure that information on apprenticeships is included within all business engagement activity</p>	<p>On Track</p>		<p>Processes have recently been put in place to contact North Norfolk businesses which are presently looking to employ an apprentice. Support includes promoting the opportunity directly within Schools/Colleges via identified key contacts, helping the business overcome any barriers to recruitment and identifying any recruitment issue trends within sectors/skill areas. In Q2 30 businesses were engaged through this process.</p>	
<p>AAP 17/18 - 01 C 02 - Encouraging employers to offer apprenticeships - Explore opportunities for further apprenticeships within the Council as an employer</p>	<p>On Track</p>		<p>We have recently recruited apprentices in Benefits, Systems Admin and Recreation. Two former apprentices have secured positions within IT and Finance.</p>	
<p>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</p>	<p>On Track</p>		<p>Progress has been made to support the development of Degree Level Apprenticeships. Officers have met with key deliverers of these schemes and are presently exploring ways to promote these opportunities to relevant businesses. Ongoing efforts are being made to develop links with employers as part of a programme of business engagement. Meetings with Key training providers delivering within North Norfolk are being made to ascertain information as to what current training is available to local employers.</p>	
<p>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</p>	<p>On Track</p>		<p>Meeting being arranged with relevant local Members in November 2017 to consider the recommendations from the report and to discuss next steps moving forward.</p>	

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

Activity	Status		Progress/ Action Note	
<p>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</p>	<p>On Track</p>		<p>A pipeline of potential projects for future delivery continues to be maintained and a high level meeting with the MD of NALEP recently took place in order to share knowledge of significant issues affecting North Norfolk businesses. Regular update meetings are to be scheduled. Close liaison is maintained with the New Anglia Growth Hub and its local Growth Advisor.</p>	
<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>Meetings and talks with Walsingham Estates are on-going.</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 &amp; office premises and secure tenant at Egmere Enterprise Zone</p>	<p>On Track</p>		<p>Heads of Terms have been agreed with a tenant for the first unit and a lease will be prepared subject to the land agreement has been finalised.</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</p>	<p>On Track</p>		<p>The 'Space to Innovate' prospectus promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmere. Input has been made into the new inward investment approach to be operated for NALEP and Norfolk. SEP has its own pro-active approach to attracting inward investment and Egmere EZ has</p>	







Activity	Status		Progress/ Action Note	
designated Enterprise Zones and improve pre-application planning advice			been promoted to specific businesses operating within the relevant sector.	

## 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>On Track</p>		<p>The Cromer West Promenade improvements were fully operational in the summer season and good feedback was received. Consultation with local stakeholders has been undertaken in planning for the installation of Deep History Coast 'discovery points' and further investigations into the feasibility of improvements to facilities at specific locations are needed before the project can be implemented.</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>NNDC is working closely with the VNN Board to identify a suitable business model that will both increase the effectiveness and improve its financial sustainability</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		The revised Housing Incentive Scheme was Introduced in April. As most of the larger sites which can benefit from this scheme already have planning permission there has been no new applications this year. The scheme is programmed to stay open until the completion of Local Plan review and adoption of new policies.	
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 in October 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	Cancelled		This action has been cancelled as an updated Strategic Housing Market Assessment has now been completed providing overall housing need information. As additional information requirements are identified which cannot be met from existing sources, the appropriate methodology will be used to ensure timely provision of the housing needs information.	




## 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>The new Community Housing team is now fully staffed and engaging with parishes in the target area to support the delivery of community led housing schemes to address the impact of second and holiday homes. Work is ongoing in partnership with Housing Associations to deliver new affordable homes to buy and rent to meet both general and local housing need. 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 new Community Housing Team have attended a number of parish council meetings to discuss the opportunity presented by the Community Housing Fund, with more meetings due to be attended over the next quarter. This forms part of work to support the delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk.</p>
<p>AAP 17/18 - 02 B 03 - Purchase additional temporary accommodation for homeless households</p>	<p>On Track</p>		<p>The first temporary accommodation property is now in use by a homeless household, this property has been adapted to be suitable for a wheelchair user. Discussions are ongoing to procure more properties for temporary accommodation to include two further properties suitable for a wheelchair user.</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	On Track		Key evidence documents to support the new plan have been completed or are due shortly, significant progress is now being made on site selection and review of individual policies will commence shortly. It is anticipated that a draft plan will be published for consultation in June/July 2018. However, there is a corporate risk regarding the ongoing retention and recruitment of policy planners.

### D – Reduce the number of empty properties

Activity	Status		Progress/ Action Note
AAP 17/18 - 02 D 01 - Working pro-actively across the Council using all available powers to bring empty properties back into use - Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a 6 monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee	On Track		Fortnightly reports are submitted following each meeting of the board, detailing all actions discussed and setting timescales for actions to be carried out. Each property has actions to be carried out before the next meeting, except where on-going property renovations are being monitored towards completion.





## E - Improve the infrastructure needs of the district



Activity	Status		Progress/ Action Note
<p>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</p>	<p>On Track</p>		<p>Meeting held with Abellio and relevant stakeholders which included discussions on whether there was capacity to introduce a two hourly service between Norwich and North Walsham.</p> <p>A new franchise is in place for the service and will be looking to introducing the first three carriage better performing train on the line from early 2019 with a view to replacing all old rolling stock by the end of that year which is hoped will deal with the increased passenger capacity.</p> <p>Sheringham Station platform to be extended as part of the franchise commitment.</p> <p>No twice hourly service therefore being introduced at this time but will monitor passenger numbers in line with new local housing development at North Walsham.</p>
<p>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 Station</p>	<p>On Track</p>		<p>Meeting held with Abellio and relevant stakeholders to discuss taking forward a programme of station improvements at North Walsham including the possible construction of a pedestrian ramp from the platform to the car park within the adjacent Hopkins Homes Mulberry Grove development.</p> <p>Officers asked to develop a paper for consideration by Cabinet in the New Year on options for car parking at the station and wider management of parking within the vicinity of the station.</p>
<p>AAP 16/17 - 02 E 02 - Exploring with partners the scope to improve road network capacity alongside major</p>	<p>On Track</p>		<p>The Council's approach to Section 106 obligations will be considered as part of the Local Plan review.</p>

Activity	Status		Progress/ Action Note
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			






### 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 next North Norfolk Commercial Fishing Forum is scheduled for Oct 23rd. The Project Enabler from the Economic Growth Team will be attending to explore potential funding for any potential 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 &amp; Suffolk Coastal Partnership</p>	<p>On Track</p>		<p>Second recruitment round of Coastal Engineering Manager is underway with any new appointee due to start in January 2018. Options paper for Team IT requirements under preparation. Team resources have been flexed when required across the partnership authorities.</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>Development Agreement with terminal operators negotiated and successfully signed. As NNDC is now the lead party, preparations are underway to resource the project and set up the Project Steering Committee. Discussion has begun with The Crown Estate regarding review of foreshore lease to enable the scheme progress. Significant activities required to now develop and deliver the scheme.</p>
<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>Following on from the last update the new West Prom lighting installation is now complete and operational. As part of the on-going programme we are also looking at further improvements adjacent to the Anglian Water building with potential improvements also to the Melbourne slope.</p>

Activity	Status		Progress/ Action Note
<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>Public Information drop-in event to be held at Mundesley on 4 October 2017. Mundesley Parish Council has allocated, subject to conditions, £20,000 towards the scheme. Application progressing for additional funding from Anglian Water. Following public drop in sessions, if support is forthcoming the outline Business Case will be completed and presented to the Environment Agency.</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 and advice is routinely provided to local businesses (including those involved in fishing and agriculture) on current business support and funding opportunities (particularly the current LEADER programme operating across the area). 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. details of the next round of the Coastal Community Fund have yet to be announced.</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>Holt Country Park, Sadler's Wood and Pretty Corner Woods, have again won the right to fly the prestigious Green Flag for 2017/18, demonstrating their high quality standards and continuous improvement. A review of our countryside assets is due to take place, which needs to evaluate the options for securing their ongoing sustainability and future improvement.</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
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:	On Track		See below

**Collection Frequency**

Following a final report from consultants detailing likely costs and benefits, the NWP board have decided the collection frequency and food waste collections project is not progressing at the current time. The NWP will look at other elements of waste and keep a watching brief on government policy.

**Reuse, Repair and Recycling Initiatives**

A trial for the reuse of collected bulky waste items saw a good process set up, but the third sector partner only wanted good quality material, which doesn't always come through bulky collections and was deemed unsuccessful.

**Depot Rationalisation/One Public Estate**

Options for depot sharing between public sector organisations is being progressed in some areas, however, there will be no impact on NNDC resulting from this workstream.

**Communications**



The Anti-contamination Recycling Campaign launched in August and runs until at least the end of September and has seen the delivery of a leaflet to every home in Norfolk. Other activities have included radio interviews, radio advertising, on street advertising, press articles and the NWP has also taken over the window of a vacant store in Norwich city centre for a guerrilla marketing display. Briefing notes and posters were sent out to local members as well as town, parish and community groups by each council. The campaign is the first by the NWP to deploy an increased use of social media. Recycle for Norfolk's following and reach on Twitter and Facebook is doing really well. At the end of August on Twitter alone the campaign had reached 51,200 individual accounts. In another first for the NWP, a 30-second animation is currently airing to 20,000 homes with Sky Plus boxes in Norfolk. A full campaign evaluation report will be produced in October.

**Partnership Working Outside of the NWP**

In June 2017, Cabinet authorised officers to commence a formal procurement process for a new Waste and Related Services Contract. This is being conducted jointly with Breckland and Broadland District Councils and the Borough Council of Kings Lynn and West Norfolk. Officers are in the process of appointing consultants to support the process and an indicative timetable has been drafted which aims to ensure a new contract can commence in April 2019.








## 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>	<p>On Track</p>		<p>The Enforcement Board continues to address these issues and reports six monthly (June and December) to Cabinet and Overview and Scrutiny (Cabinet reports refer). Analysis is currently taking place to assess the impact of the work of the board.</p>
<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>	<p>On Track</p>		<p>The EP ranger post has been out patrolling the beaches over the summer months engaging with the local communities and tourists in these locations. This has led to a decrease in the amount of complaints received about dogs on beaches during the season.</p> <p>The ranger post has also led to an increase in the FPNs served this year with the number served so far being almost the same as the number served in the whole of the previous year.</p> <p>The team promoted their work at the Council's annual Greenbuild event with a huge pile of fly tipping and giving people the chance to be an Environmental Protection Officer and search the rubbish for names and addresses.</p>




## 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>In the second quarter of 2017/18, six Big Society Fund grants have been approved totalling £37,829.95 to support a range of community projects.</p> <p>In the first six months a total of 15 grants totalling a commitment of £87,861.95 have now been approved.</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.</p> <p>A 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.</p> <p>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 further decision later in the year.</p>	




Activity	Status		Progress/ Action Note	
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		Outreach services in Mundesley and Wells have ceased due to low use. Volunteers who provided these outreach services are instead being used to support bureaus where demand is high such as Fakenham and North Walsham. Regular communication with Mid Norfolk CA contractor takes place to monitor the contract.	

**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 and Overstrand and Cromer are in the process of creating draft plans.	
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	On Track		The Hub and in particular the weekly Collaboration meetings continue to improved outcomes for cases referred to the Hub for both the client and the organisations involved.	




## 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>	On Track		<p>Launch event is expected on 16 October. The new participants are due to be enrolled onto the programme which will mean 100 young people will be engaged in this project</p>	
<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>Feasibility studies completed for both Splash redevelopment and the Community Sports Hub. Reports now taken to O&amp;S Committee with positive feedback</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>Have now had very positive meetings with both Cromer Town and Cromer Youth FC. Both developers have met with the Leisure Officers and also Norfolk FA, and we have provided feedback on the sports element of their plans</p>	



Activity	Status		Progress/ Action Note	
<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>	<p>Completed Successfully</p>		<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>	<p>On Track</p>		<p>This project continues to be successful. We are now delivering seated exercise to over five different locations across the district including care homes, residential facilities and libraries to access a different market providing appropriate physical activity for those that need it most</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 - Maintain progress on all projects within the Council's Digital Transformation Programme</p>	<p>On Track</p>		<p>Service BPRs in Planning continue to deliver the expected savings and BPR in Environmental Health is on track in terms of budget and timeline. In Planning the process in Development Management is approaching completion and other Planning services will be addressed within the system upgrade for which an implementation plan is currently being formulated.</p> <p>The Environmental Health (EH) BPR is progressing well and business process changes are being implemented in parallel with the rollout of the new EH back office system. The business case for the BPR has been developed and the plan to realise the efficiency savings and service improvements is in place and on track. Further small scale process improvement initiatives are being developed and implemented across the Council, notably within Revenues &amp; Benefits which are expected to deliver service performance and quality improvements.</p> <p>Work is ongoing on assessing the impact of the rollout of Universal Credits on the processes and resources within the Revs &amp; Bens service.</p>
<p>AAP 17/18 - 05 A 02 - 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>
<p>AAP 17/18 - 05 A 03 - Ongoing HR Business Process Review</p>	<p>On Track</p>		<p>Leave management (self-service of all leave requests and absences) is due to go live at the end of October. Scanning of personnel files is progressing to plan. HR Intranet pages are in development.</p>




Activity	Status		Progress/ Action Note
AAP 17/18 - 05 A 04 - Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency	On Track		Good progress is being made on the review cycles which analyses the current process, sets out the desired "to be" processes and identifies the work needed to bridge the gaps between the two. Environmental Health IT implementation is progressing, closely linked to the review cycle outputs. Work to install and implement the latest version of the new software is progressing.
AAP 17/18 - 05 A 05 - Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017	On Track		Communications Service Plan in place.
AAP 17/18 - 05 A 06 - 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 continuing.
AAP 17/18 - 05 A 07 - Maintain and develop the Council's 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 individual service objectives have been assigned in appraisals. A planning process for web site development is being put in place.
AAP 17/18 - 05 A 08 - Use pro-active and promotional campaigns linked to the Council's priorities	On Track		A sea-safety campaign was carried out over the summer months in conjunction with the RNLI.


Activity	Status		Progress/ Action Note
<p>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</p>	<p>On Track</p>		<p>The Benefits team continue to engage, liaise and met with the DWP, Citizens Advice, landlords and other Norfolk Authorities to help ensure that the District is ready for the further roll out of Universal Credit (UC) full service in June 2018. Citizen's Advice provide Personal Budget Support on behalf of the Authority for UC customers who request this financial assistance via the Job Centre or Authority. A representative from the team also attends and contributes at the Norfolk Community Advice Network (NCAN) strategic meetings. NCAN is a lottery funded project set up to improve access to free, high quality social welfare advice, information, advocacy and representation of services for those living or working in Norfolk.</p>
<p>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</p>	<p>On Track</p>		<p>The OPE Board are finalising submissions for OPE phase 6 bidding round, which will include Kelling Hospital. There has also been an initial meeting between OPE partners and other public organisations to review of their assets and land holdings in North Walsham. The purpose of this was to establish if there were opportunities for co-locating/rationalisation in particular a Care and Health Campus, to improve health and social care service provision serving the community.</p>






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


Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 B 01 - Maximising the value from services delivered through contracts - Procure new Pier Management Contract</p>	<p>Completed Successfully</p>		<p>Final tenders were received back from two companies and a report was produced for the Cabinet meeting of 2nd October to award the contract from February 2018. This will see the removal of the Council subsidy which will provide a significant saving to the Council over the life of the contract as well as provide a profit share arrangement. Both the Council and the successful contractor will be investing money into the pier over the coming season to help increase the success and attractiveness of this iconic structure.</p>
<p>AAP 17/18 - 05 B 02 - Maximising the value from services delivered through contracts - Continue procurement of Contract for Waste and Related Services</p>	<p>On Track</p>		<p>Meetings of relevant officers of the four authorities have been taking place on a regular basis. These meetings have been to develop the overarching principles for joint working and to ensure synergies in the service delivery headings for the contract areas. The formal notifications for the beginning of the contract process has been started through the issue of the Prior Information Notice.</p>
<p>AAP 17/18 - 05 B 03 - Taking a more commercial approach to the management of our asset portfolio - Develop and Implement Asset Management Strategy</p>	<p>On Track</p>		<p>The following suite documents have been updated or re-written and are expected to be presented to Cabinet:</p> <ul style="list-style-type: none"> <li>Asset Management Plan</li> <li>Acquisition for Investment Strategy</li> <li>Disposals Strategy</li> <li>Community Asset Transfer Policy</li> <li>Assets of Community Value Guidance</li> </ul>

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>Officers have reviewed the Council's portfolio for concession opportunities, which has generated a number of additional potential pitches. Marketing of these pitches is due to commence in October 2017. Applications are sought by early 2018, to enable sufficient time to assess the submission, seek planning consent (if required) and for trading to commence around Easter 2018.</p> <p>Phase 2 will look at opportunities for shorter term concessions for events held in the district.</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>Pursuing different opportunities of letting the first floor office space at Fakenham Connect with a view to generating income for the authority.</p>
<p>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</p>	<p>On Track</p>		<p>Following a review of the 2017 concession process the Council has identified a number of additional concession pitches that it will seek to market to let for the 2018 season. Acquisition of a residential property and community shop in Itteringham has recently been completed. The residential property will be let for holiday accommodation, which will start to generate rental income during 2018. Work is also being undertaken to assess a number of vacant and underutilised assets to establish opportunities to generate additional income through creating holiday letting or commercial letting opportunities.</p> <p>The Council continues to work with Wells Town Council regarding the opportunities for the Beach Road site.</p> <p>The Consultation responses have been received in relation to Highfield Road car park and these are currently being reviewed.</p>

Activity	Status		Progress/ Action Note
AAP 16/17 - 05 B 05 - Publishing decisions in accordance with the Government's transparency agenda - Publish quarterly and monitor any new requirements	On Track		Latest quarterly review of data published completed.

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

Activity	Status		Progress/ Action Note
AAP 17/18 - 05 C 01 - 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.
AAP 17/18 - 05 C 02 - Encouraging a culture of learning and development	On Track		The HR service has introduced a Coaching for Managers programme to further this objective. Our annual appraisal completion rate is 70%, partly due to the restructure in the winter/spring 2016/17. This project has been extended from just looking at achievement of appraisal targets to the wider staff development environment.
AAP 17/18 - 05 C 03 - 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		The corporate training programme has been developed. Management and other corporate training programmes continue to be delivered according to identified need.

Activity	Status		Progress/ Action Note
<p>AAP 17/18 - 05 C 04 -</p> <p>To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p>	<p>On Track</p>		<p>Member Development Group continues to work to support and provide training for members to enhance and develop their skills.</p> <p>Upcoming training will focus on media skills and interviewing techniques.</p> <p>An interest has also been expressed by the Group in pursuing the Member Charter and work is being undertaken on exploring the options for achieving this over the next 2-3 years.</p>

## **Capital Strategy, Asset Management Plan and Supporting Documents**

**Summary:** The Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

The Asset Management Plan links closely to the Capital Strategy as it drives the capital requirements in relation to the Council's property asset and outlines the strategic framework within which the Council manages its property portfolio.

**Options considered:** Do nothing option has been discounted. Since the previous Asset Management Plan was adopted there have been a number of changes to legislation, working practices and a new Council Corporate Plan has been adopted; the Council has therefore taken the opportunity to strategically review its approach to land and property asset management and property investment activities.

The Council could operate the asset base without any further capital investment, however this will over the longer term lead to increased maintenance costs and deterioration of the asset base, potentially reducing service and income generating capacity and resulting in reputational risk for the Council.

Option appraisals will be prepared when considering alternative uses for land and property assets and seeking capital funding. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.

**Conclusions:** The forecast capital requirements for the medium term have been updated to take account of recent works and potential changes to the portfolio. A capital bid has been produced to make provision for these works which will help to ensure the portfolio remains fit for purpose and continues to provide value for money both in terms of service provision and income generation. Opportunities will continue to be explored in relation to potential

disposals, acquisitions, partnership working and transfers to either remove or minimise both future capital and revenue costs

Recommendations: It is recommended that Cabinet agree and recommend to Full Council;

1. The Capital Strategy to be approved
2. Asset Management Plan and supporting documents be approved as the basis for the strategic framework for asset management
3. Asset of Community Value Procedure and Guidance be approved

Cabinet Member(s) Cllrs J Oliver & W Northam	Ward(s) affected - All
Contact Officer, telephone number and email: Renata Garfoot, 01263 516086, Renata.Garfoot@north-norfolk.gov.uk	

## 1. Introduction

- 1.1 This suite of policy documents is coming forward to Overview and Scrutiny for pre-Scrutiny prior to being presented to Cabinet and Full Council along with the budget in February 2018. Feedback and comments from Overview and Scrutiny will be fed into the reports for consideration by Cabinet.
- 1.2 The Council has a small and varied land and property portfolio. The net book value of these as at the 31st March 2017 was £55m. The Council has a number of existing strategies and policies relating to the management of its portfolio. These documents are:
  - Asset Management Plan 2014/15 – 2016/17
  - Disposal, Investment and Acquisition Policy 2010
  - Community Asset Transfer Policy 2012
- 1.3 The Council's current Asset Management Plan (AMP) 2014/15 – 2016/17 and associated capital budget was adopted Full Council on 24 June 2014. Since this time there have been a number of changes to legislation, working practices and a new Council Corporate Plan has been adopted; the Council has therefore taken the opportunity to strategically review its approach to asset management and property investment activities.
- 1.4 The Council's main objective is to manage its assets effectively to enable the delivery of the Council's Corporate Plan and its priorities and objectives. The AMP and supporting documents detail how these priorities, aims and objectives will be met through the proactive management of the land and property portfolio to assist service delivery, provision of well-maintained

facilities to the community and seeking income generation opportunities linked to the Medium Term Financial Strategy where appropriate.

- 1.5 The Localism Act 2011, requires local authorities to maintain a list of assets in its area that is of community value and assess nominations of assets proposed by the community to be listed. Officers have undertaken a review of the current process and propose a procedure and guidance note be adopted.
- 1.6 In addition to the above the opportunity has also been taken to update the Council's Capital Strategy. The Chartered Institute of Public Finance and Accountancy (CIPFA) has recently reviewed the Prudential Code for Capital Finance in Local Authorities, which NNDC are required by regulation to 'have regard to' when carrying out their duties. One of the changes will require Local Authorities to prepare a Capital Strategy document each year, with a recommendation that this is presented with the budget, as the budget will have been prepared with the Capital Strategy in mind.
- 1.7 The Capital Strategy should include an explanation of how capital decisions are made locally, making links to local strategic planning, asset management planning and relevant options appraisals. Reference should also be made to how local circumstances contribute to the decision to borrow for capital investments, and the impact this could have on the taxpayer. It should also include a description of how Members, statutory officers and others in a decision making role keep their knowledge and skills up to date needs to be included.
- 1.8 Given the strong links with the Capital Strategy it has been recommended that the AMP be updated and considered by Members at the same time as the Capital Strategy. The requirement for a Capital Strategy also effectively makes the AMP a mandatory requirement and the proposals is that this suite of supporting documents is updated on an annual basis at the same time as the budget is considered and set in February each year.
- 1.9 The Department for Communities and Local Government (DCLG) are currently consulting on changes to their investment guidance which may impact on the content of the Capital Strategy, but strengthens the argument for it being prepared annually in line with the budget.

## **2. Gleeds**

- 2.1 Following the District Council elections in May 2015, the Council adopted a new Corporate Plan and Medium-Term Financial Strategy. These documents identified that a key area of work for the Council moving forward was the need for the authority to take a more commercial approach to the use of the Council's land and property assets - both from the perspective of the Council realising ongoing revenue streams and potentially capital receipts from its property assets and in supporting new investment and strengthening the social and economic well-being of local communities
- 2.2 As the Council has limited capacity within its Property Team beyond the management of the existing portfolio of assets, it was proposed to engage a Strategic Property Development partner who could advise the Council on

increasing the commercial potential of its portfolio in the future and this is now being provided by Gleeds.

- 2.3 One of the early deliverables of the new contract and identified within the specification and tender documents was for Gleeds to:-
- Carry out a high level review of the Council's land and property assets leading to agreement over a core list of assets to be reviewed
  - Prioritise the core list to identify a programme of projects/proposals to be worked on over the period of the contract
- 2.4 Gleeds were therefore provided with a schedule of all of the Council's assets, with some suggested areas of initial focus as per the tender document. Gleeds then reviewed and visited a number of sites and provided their thoughts on where the Council should initially concentrate efforts. This resulted in 4 sites which were put forward for consideration (Grove Lane Holt, Cadogan Road Cromer, Highfield Road Fakenham and Beach Road Wells).
- 2.5 Officers were keen that Gleeds not only considered the opportunities which had already identified internally (the vacant site a Grove Lane for example), but also opportunities that may not have been considered and this is where the Cadogan Road site proposal came from as Gleeds could see the opportunity in terms of the hotel interest in the area, the central location of the site in town, access in terms of road networks and the train station, the ability to keep most of the parking etc.
- 2.6 Following this initial shortlisting Gleeds would then continue to review opportunities within the remainder of the portfolio and the wider district.
- 2.7 In terms of an update regarding the 4 initial sites;
- Highfield Road (Fakenham) – following a detailed consultation process with the Town Council, the public and other local stakeholders, a report was presented to Cabinet on 30 October 2017 outlining a number of potential options for the site. Despite the advice from Gleeds to look to dispose of the site to enable development Cabinet decided, based on the results of the consultation exercise, that the site should remain as a car park but that the surface would be improved and charges would be introduced from April 2018.
  - Beach Road (Wells) – following initial discussions of the proposals for this site Cabinet agreed to consult, through means of a joint working party, with Wells Town Council and the local community of Wells as to what the form of commercial development might be possible on the site over a 6 month period and the results of these discussions will be fed back to Members early in the new year.
  - Grove Lane (Holt) – Cabinet agreed to consider plans for a residential development scheme for this site, with the development of such a scheme being the subject of a future report to Cabinet. Since this time the Council has been approached by a potential tenant and officers are investigating this opportunity.



- Cadogan Road (Cromer) – following initial discussions of the proposals for this site Cabinet agreed not to take the proposals forward.
- 2.8 Gleeds have also supported with the current development proposals in terms of the Splash site in Sheringham and the potential part disposal of the site to a hotel developer to part fund delivery of the new centre. They have also helped officers to develop and submit a bid to the Housing Infrastructure Fund (HIF) to try and support housing development in Fakenham

### **3. Summary of Key Achievements**

3.1 The Council has had a number of key asset achievements during 2016/18 in line with its Corporate Priorities and Annual Action Plan.

3.2 Jobs and the local economy

3.2.1 Priority - A district with a thriving economy offering better jobs and prospects for local people

- Procurement and appointment of the Council's Strategic Property Development Partner, Gleeds, who are engaged to provide advice on increasing the commercialisation of the Council's portfolio
- High level review of the portfolio to identify a prioritised a core list of potential asset commercialisation opportunities
- Agreed terms for the disposal of buildings in North Walsham to Wetherspoon and the successful relocation of North Walsham Town Council to further support the 'One Public Estate' principles. NNDC also wanted to ensure it supported the Citizen's Advice Bureau (CAB) and North Norfolk Community Transport (NNCT). The CAB have moved to a unit in St Nicholas's Precinct while NNCT have relocated to Council owned facilities at North Walsham Industrial Estate
- Acquisition of Itteringham Community Shop and neighbouring property for holiday letting.

3.3 Housing and Infrastructure

3.3.1 Priority – to address housing and infrastructure for local people whilst meeting the market demand for housing

- Awarded £2.4m Community Housing Fund, to support the delivery of community led affordable housing schemes in areas where 10% or more of dwellings are second and holiday homes
- Affordable rented housing scheme in Upper Sheringham developed by Broadland Housing Association in partnership with North Norfolk District

Council providing the land, the Council provided £528,000 of grant funding to enable the land to be developed on the former Council Depot site

- Bungalow acquired to provide temporary accommodation. The has been successful, which has confirmed the need for more similar accommodation
- 5 parcels of land disposed for affordable housing schemes across the district. This will create 91 homes with 79 of these on the Council land.

### 3.4 Coast and countryside

#### 3.4.1 Priority – A district where the beautiful natural environment is managed and enhanced

- Invested a further £1.5 million in new facilities on Cromer's West Promenade to help develop the tourism potential of the town and improve the facilities for the District's residents. This includes provision of new promenade lighting, new public toilets, showers and a catering kiosk and themed children's play equipment, re-provision of the disabled parking, enhancements to the zig-zag path with the refurbishment of the viewing turrets and path including installation of solar lighting, external repairs to the Art Deco block and resurfacing of the west promenade (Jan/Feb 2018)
- Holt Country Park, Sadler's Wood, near North Walsham, and Pretty Corner Woods, near Sheringham, have again been named amongst the best open spaces in the UK, winning the right to fly the prestigious Green Flag. Six of North Norfolk's beaches have also been recognised for being well-managed, excellent places to visit with high levels of cleanliness and safety, with Blue Flags at Cromer, Mundesley, East and West Runton, Sea Palling and Sheringham. The Blue Flag requires the highest quality of water, facilities, safety, environmental education and management.
- The Cromer West prom Art Deco block renovation and the Wells Maltings Project have been awarded £50,000 each under the national Coastal Revival Fund scheme. The purpose of the Coastal Revival Fund is to help kick-start the revival of at-risk heritage sites that have potential to create opportunities for new businesses and jobs. The Cromer grant was used by North Norfolk District Council to support the renovation and rejuvenation of the Cromer West promenade Art Deco chalet block. The block was severely damaged in the storms which ravaged the North Norfolk coast in December 2013.
- Pier Management Contact procurement awarded for a 10-year period, which will commence February 2018.
- Substructure condition survey of the pier procured which will result in a 5 year planned maintenance programme.

- Sheringham West Coast Protection Scheme finalise phase now complete.
- Coastal Measured Term Contract awarded for up to a 5-year term.
- An £18m Development Agreement established with the Council as the lead working with Shell UK and Perenco UK for the Bacton Sandscapes Scheme to reduce coastal flood and erosion risks from Bacton to Walcott

### 3.5 Health and Well being

#### 3.5.1 Priority - A district with vibrant communities and where healthy lifestyles are accessible to all

- Cabbell Park football pitch relocation, new match officials' changing facility, new electricity supply and moved floodlights to allow evening play. Refurbished and improved the team changing rooms at Cromer Academy as a replacement for the dated facilities at Cabbell Park.
- Fakenham Sports and Fitness Centre, owned by North Norfolk District Council and run by Places for People Leisure, has been named Leisure Centre of the Year (Streamline) in a national awards competition. The centre won one of the two Leisure Centre of the Year awards
- Active Norfolk, Activity in the Community Award winner, for Sports Clubs and Hubs 2017
- Sporting Centre of Excellence, providing high quality coaching to North Norfolk school children. 2 athletics coaches involved with this programme won Active Norfolk Coach of the Year Award 2017.
- Finalist in the APSE Awards for Best Sports and Leisure Service in the UK.

### 3.6 Delivering Service Excellence

#### 3.6.1 Priority to make the Council more efficient so that we can both deliver our priorities and offer value for money for local tax payers

- North Norfolk Railway (NNR) has opened a new Tourist Information Centre and toilets at Sheringham after taking over the running of the facilities from North Norfolk District Council under the Localism Act 2011 The agreement was that the NNR would take over the running of the toilets and Tourist Information Centre. The ownership of the small plot of land and buildings were transferred to the NNR. NNDC also granted funding of £154,000 towards the project and this helped the NNR draw down external grant funding to support the redevelopment of in excess of £500,000.

- Procurement of an external catering provider to manage the Council's canteen, commenced March 2017 for a 5-year term.

#### **4. Capital Strategy**

- 4.1 This strategy sets out how the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.
- 4.2 As detailed above CIPFA recommend that this document is reviewed and updated in year in line with the budget setting process and that best practice moving forward will be to include the AMP as part of this review process.
- 4.3 The Capital Strategy is provided in Appendix A.

#### **5. Asset Management Plan**

- 5.1 The AMP sets out the strategic direction of the Council's land and property portfolio. Within this document it provides a framework within which the Council manages its land and property assets. The document highlights key achievements, the strategic direction, the portfolio and local, regional and national influences. The document considers the financial issues, risks and resources required.
- 5.2 It is vital that Council manages its property resources effectively and efficiently to ensure maximum benefit is achieved. The portfolio can also play a key role in helping to address the budget deficit identified in future years and will also help to ensure that the property portfolio meets the business needs, community requirements and supports the priorities and objectives of the Council's Corporate Plan 2015 – 19.
- 5.3 The AMP will be subject to annual review as outlined above and updated regularly to ensure it is optimised in terms aspirations, resources, efficiency, service needs and income generation.
- 5.4 Existing performance measures relating to asset management have been reviewed, with a view to enhancing them, so that the Council can be well informed of the performance of its assets and take strategic decisions as necessary.
- 5.5 The AMP is provided in Appendix B.

#### **6. Commercial Property Strategy**

- 6.1 This Policy sets out how the Council grows and manages its commercial property portfolio. This document provides a framework through which the Council will be able to effectively manage its land and property portfolio on a

commercial basis and sits underneath the Council's Corporate Plan and the Annual Action Plan.

- 6.2 Maximising commerciality is seen as a key strategy in responding to the financial challenges the Council faces. An investment strategy is an important framework that enables the Council to assess quickly if a commercial property opportunity is a prudent investment and is suitable for acquisition. The strategy will provide continual evaluation of the investment portfolio to meet the Council's priority to ensure that the portfolio is fit for purpose.
- 6.3 The strategy considers the rationale and objectives for holding investment property, the approach, identifying opportunities, objectives, financial aspects, risks and benefits.
- 6.4 The document also considers management of the portfolio, its performance and action plan.
- 6.5 The proposed Commercial Property Investment Strategy can be found in Appendix C.

## **7. Acquisition Policy**

- 7.1 This Policy sets out why, when and how the Council acquires land and property assets. This document provides a framework through which the Council will be able to effectively manage its land and property portfolio commercially.
- 7.2 The document describes the Council's ability to acquire, the decision making process, establishes criteria and the types and means of acquisition.
- 7.3 The document considers when the Council will seek to acquire assets for investment or development, principally this will be where it:
  - Has strategic, regeneration or redevelopment potential within the district
  - Is in the best interest of the Council.
  - Provides a financial benefit (investment) to the Council in terms revenue income or future capital growth
  - Improves the economic development of an area
  - Increases the value of existing Council owned assets
  - Is currently managed by the Council and there is an advantage to owning it
- 7.4 Acquisition of land or assets under planning consent S106 agreements is dealt with separately.
- 7.5 Acquisition of assets for non-investment reasons are anticipated to be limited and will follow the principles of this policy.
- 7.6 The Acquisition Policy is provided in Appendix D.

## **8. Disposal Policy**

- 8.1 This policy sets out how the Council disposes of its land and property assets. This document provides a framework to enable the Council to effectively manage its land and property asset portfolio.

- 8.2 This document highlights the national influences, legislation, process for identifying assets for disposal, the decision making process along with types and means of disposal.
- 8.3 The document describes how different property types will be disposed.
- 8.4 The Disposal Policy is provided in Appendix E.

## **9. Asset of Community Value Procedure and Guidance**

- 9.1 The Localism Act 2011 introduced a procedure designed to give communities the opportunity to protect assets that benefit the social well-being and interests of the community, by allowing relevant groups to nominate them as an asset of community value.
- 9.2 The Document provides information outlining the:
- Nomination and listing procedure
  - Review of decision procedure
  - Disposal of an asset
- 9.3 Officers have undertaken a review of the current process and are seeking to make improvements to the following:
- the Council's website including FAQ's and additional resources providing information
  - the nomination form to be updated, to make it more user friendly to community groups seeking to make a nomination
- 9.4 The Asset of Community Value Procedure and Guidance is provided in Appendix F.

## **10. Next Steps**

- 10.2 Once feedback has been obtained the documents will be put into a Corporate format with photographs and formatted diagrams.
- 10.3 It is proposed to amend the constitution to reflect current roles and responsibilities and to enable acquisition of assets to be undertaken quickly if exceptional circumstances require. This may be in situations where the asset is being acquired at auction. Draft can be found in Appendix G.

## **11. Conclusion**

- 11.1 The Council's property portfolio has a key role to play in addressing the budget deficit forecast for future years. It is also fundamental in supporting service delivery, providing facilities for staff, local communities and visitors. Effective management of this vital resource will ensure that the Council is able to meet its corporate priorities and objectives, positioning the Council positively for the challenges ahead.

- 11.2 The Council's key operational assets need to be maintained adequately to support effective service delivery. These assets can assist the Council in improving services offered and increasing income generation
- 11.3 The Councils Asset Management Plan and supporting documents are essential to assist the Council in achieving the above and has been prepared as the existing documents are now out of date. Officers seek comments and feedback regarding these documents, which are proposed to be presented to Overview and Scrutiny for pre-Scrutiny prior to being presented to Cabinet and Full Council along with the budget in February 2018.

## **12. Implications and Risks**

- 12.1 With an adopted Capital Strategy and Asset Management Plan (and supporting documents) the Council can manage its resources, land and property in a strategic and effective manner and reduce the risks associated with such activities.
- 12.2 Adequate revenue budgets are required for repairs and maintenance of land and property assets to ensure that they are in fit for purpose and do not pose a risk users or visitors. Condition surveys will be updated and a planned maintenance programme will be prepared as part of the AMP to help mitigate these risks.
- 12.3 Property and premises related risks are identified in the Corporate Risk Register. Items remain under constant review to ensure risk is recognised and minimised, that best value is being achieved and that full compliance is achieved in respect of all applicable legislation.

## **13. Financial Implications and Risks**

- 13.1 Financial implications and risks are detailed. Business cases will be required for many of the property projects and support from the Finance team will be required.

## **14. Sustainability**

- 14.1 This report does not in itself raise any issues in respect of sustainability. Any proposals developed for specific property assets will be the subject of detailed planning applications in due course, at which time the sustainability of the proposed developments will be appraised.
- 14.2 Sustainability in relation to building methods and materials will be considered as appropriate when undertaking repairs, maintenance and improvement works

## **15. Equality and Diversity**

- 15.1 This report does not raise any direct issues relating to Equality and Diversity. Any proposals developed for specific property assets will be the subject of detailed planning applications in due course, at which time the equality and diversity implications of individual proposals will be appraised.
- 15.2 The equality and diversity issues arising will relate to the accessibility requirements of any capital improvement works and these will be covered by Building Regulation requirements.

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

- 16.1 This Report does not raise any issues relating to Crime and Disorder and there are no implications directly resulting from the recommendations or options considered in this report.



## North Norfolk District Council Capital Strategy 2018/19 – 2019/20 (Appendix A)

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## Introduction and Context

### Purpose of the Capital Strategy

This Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

### Capital Investment Objectives

NNDC's capital investment objectives are developed in relation to the current corporate priorities that are laid out in the Council's Corporate Plan to ensure that strategic aims are met. Capital schemes (except those relating to coast protection) are assessed according to these priorities.

The financial forecasts made at the time the 2017/18 budget was agreed anticipated a balanced budget for 2018/19 but a forecast deficit of nearly £1.3m by 2020/21. The Medium Term Financial Strategy (MTFS) has now been updated and is projecting a deficit of nearly £2.3m by 2021/22 although it should be noted that with the current uncertainty around local government finances in a number of areas it is incredibly difficult to forecast over a four year period. The Council has developed a number of work streams over recent years to help address anticipated medium term budget pressures. Capital resources are also prioritised towards a number of these work streams including Asset Commercialisation and Digital Transformation.

### The Corporate Plan

The [Corporate Plan](#) sets out what the Council intends to do between 2015 and 2019. It focuses on five priorities which will influence how we move forward:

- Jobs and the local Economy - a district with a thriving economy offering better jobs and prospects for local people
- Housing and Infrastructure - to address housing and infrastructure for local people whilst meeting the market demand for housing
- Coast and Countryside - a district where the beautiful natural environment is managed and protected for future generations
- Health and Well-Being - a district with vibrant communities and where healthy lifestyles are accessible to all
- Delivering Service Excellence - to make the Council more efficient so that we can both deliver our priorities and offer value for money for local taxpayers

The Council's capital works can be used to help deliver these priorities and these areas are considered when capital bids are submitted as part of the budget process.

## **Links with the Asset Management Plan**

The Council's Asset Management Plan (AMP) also helps to inform the prioritisation of capital expenditure in relation to the authority's property portfolio. The objectives of the AMP are as follows;

- Help define, implement and measure strategic asset management
- Establish how the Council is entrepreneurial in making investment and commercialisation decisions
- Demonstrate how the Council maximises the value of the asset portfolio
- Demonstrate how the Council intends to maintain and improve assets while promoting innovation in a cost effective way
- Maximise the benefits gained from assets in supporting service delivery, economic and community benefits
- Realise on going revenue streams and capital receipts to maintain a strong financial position

Monitoring and review of the AMP will prompt corporate consideration of the Council's property holdings. In particular, where assets are identified as being surplus to requirements and not achieving required financial or service delivery performance targets, they can be considered for disposal to provide useable capital receipts, which can then be redirected to achieve the Council's objectives.

## **Governance processes for determining the Capital Programme**

### **Business Case and Feasibility Study Requirements**

All capital projects are considered and prioritised as part of the Council's overall budget process, with affordability in relation to the Medium Term Financial Strategy (MTFS) being a key issue. The revenue implications and funding of any approved bids are included within the Council's revenue budget forecasts to identify the resultant effects on future Council Tax levels.

The business case and options appraisal methodology is applied to all significant projects (those with a capital cost of over £50,000). The options appraisal should be undertaken by the relevant manager (project leader) initially. The business case considers the full options appraisal as evidence to support the recommended option as required. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost. Officers are currently developing a suite of

standardised appraisal and business case templates top help streamline and improve this process. A summary of how the Capital Programme is put together, following best practice as laid out by CIPFA, can be found at Appendix A.

## Setting the programme

The Council has a well-established capital bid prioritisation process for the evaluation of capital projects. Each project submitted for evaluation must:

- demonstrate how the development of the project or the provision of a grant to partner organisations will meet the corporate aims of the Council
- identify risk issues, linked to the organisation's Strategic Risk Register if appropriate
- detail how the bid links in with Service Plan objectives
- be fully costed with opportunities for external funding opportunities identified
- identify key objectives and indicators against which the bids can be evaluated and monitored in the future
- consider alternatives for provision if relevant
- identify and cost the revenue implications for each capital project
- identify potential future income generation or capital receipts

The prioritisation process will continue to be reviewed to reflect policy adjustments arising from the modernisation process and from operational experience.

## Capital Funding Strategy

The Council recognises the importance of attracting 'new money' into the district and wherever possible supports match funding requests. When identifying and planning new schemes, the Council will try to maximise all external sources of finance without reducing the effectiveness of the scheme.

Revenue implications resulting from all capital initiatives are fully costed and incorporated within the evaluation and decision-making process undertaken to prioritise schemes. The implications on the revenue budget of both existing and proposed capital schemes forms part of the Council's MTFS. The plan is used to assess the ability of the Council to sustain service provision and enable the Council to make informed policy decisions within the limited resources available. Projects that generate future income streams for the Council, for example industrial estates and other Asset Commercialisation projects, are also viewed positively within the evaluation process. The AMP identifies these assets in order to ensure the revenue implications are again fully accounted for in the decision-making process for the disposal of assets.

## Sources of Capital Financing

There are a number of sources of funding available to the Council for capital schemes (capital grants/contributions, capital receipts, borrowing etc). Revenue funding is also available via a Revenue Contribution to Capital Outlay (RCCO), however it should be noted that the scope for using revenue resources for capital purposes is limited.

Funding from capital receipts is forecast for the next three years to ensure a level of internal resources is maintained and can support future projects. It should however be noted that these are only forecasts at the present time and anticipated balances at the end of the period are based on the current approved capital budget.

	<b>Capital Receipts</b>	<b>Capital Projects Reserve</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Balance at 31/3/17	7,448	1,638	8,586
Estimated (New) Receipts 2017/18	2,841	0	2,841
Capital Financing 2017/18	(7,537)	(835)	(8,372)
New Receipts 2018/19	1,868	0	1,868
Capital Financing 2018/19	(505)	0	(505)
New Receipts 2019/20	1,200	0	1,200
Capital Financing 2019/20	(55)	0	(55)
<b>Estimated Balance at 31/3/20</b>	<b>5,260</b>	<b>803</b>	<b>6,063</b>

The Council has access to short or long term borrowing if required to finance capital expenditure. Although business cases for new capital projects are modelled on the assumption that borrowing will be required (to reflect a 'worst case scenario' in terms of cost), the decision to borrow externally is ultimately a treasury one, and is made closer to the time when expenditure is actually incurred, taking into account available cash balances, the opportunity cost of investments, and the exposure to interest rate and credit risks.

## Strategy for use of alternative ways of procuring assets

It is a requirement of the new CIPFA code that the Council consider alternative means of financing if required. The Council is aware of the opportunities that may be realisable through a Private Finance Initiative (PFI). The Procurement Strategy includes guidance on appraising Private Public Partnerships in the context of service delivery, and emphasises that obtaining 'value for money' means choosing the optimum combination of whole life costs and benefits to meet the customer's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue/resource implications as well as initial capital investment.

## **The Prudential Framework**

Under the Prudential Code the Council is required to set and approve a range of performance indicators each year in line with the budget and Treasury Management Strategy, and to monitor them during the year. Under these arrangements local authorities are allowed to enter into borrowing to support capital spending as long as they are able to demonstrate that they can afford to do so. The monitoring reports are provided to Cabinet as part of the general budget monitoring reporting process.

Under the provisions of the Local Government Act 2003, Local Authorities are required to operate within the guidance of the Prudential Code (the Code) with regard to capital investment decisions.

The objective of the Code is to provide a framework for local authority capital finance which will ensure for individual local authorities that:

- capital expenditure plans are affordable
- all external borrowing and other long term liabilities are within prudent and sustainable levels
- treasury management decisions are taken in accordance with professional good practice
- in taking decisions in relation to the above the local authority is accountable, by providing a clear and transparent framework.

The impact of using capital receipts to finance the capital programme has also been considered within the MTFS, as use of receipts will impact upon the amount available for investment, with a resulting reduction in investment income as and when these are used to fund capital schemes.

The Chartered Institute of Public Finance and Accountancy (CIPFA) is currently undertaking revisions to the Prudential Code which they are looking to introduce from 2018/19 and any changes arising from this will be taken account of as required.

## **The Capital Programme 2017/18 - 2019/20**

### **Current Capital Programme and Financing**

The table below provides a high level summary of the currently approved capital programme as at period 6 (September) 2017/18. Further detail can be found with the 2017/18 budget book and the latest approved programme is included as part of the P6 budget monitoring report to Cabinet.

	<b>2017/18 Updated Budget</b>	<b>2018/19 Forecast</b>	<b>2019/20 Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Jobs and the Local Economy	4,811	0	0
Housing and Infrastructure	9,850	142	0
Coast, Countryside and Built Heritage	7,731	655	0
Health and Well Being	239	18	0
Service Excellence	970	145	55
<b>Total Capital Expenditure</b>	<b>23,601</b>	<b>960</b>	<b>55</b>
Financing:			
Non NNDC	13,587	455	0
NNDC	10,014	505	55
<b>Total Capital Financing</b>	<b>23,601</b>	<b>960</b>	<b>55</b>

The Capital Programme is funded from grants and contributions, capital receipts from the disposal of assets and from the Council's own reserves, as shown in the table below. Whilst capital funding is available to invest in new assets or in improving existing assets, the impact on the revenue account due to the loss of investment income is always a key consideration.

	<b>2017/18 Updated Budget</b>	<b>2018/19 Forecast</b>	<b>2019/20 Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Environment Agency Grant	6,014	0	0
DEFRA Grant	42	105	0
Disabled Facilities Grant	1,030	0	0
Other Grants and Contributions	6,500	350	0
Capital Projects Reserve	835	0	0
Other Reserves	1,643	0	0
Capital Receipts	7,536	505	55
Internal Borrowing	0	0	0
<b>Total Financing (*NNDC Resources)</b>	<b>23,601</b>	<b>960</b>	<b>55</b>

Following the 2017/18 capital bidding process, capital bids of approximately £1.2m were approved to be spent in 2017/18 and beyond, including invest to save projects and system upgrades and enhancements that will deliver efficiency savings.

### Future Projects

The Council could be funding some high value capital projects in the years covered by this strategy that are not yet in the capital programme due to some material



considerations that have not yet been finalised. These include the potential re-provision of the Splash Leisure and Fitness Centre, a 27-year-old leisure pool in Sheringham which is reaching the end of its useful life. These projects support the Council's key priorities and business cases are currently being considered by Members in relation to some of these schemes.

## **Delivery of the Capital Programme**

The Capital Programme is monitored on a monthly basis within the Accountancy section. The monitoring of both the capital programme and the Prudential Indicators is reported to Cabinet on a quarterly basis, and includes financial and non-financial information on the progress of existing projects.

The Overview and Scrutiny Committee also plays a role in the monitoring of the programme, receiving the monitoring reports which go to Cabinet, and also when reviewing the budgets prior to them being agreed by Full Council.

On completion major schemes are reviewed and evaluated to ensure they met their original objectives and to pick up on any lessons learnt.

Each significant project has an identified project manager who is responsible for the delivery of the project within a system of devolved budget responsibility and training is provided where required. The Major Projects Group has been established to oversee larger schemes or where schemes are more complex and cross-cutting, this is an officer group chaired by a Corporate Director and Head of Paid Service. Member panels can also be used to provide the governance required for major capital investment works.

Successful delivery of the Council's vision for Capital investment relies on the skills and culture of the organisation being appropriate. Members, Statutory Officers, and those with decision making powers keep their relevant knowledge up-to-date through CPD schemes, workshops with treasury advisers and other relevant bodies and networking with other authorities to share best practice. Information is disseminated between parties within the organisation when appropriate.

## **Links to other Strategies and Plans**

The Chartered Institute of Public Finance and Accountancy (CIPFA) has recently reviewed the Prudential Code for Capital Finance in Local Authorities, which NNDC are required by regulation to 'have regard to' when carrying out their duties. One of the changes will require Local Authorities to prepare a Capital Strategy document each year, with a recommendation that this is presented with the budget, as the budget will have been prepared with the Capital Strategy in mind.



The Capital Strategy should include an explanation of how capital decisions are made locally, making links to local strategic planning, asset management planning and relevant options appraisals. Reference should also be made to how local circumstances contribute to the decision to borrow for capital investments, and the impact this could have on the taxpayer. It should also include a description of how Members, statutory officers and others in a decision making role keep their knowledge and skills up to date needs to be included.

Given the strong links with the AMP it has been recommended that the AMP be updated and considered by Members at the same time as the Capital Strategy. The requirement for a Capital Strategy also effectively makes the AMP a mandatory requirement and the proposals is that this suite of supporting documents is updated on an annual basis at the same time as the budget is considered and set in February each year.

The Department for Communities and Local Government (DCLG) are currently consulting on changes to their investment guidance which may impact on the content of the Capital Strategy, but strengthens the argument for it being prepared annually in line with the budget.

The capital prioritisation process devised has also been tied comprehensively to the corporate aims and objectives within the Corporate Plan, and operational Service Plans through the use of the capital bid forms which require managers to score bids in relation to how well they meet the Council's objectives (see Appendix B).

The Capital Strategy provides the strategic framework for the Asset Management Plan (AMP) and draws together the capital implications of different Service Plans. All of the strategies and plans are prepared within the overall policies of the Council.

The Council has fully integrated its Capital Strategy as part of its strategic financial planning process and this policy influences both the production of the MTFs and the capital and revenue budget planning process. The Strategy is also linked to the other main asset related policies, namely the Land and Property Acquisition Policy, the Commercial Property Strategy, the Land and Property Disposals Policy.

The Treasury Management Strategy details the Council's treasury management arrangements to manage the Council's cash flow, including the anticipated use of reserves, so as to maximise income from investments and minimise interest payments on borrowing, whilst minimising the risk to the Council's assets. This strategy can influence the potential receipts available for funding capital and will also directly inform any borrowing decisions for capital purposes.

The Information Technology (IT) Strategy lays out the key aspects of the Council's IT Strategy and details how the Strategy will underpin the Council's priorities as set out in the Corporate Plan. It is used as the basis for defining key projects and helping to

make the business case to provide essential criteria for influencing the selection of products and partners and the basis for establishing product and service standards.

Capital and revenue funding has to be identified for the planned programme through the Council's MTFs, and this is reviewed during the normal budget planning process as discussed within the Capital Strategy. Some of the critical systems' replacement programme is dependent on the agreement of bids for capital and revenue being evaluated by the Council's Cabinet alongside other competing demands.

The Procurement Strategy seeks to ensure that Value for Money is achieved in all of the Council's procurement decision-making activities and systems. The guidance should be applied by all Officers in conjunction with the requirements incorporated within the Council's Contract Standing Orders and Financial Regulations and has great relevance to preparing capital bids.

The Capital Strategy is also aligned with the Risk Management Strategy, and managers are required to consider risk when completing the standard business case pro-forma. The Risk Management Strategy focuses on the following areas which all link in with the Capital Strategy:

- A risk register for recording corporate business risk that links directly with the Corporate Plan
- Risk analysis undertaken for key contractual arrangements, including capital schemes
- Risk management training for both officers and Members

## Achieving the Strategy

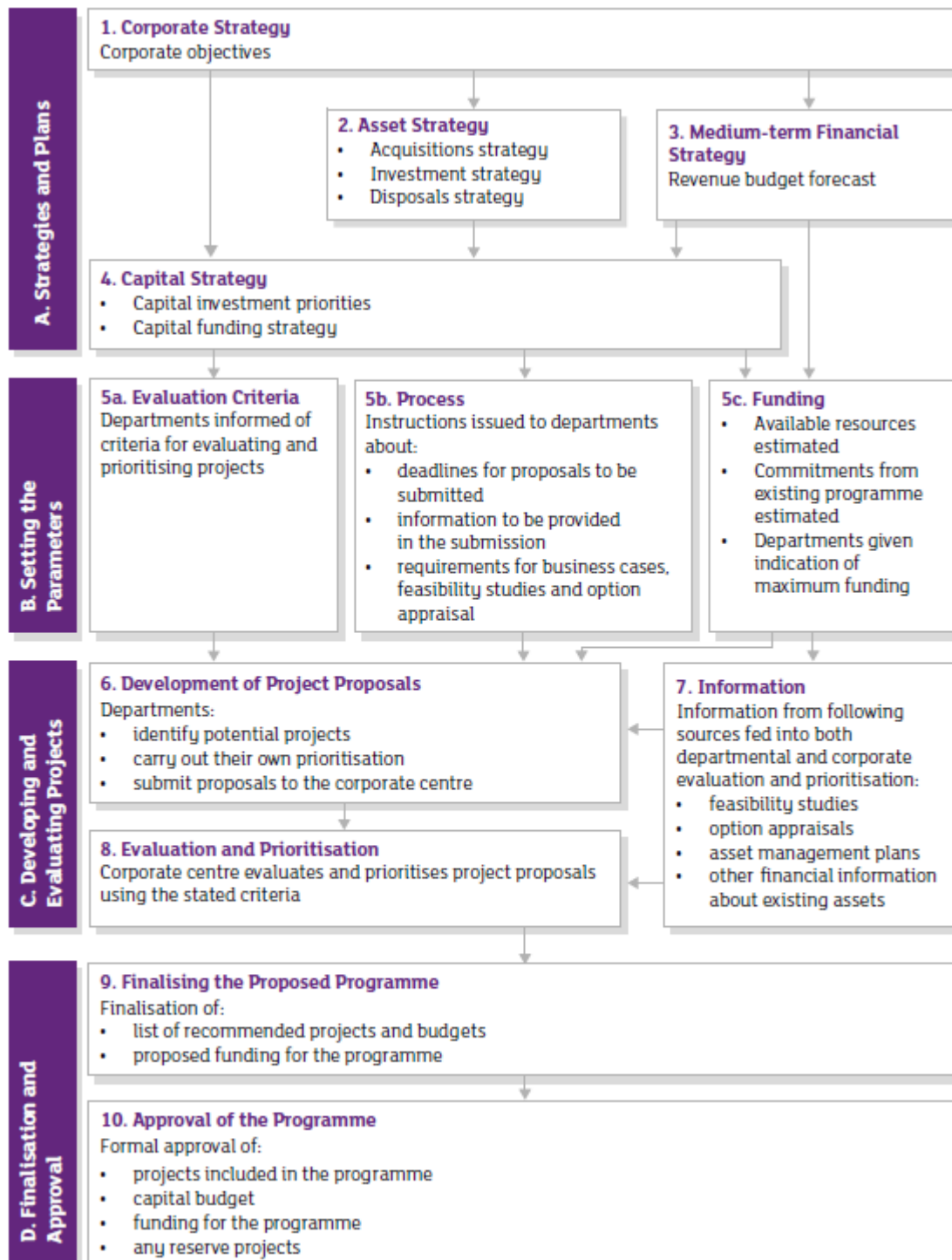
Through the establishment of Boards based upon the improvement themes identified within the Corporate Plan the Council will ensure that the following is able to be achieved:

- Target available capital resources towards high priority initiatives identified in the Council's Corporate Plan
- Carefully evaluate the business case for each project, taking account of its contribution to achieving strategic aims and the costs/benefits
- Ensure that revenue implications and 'whole life costs' for projects have been fully evaluated
- Seek to identify "Spend to Save" schemes where financing costs will at least be met in full through income or reduced costs
- Undertake a yearly evaluation of whether any borrowing should be undertaken to fund capital expenditure in line with the Treasury Strategy, and the potential impact on local taxpayers.

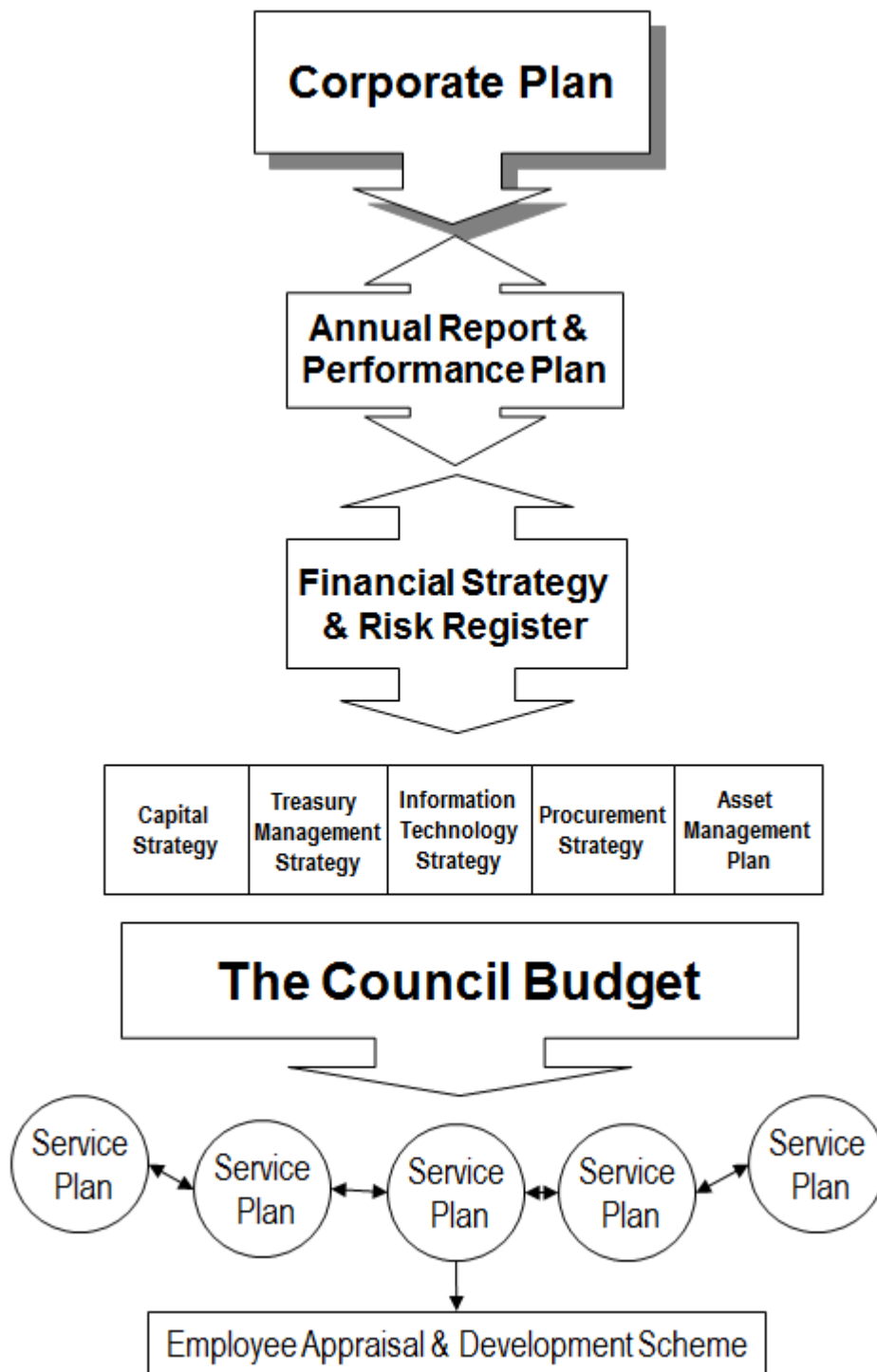
- Strategic aims will be met by maintaining existing assets, improving and acquiring assets to meet customer's needs, and by providing appropriate funding
- The Corporate Plan will continue to provide a policy steer to assist the Council in determining the allocation of future capital resources

This strategy will be regularly reviewed and approved by Full Council to take account of any changes necessitated by revisions made to the MTFs and other Corporate strategies and plans, such as the AMP and associated policies, to ensure that they remain linked and aligned.

## Appendix A: Development of the Capital Programme



## Appendix B: Links to other Strategies and Plans



# **Asset Management Plan**

**and supporting documents**

**2018 - 2022**

**Front cover to be designed**

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(page numbers to be added in final draft)

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## Introduction

This Asset Management Plan (AMP) sets out the strategic direction for the management of the Council's land and property portfolio and its asset management aims and objectives.

After staff, land and property assets are the Council's next largest resource, therefore land and property assets can play a key role in contributing to the Mid Term Financial Strategy. The Council can use its assets more effectively to meet tough financial targets both through reducing costs and generating income. Assets are also held to support the Council's Corporate objectives and values as highlighted in the Council's Corporate Plan.

This AMP is an update of the Council's Asset Management Plan of 2014/15 – 2016/17. It is a 5-year medium term plan that will be subject to review and updated regularly to ensure it is optimised in terms of aspirations, resources, efficiency, service needs and income generation.

The AMP is an overarching document that includes the following documents:

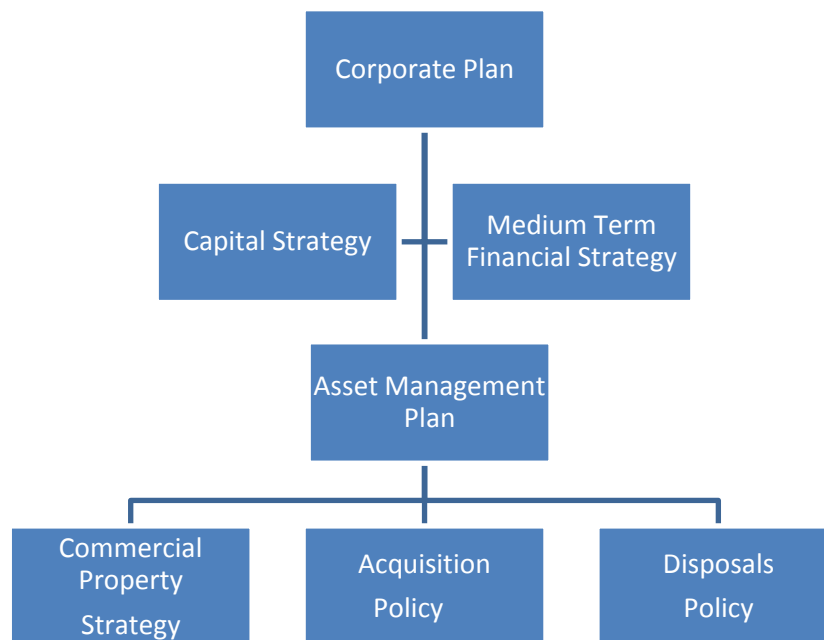


Diagram 1. Asset Management Plan suite of documents

This suite of documents sets the broad direction for asset management over the medium term and defines how we strategically manage and use assets to support the Council's priorities.

The AMP will:

- Help define, implement and measure strategic asset management
- Establish how the Council is entrepreneurial in making investment and commercialisation decisions
- Demonstrate how the Council maximises the value of the asset portfolio
- Demonstrate how the Council intends to maintain and improve assets while promoting innovation in a cost effective way



- Maximise the benefits gained from assets in supporting service delivery, economic and community benefits
- Realise on going revenue streams and capital receipts to maintain a strong financial position



Diagram 2. Asset Management Plan

### **Asset Portfolio Vision and Strategic Direction**

The Council's strategic vision and focus for its portfolio is to be entrepreneurial in its use of property and asset management approaches. Key aims of this vision and focus are to:

- Manage investment land and property assets soundly to maximise revenue income and capital receipts
- Reduce operating costs whilst ensuring assets remain fit for purpose and support service delivery
- Assets are sustainable and flexible for current and future needs whilst minimising the future costs to the Council of energy costs and maintenance liabilities
- Drive economic growth enabling businesses to thrive and grow
- Create opportunities that deliver community benefits.
- Use land and property to enable and deliver sites for housing
- Working with partner organisations and embrace the 'One Public Estate' ethos

## The Portfolio

The Council has a diverse land and property portfolio.

The portfolio can be categorised into 4 main areas.

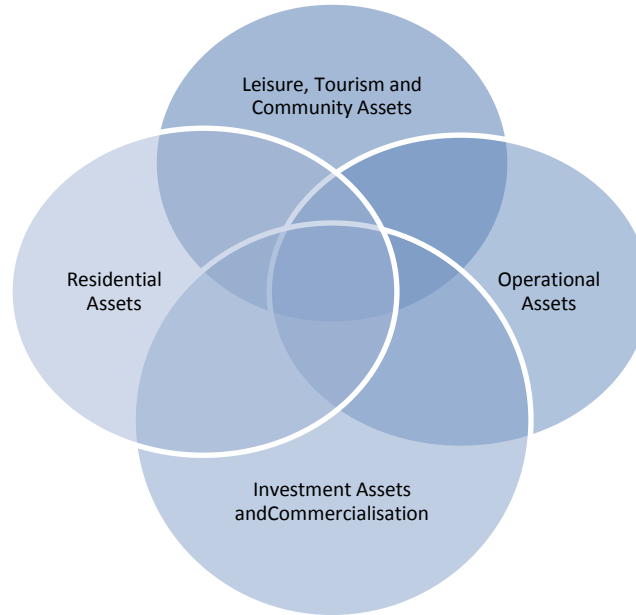


Diagram 3: Portfolio Categories

### Leisure, Tourism and Community Assets

These assets are held to support the recreational, cultural and social well-being of the district whilst also supporting the economic viability of the area.

Includes: Car parks, leisure centres, Cromer Pier and pavilion, promenades, beach huts & chalets, tourist information centres, amenity land and country parks.

This category is the largest of the portfolio, with a wide range of facilities enjoyed by both residents and visitors to the district.

The Council has 30 pay and display car parks across the district and has invested significant sums in its car parks and it is important that the Council continues to do so. The Council recognises their significant contribution in supporting town centres, whilst generating income from them and supporting the delivery of services.

Whilst the Council has a number of car parks that are protected through Planning Policy, there are opportunities for alternative uses that may generate increased income or capital receipts for those which are not. The Council will consider opportunities for the acquisition of existing or land for new/additional car parking facilities in areas where demand can be established and there is a viable business case.

Cromer Pier and Pavilion is an iconic structure built between 1897-1900 and is a great tourist attraction for the area. The Council undertook significant refurbishment to the pier in 2013/14, further works in 2017 have been undertaken due to damage from a storm surge at the beginning of the year. The pier asset is vulnerable to damage from the sea and weather conditions and regular inspections are undertaken to ensure it is maintained to a good condition.

There is further opportunities to generate additional income from the growing availability of concession pitches available to rent. The Tourism assets are increasingly important in strengthening the social and economic well-being of local communities and due to this the Council will seek to develop the tourist offer in the foreshore area. The foreshore includes a number of shelters, amenity infrastructure such as coastal protection, lighting and other promenade fixtures. There is further opportunity to generate additional and new income from growing the availability of concession spaces available to rent.

Add photo

The Council owns 3 Leisure Centres; Sheringham Splash, Fakenham Sports and Leisure Centre and Victory Pool in North Walsham. The Council is investigating opportunities to provide a new facility in Sheringham, as the existing building is over 25 years old, has a poor energy performance and requires significant capital investment to refurbish it.

The Council has a number of sporting facilities which are leased to local clubs at non-commercial rents or under management agreements such as the 3 dual use sports facilities at Cromer, Stalham and North Walsham and Tennis Clubs at Cromer and Wells. The Council is seeking to develop a Community Sports Club and improve tennis facilities across the district.

The Council manages a wide range of amenity and woodland with key sites being Holt Country Park, Bacton Wood and Pretty Corner in Sheringham.

In the majority of cases these assets are managed and maintained directly by the Council. Active management of these assets is essential to maximise the benefit to the community and visitors for the mid to long term.

There is potential for future opportunities around:

- Diversification through community based initiatives, such as open air theatre and music events, sporting events and country fairs.
- Income generation to support wider service delivery
- Promotion of wider community participation and corporate volunteering schemes in maintenance of assets
- External funding and grants towards the maintenance and improvement
- Community asset transfers

The Council has 40 Public Conveniences across the district, which provide facilities to the community and supports the local tourism industry. Whilst this is a discretionary service, the Council recognises

the importance of these facilities to tourism infrastructure and the community. The Council will explore options as to how the facilities can be provided and enhanced whilst seeking to minimise costs.

Due to the age of the majority of these assets, there are some which are beyond their useful economic life and are in need of investment. Some facilities are subject to vandalism and anti-social behaviour that adds to the cost of the maintenance. There is a need to minimise on-going expenditure and due to the factors mentioned, this may result in the Council considering provision of some facilities being provided by alternative means.

The overall approach from the previous AMP remains:

- Seaside resorts – centrally located toilets, facility at the main car park and provision on the prom/sea front during the summer season
- Market towns – either centrally located, facility at the main car park
- Villages resorts – adjacent to the beach or centrally located.

The Council has 322 beach hut sites (where the majority of huts are privately owned) and 95 chalets located on the promenades at Sheringham, Cromer Overstrand and Mundesley. These are historically popular with significant waiting lists for each resort. Charges for hut sites were recently reviewed and a staged increase in annual fees has been proposed to bring charges in line with other beach hut/chalet charges regionally. Further work has been undertaken to identify additional space for beach hut sites at other coastal locations due to the high demand, income generated and reduced liability to the Council in comparison to brick built chalets.

Seventeen chalets and fourteen beach huts are managed by the Council as 'weekly lets' to service visitors seeking a short term hire.

These assets can be vulnerable to the sea and weather conditions and require annual maintenance to maintain in good condition. A review of the beach huts/chalet provision is underway to identify further opportunities to maximise provision and income.

## **Operational Assets**

Operational Assets are held primarily to support service delivery.

Includes: Administrative buildings, gypsy and traveller sites and storage facilities.

The Council has a small operational portfolio. It seeks to utilise its operational property assets effectively and to maximise their potential. By understanding our community's current and future requirements, the Council can use its assets to support service delivery. We are able to rationalise our accommodation and generate savings through co-location and joint/shared use of assets, including the development of service hubs.

The Council's main administrative offices in Cromer, were constructed in 1990 and the majority of the Councils staff and services operate from this location.

The Council has been successful in rationalising space at these offices to enable other organisations, such as Department of Working Pensions (DWP) and Norfolk County Council Children Services Team, to co-locate their services. This provides an improved service for the community and a significant contribution to the overheads and operating costs of the building and a model example of the One Public Estate agenda.

The offices are generally in good condition and fit for purpose, being managed by an internal Property Services team. The emphasis looking forward is to undertake planned and reactive maintenance to the building plant and equipment to ensure it remains fit for purpose and to ensure space is utilised efficiently.

The average space allocation per employee during the last plan was at 11.7m<sup>2</sup>, which is in line with the average of the 2013 CIPFA NaPPMI (National Property Performance Management Initiative) report. An assessment of the current average space allocation per employee is to be undertaken to establish if there is further potential to utilise this space more efficiently.

There are number of meeting rooms that could be promoted to hire for external users to generate further income.

#### Add image of the Council offices

The Council leases land for two Gypsy and Traveller transit sites, which are managed by the Environmental Services team. The aim of the transit sites is to provide pitches for occupation should an unauthorised encampment be deemed to be unsuitable. By offering an alternative site provision to travellers, who through occupation of inappropriate land or through behaviour can cause conflict with the settled community, the Council can remove the tensions felt locally and allow a greater management input and therefore be able to deal with the behaviour that may have caused conflict. Both sites have proved to be successful in providing suitable transit sites for Gypsies and Travellers and in reducing the number of illegal encampments within the district.

### **Investment Assets and Commercialisation**

Assets are held by the Council primarily for the purpose of generating income to support the Council's revenue and capital budgets.

Includes: Industrial units, retail shops, office accommodation, concessions, leisure/tourism commercial assets and land held for development.

#### Add Photo

The Council takes a strategic approach to its investment assets and proactively manages the investment portfolio, seeking to maximise returns, capital growth and rental income. Whilst the purpose of investment assets is to generate income to support the Council's revenue budget with the primary objective of increasing the annual net income and capital value, this is balanced against the Council's corporate priorities, wider economic growth ambitions and community benefits.

By raising capital from the disposal of poorly performing or surplus assets, this can be used to re-invest into the investment portfolio to increase its future revenue potential. Opportunities may also arise for the Council to maximise the capital value and return, by either gaining planning consent or undertaking the development of assets. Investments which promote economic growth and align with Council's objectives should be supported, acknowledging that in some cases that the return and payback period may be longer than traditional investments.

The Council has 2 industrial sites at North Walsham and Catfield with a single unit at Fakenham. There is a vacant former depot at Holt with office block, storage units, compound and parking and the Council is reviewing the future opportunities with this asset. There are also a range of retail and leisure (café/food services) investment type assets mainly located in seaside resorts. For further information regarding commercial investment property please see the Council's Commercial Investment Property Strategy.

**Add Photo**

### **Residential Assets**

The Council's residential portfolio is small and has specific management needs compared to the operational and investment portfolio. It currently includes a static caravan site, 1 property used as temporary accommodation and a newly acquired property for holiday letting.

Parklands at Pudding Norton, Fakenham is a 38 pitch caravan site that provides low cost rental pitches to local residents. Capital funding has been granted for the refurbishment of the laundry block.

Annual rent reviews are undertaken in line with the Mobile Homes Act 2013 so that income continues to grow albeit only in line with inflation. There may be an opportunity to provide further pitches for additional low cost local accommodation pitches and which would also increase revenue income.

In 2017, the Council acquired a property to provide temporary homeless accommodation within the district. This is a statutory responsibility for the Council. The Council also has an option to consider additional properties for use as temporary accommodation in partnership with a local housing trust.

A residential property for the purpose of generating holiday rental income was purchased in 2017 and was a new investment for the Council into the holiday letting sector. Further acquisitions could be advantageous to the Council, as it spreads the risk of its investment income across an additional sector.

The Council seeks to address the shortage of affordable housing in the district and has sold 5 sites to Broadland St Benedict's for residential development at a total value of £940,000. This will create 91 new homes and 79 of these on the Council's land. Broadland St Benedict's was created by Broadland Housing in 2006. The Council was also awarded £2.4m Community Housing Fund, to support the delivery of community led affordable housing schemes in areas where 10% or more of dwellings are second and holiday homes.

The Council has previously considered creating a property company for development and residential investment purposes. Some Councils develop housing companies as a means to hold residential

property for rent without being subject to the Right to Buy and avoiding the sometimes lengthy democratic processes involved in Council developing their own land. The disadvantages of a company structure are that decisions with land transferred to the company are potentially less transparent and additionally there are significant tax disadvantages to holding council land and property in this way. Following the working up of a business case it was not considered viable or desirable to proceed further bearing in mind that the Council does not currently plan to develop a portfolio of rental properties to generate income and consequently a company was not required. If this changes in the future then the Council will consider the establishment of a housing company again.

## Asset Portfolio Summary

Asset Category		Asset Value	Budgeted Income 17/18	Budgeted Costs 17/18	
<b>Operational Assets</b>	Offices	3,395,697.87	239,528.00	767,615.00	
	Gypsy and Traveller Sites	632,000.00	4,000.00	104,618.00	
<b>Leisure, Tourism and Community assets</b>	Car Parks	18,895,347.34	2,724,456.00	941,306.00	
	Leisure Centres	9,951,607.12	-	823,396.00	
	Sporting Facilities	260,107.76	142,820.00	392,690.00	
	Public Conveniences	1,460,665.31	-	666,603.00	
	Amenity Land, Play Areas and other Leisure assets	217,223.77	15,590.00	542,688.00	
	Country Parks and woodland	38,099.94	25,550.00	223,475.00	
	Foreshore, amenity and promenades	9,812,106.13	-	192,891.00	
	Cromer Pier and Pavilion	1,895,751.35	20,709.00	179,202.00	
	Tourist Information Centres	352,196.87	29,500.00	267,038.00	
	Parish and former surveyors land				
	Closed Cemeteries	6,353.79	-	-	
	<b>Investment Assets</b>	Industrial	1,422,357.05	132,415.00	140,555.00
		Land Held for Sale			
Retail		1,637,906.06	92,976.00	244,923.00	
Beach Huts and chalets		859,500.00	120,165.00	105,868.00	
Other Investment Properties		515,000.00	-	23,444.00	
<b>Residential Assets</b>		Parklands	387,362.07	57,210.00	70,580.00
	Temporary Accommodation	193,847.45	-	-	
<b>Total</b>		<b>51,933,129.88</b>	<b>3,604,919.00</b>	<b>5,686,892.00</b>	

Asset valuations are for accounting purposes and not necessarily the market value

Table 1: Portfolio summary information

## Influences

There are a number of national, regional and local influences that the Council needs to respond to through management of its portfolio.

## National

The Transparency Code 2015 ensures that data around the asset portfolio is publically available. Local authorities are required to publish information of all of their land and building assets, including administration offices, investment properties, vacant property and surplus land on an annual basis. Local authorities must also publish the number of parking spaces within their area. The Council asset register can be found here - [Asset Register](#)

The Housing and Planning Act 2016 has a number of provisions that impact on the Council and its portfolio. Part 8 relates to Public Authority Land and requires the Council to;

- Engage with public authorities in relation to proposals to dispose of land
- Prepare a list of surplus land holdings
- Report on improving efficiency and sustainability of buildings owned by local authorities

In terms of residential property development, starter homes also feature within the act. This is an initiative that aims to help young first-time buyers (below 40 years) purchase a home with a minimum 20% discount off the market price. These starter homes are treated as affordable homes in relation to planning policy. This gives the Council opportunity to provide an alternative form of affordable homes through the redevelopment of its land.

The Self Build and Custom Build Act 2015 requires each relevant authority to keep a register of individuals and associations of individuals who are seeking to acquire serviced plots of land in the authority's area in order to build houses for those individuals to occupy as homes. Where possible the Council will seek to provide custom build opportunities through the disposal of surplus land assets.

Nationally One Public Estate (OPE) objectives are to deliver more integrated and customer focused services, create economic growth, reduce running costs and generate capital receipts from the disposal of surplus assets. The Council forms part of the Norfolk region and by working together it aims to unlock the potential of land and property and support growth through new homes and jobs as well as creating more joined up efficient services. It is seeking to:

- Utilise public sector property assets as a catalyst to transform public services
- Facilitate partners with co-location of services, service redesign and sharing resources
- Support growth and regeneration by releasing redundant public sector land and buildings
- Increasing utilisation, modernise and make a more suitable/flexible public sector property estate
- Reduce property costs and generate income streams to reduce dependence on grants

The OPE programme requires all land and property assets owned by partnership authorities and public sector partners to be recorded on e-PIMS which is a central database of property and land assets.

The Council has historically been successful in meeting the principles of OPE by rationalising space at its administration offices. This has enabled co-location of Children's Services from Norfolk County Council, the establishment of an Early Help Hub and the DWP occupy space, which generates income to the Council and enables us to provide an enhanced customer service. The



redevelopment of a surplus asset now provides a police station providing policing to 20 parishes around Cromer.

The Council will continue to be flexible and innovative, working together with partners and local communities to deliver relevant services in the most efficient and effective way, by sharing working space and utilising that space efficiently.

The Council has commenced an Area Review of North Walsham working with Norfolk County Council and other partners. The purpose of this is to establish if there were opportunities for co-locating/rationalisation in particular a Care and Health Campus, to improve health and social care service provision serving the community.

As from the 1st April 2018 there will be a requirement under the Energy Act, for any properties rented out in the private rented sector to normally have a minimum energy performance rating of E on an Energy Performance Certificate (EPC). This requirement is for both commercial and residential property and it will be unlawful to let properties that do not meet the minimum requirements. Landlords may need to fund significant upgrades to their assets to enable them to be let. The regulations will come into force for new leases and lease renewals with effect from 1st April 2018 and for all existing tenancies on 1st April 2020. The Council's commercial and residential portfolio will be subject to this Act and will need to meet the regulations.

## **Regional Influences**

The New Anglia Local Enterprise Partnership (LEP) works with businesses and local authorities to help grow jobs, drive innovation and increase productivity across Norfolk and Suffolk. It aims to create 95,000 more jobs, 15,000 new businesses and 117,000 more homes by 2026. By working in partnership with the LEP we have been able to deliver Enterprise Zone status at Scottow Enterprise Park, Coltishall and at Egmore Business Zone. Egmore is a 7.4 hectare site situated to the south of port facilities at Wells-next-the-Sea, which has been established to support investment associated with the growing offshore renewables sector off the North Norfolk Coast. The Council is in partnership to deliver infrastructure for a phased development of serviced plots and a commercial building.

## **Local influences**

North Norfolk District Council has recently consulted with residents on a large number of Public Space Protection Orders which impose conditions on the use of an area, such as restrictions on dogs or the drinking alcohol in a public place. PSPOS's were introduced under the Government's Anti-Social Behaviour, Crime and Policing Act, 2014 and Council proposes to introduce three PSPOS's district wide.

The district has a coastal frontage of approximately 69km, stretching from Holkham in the west to Horsey in the south-east. The Council aims to manage the coast in line with the Shoreline

Management Plan which takes account of the wider environmental, social and economic impacts of a changing coastline.

## **Financial Impacts, Risks and Resources**

### **Financial Planning**

The Council has a number of financial documents that link to the AMP. These are:

- **Medium Term Financial Strategy (MTFS).** This is produced annually ahead of the detailed preparation of the budget for the following financial year. The reason for updating the MTFS annually is to ensure a longer term strategic view can be taken when making decisions that will have a financial impact in both current and future years. The ability to look strategically beyond the current budget period is a crucial process to support an organisation's resilience and long-term financial sustainability.
- **Efficiency Plan.** As part of accepting the provisional four-year settlement as announced by central government back in December 2015, Local Authorities were required to produce an Efficiency Plan to cover the same period. The Plan supports the MTFS and budget setting process and reflects the Council's ongoing targets for increased efficiency in terms of savings and additional income.
- **Capital Strategy.** Sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

Income generation from assets is envisaged to grow over the next 5-year period with a programme of rent reviews, lease renewals and growth of the portfolio.

### **Capital Expenditure and Income**

Capital expenditure relates to investment in assets and the Council has a capital programme that details the proposed expenditure over a 3-year period. Capital can be invested in the development of assets that can be retained to generate revenue income that can be used to support services. The Council has a statutory duty to provide short term accommodation to homeless people and has recently invested in the acquisition of a property to meet this need.

The Council's capital is a finite sum that requires the sale of assets, borrowing or grants to enable the Council to continue to make strategic property investments. The Council can use long-term borrowing to support capital spending in investing in the asset portfolio and also pursue 'invest to save' schemes which can deliver revenue savings.

	2019/20 Forecast £	2018/19 Forecast £	2017/18 Budget £'000
Jobs and the Local Economy	0	0	4,177,000
Housing and Infrastructure	0	142,000	9,850,000
Coast, Countryside and Built Heritage	0	655,000	7,731,000
Health and Well Being	0	18,000	239,000
Service Excellence	55,000	145,000	970,000
<b>Total Capital Expenditure</b>	<b>55,000</b>	<b>960,000</b>	<b>22,967,000</b>
Financing:			
Non NNDC	0	455,000	13,542,000
NNDC	55,000	505,000	9,425,000
<b>Total Capital Financing</b>	<b>£55,000</b>	<b>£960,000</b>	<b>£22,967,000</b>

Table 2: Capital Programme

Capital expenditure include a potential re-provision of the Splash Leisure and Fitness Centre, a 27-year-old leisure pool in Sheringham which is reaching the end of its useful life and the supporting of a STEM (Science, Technology, Engineering and Maths) centre in North Walsham, which has the aim of improving job opportunities for young people in the district and to support the local economy. Both of these projects support the Council's key priorities, and business cases are currently in development for consideration by Members.

Capital income will be received for the sale of land and property assets, for 2017 this is envisaged to be in excess of £2.8m which will be used to reinvest in capital schemes. By identifying and disposing of poorly performing or surplus assets we can prioritise financial and staff resources on the core assets and by raising capital from disposals of assets we can reinvest in opportunities that delivery greater financial and community returns.

Further information regarding the Council's finances can be found in the [Budget Book 2017/18](#)

The LAMIT Pooled Property Fund is a Local Authority investment fund that aims to provide its investors with a high level of income and long-term capital appreciation through the active management of its commercial portfolio. The fund gives Local Authorities the opportunity to invest in a portfolio with a range of commercial asset types across the UK. It enables investment in

property without the need to undertake property management activities and removes repairs and maintenance liabilities and produced an income return of 5.87% for 2016/17.

## Revenue budgets

These budgets are used to for the day to day management, repairs and maintenance of assets. The budget forecasted is anticipated to reduce in 2017/18 from the previous year.

<b>Asset</b>	<b>Budget 2017/18 £</b>	<b>Actual 2016/17 £</b>
Car Parks	735,081	707,673.70
Beach Huts and Chalets	47,608	49,261.40
Industrial Units and Depot	21,666	29,658.73
Retail outlets and cafes	47,674	72,325.60
Parklands	26,130	24,317.05
Admin Buildings	499,548	682,167.50
Parks/Open spaces	341,729	335,269.18
Woodlands	131,419	169,955.41
Sports Centres	274,973	303,538.35
Cromer Pier	43,539	112,438.44
Investment Properties	18,894	20,690.25
TIC	131,491	134,014.45
Pier Pavilion	92,847	86,328.83
Leisure Centres	319,709	330,384.01
Recreation Grounds	8,465	8,595.34
Foreshore	120,768	112,049.75
Playgrounds	30,995	33,923.44
Public Conveniences	457,379	477,610.98
Community Centres	16,108	709.06

Travellers	5,498	0.00
<b>Total</b>	<b>£3,371,521</b>	<b>£3,690,911</b>

Table 3: Property Revenue Budgets

## Revenue Income

The income generated since the last AMP was written has grown. The forecast for 2017/18 is due to be lower due to a reduction in income from the Councils Admin Buildings.

<b>Asset</b>	<b>Budget 2017/18</b>	<b>Actual 2016/17</b>
Car Parks	2,724,456	2,612,575
Beach Huts and Chalets	120,165	144,716
Industrial Units and Depot	132,415	108,713
Retail outlets and cafes	92,976	85,226
Parklands	57,210	51,327
Admin Buildings	239,528	646,150
Parks/Open spaces	14,590	11,394
Woodlands	25,550	37,685
Sports Centres	142,820	128,456
Cromer Pier	20,709	47,750
Investment Properties	0	-
TIC	29,500	30,147
Leisure Centres	0	-
Recreation Grounds	1,000	1,288
Foreshore	0	-
Pier Pavilion	0	-
Playgrounds	0	-
Public Conveniences	0	-
Community Centres	0	-
Gypsy and Travellers Sites	4,000	594
<b>Total</b>	<b>3,604,919</b>	<b>3,906,021</b>

Table 4: Property Income budget profile

## **Other Funding**

The Bellwin Scheme is a Government scheme designed to recompense authorities for the costs of emergency measures undertaken to safeguard life, or property, or to prevent further suffering and inconvenience locally, during exceptional circumstances. The Council has expressed an interest in registering a claim under the Scheme due to the damage caused by the storm surge in January 2017 as it had done previously following the surge back in December 2013.

## **Asset Valuations**

The value of the Council's property portfolio as per the draft 2016/17 accounts is in excess of £55m and this includes property, plant and equipment, investment properties and assets held for sale. Asset valuations are undertaken on a 5 year rolling programme and are required for capital accounting purposes and may not represent the market value of the asset or portfolio. Please refer to Table 1 for information regarding the Asset Valuations as at 31st March 2017.

## **Risks**

The Council manages the risks associated with its assets and with delivering services in an active way. The Council has a Risk Management Board which is underpinned by the Risk Management Framework which shows how risk is managed, this is further supplemented by the Corporate Risk Register which highlights the current key risks and the controls in place to mitigate these risks. The Council reviews its risks on a regular basis and these can be found within the [Corporate Risk Register](#).

## **Resources**

Progress in the delivery of this plan can be influenced by capacity and expertise of resources.

The Council has appointed a Strategic Asset Development Partner (Gleeds). This partner will help to provide the Property Services team with additional skills, expertise and capacity to help take forward some of the current projects, the partner will review the current asset portfolio and help to bring additional challenge as to why we are holding certain assets and what we might consider doing differently, as well as advising on potential acquisitions. They will provide a contract for the

Property team to access skills which are not available internally, such as architectural support, quantity surveyors, structural engineers and land agents etc.

The skills within the property services team have also increased following the appointment of the Asset Strategy Manager. Surveyor and apprentice roles are also anticipated to support the team in 2018. Additional resources or specialist advice may be required and procured when capacity or skills are not available internally to delivery key projects.

## **Data management**

The portfolio and property management and maintenance activities are integrated into a single corporate property system (Concerto). This is essential to optimise the portfolio and enable effective asset management and informed decisions to be made. This can be utilised to reduce risks and costs at both a strategic and operational level. Further work is planned to ensure historic paper data is scanned to the system, to reduce paper file storage and to improve security of this data.

## **Asset condition and maintenance**

It is important to aware of health and safety liabilities, general maintenance requirements and potential investment needs to ensure the assets are able to meet the Council's priorities, legislative requirements and service delivery requirements.

It is good practice to have a rolling programme of stock condition surveys, to establish repair and planned maintenance programmes and to enable suitable budget provision to be provided. The Council has recently commissioned a condition survey of Cromer Pier one of the Councils most prestigious heritage and tourist assets.

Planned maintenance may include works such as window replacement, replacements of fixtures and fittings, upgrading fire/ smoke/ heat detection, heating upgrades, electrical rewiring, security recommendations and external environmental improvement works etc.

A review of the Council's stock condition survey programme is planned, so that a 5 year planned maintenance programme can be developed and associated revenue and capital budgets be allocated to deliver it.

A programme and budget for cyclical maintenance and testing, including electrical testing, external repainting, legionella control, asbestos management, boiler servicing, fire alarms, lifts and grounds maintenance etc is in place and monitored through the Concerto system.

When administration buildings come to the end of there useful life and beyond economic repair, the Council will seek to work in partnership with other organisations to find alternative premises and co-location opportunities.

The Council supports working with a range of organisations who provide management and maintenance of Council assets such North Lodge Park, Cromer and most recently Fair Meadow House, Itteringham.

### **Performance Indicators**

The Council's current performance indicators are used to measure progress against key activities and objectives. These have been developed so that the Council can be well informed of the performance of its assets and take strategic decisions as necessary.

Further information regarding the Councils asset management performance can be found here - [Performance Information](#)



## APPENDIX C

### Commercial Property Strategy

#### Introduction

This Policy sets out how the Council invests and manages its commercial property portfolio. This document provides a framework through which the Council will be able to effectively manage its land and property portfolio on a commercial basis and sits underneath the Council's Corporate Plan and the Annual Action Plan.

Maximising commerciality is seen as a key strategy in responding to the financial challenges the Council faces. An investment strategy is an important framework that enables the Council to assess quickly if a commercial property opportunity may be a suitable investment and is worth acquiring. The strategy will provide continual evaluation of the investment portfolio to meet the Council's priority to ensure that our property asset portfolio is fit for purpose. A larger and more balanced portfolio for capital and rental income growth is achieved to support the Council's delivery of services.

Councils are becoming one of the Country's biggest property investors and are increasingly having a higher profile within the property investment market.

Councils are popular as landlords due to the following reasons:

- A trusted landlord
- Delivering local regeneration and employment through land assembly, supply and management of industrial, office and retail premises where there is little confidence from private investors due to believed limited returns.
- Providing a level of financial assurance and comfort of security
- A credible organisation to do business with
- Access to other services – economic development, trade waste, licensing, all under one roof

**Add Photo**

#### Rationale and objectives for holding investment property

The Council has a diverse range of land and property held to meet its Corporate Objectives and values as outlined in the Council's [Corporate Plan](#). Land and property assets can play a key role in reducing Council budget deficits and generating both capital and revenue income. The Council can use its assets more effectively to meet tough financial targets both through reducing costs and generating income.

In the main the Council will adopt a "buy and hold" strategy for property investments. This is where the Council purchases an asset and lets it to generate revenue income, whilst retaining it for the long term. A long term investment is considered to be of 10 years and over. Whilst it cannot be guaranteed, in the long term a good overall rate of return is anticipated allowing for a cyclical property market.

In terms of development opportunities, the Council may seek to “buy and hold” assets for the medium term where it sees a strategic advantage of doing so, for example land assembly for town center regeneration or acquiring land to develop in a phased approach to minimise risk of oversupply and for cash flow purposes.

The Council may also seek to “buy and sell on” an asset in the short to medium term of between 1 – 5 years. For example, where there is opportunity to secure good terms or a low price enabling a surplus to be made from a sale or redevelopment.

The Council seeks to achieve a spread of risk across a greater number of assets and by acquiring properties across the range of commercial property types, including: retail, leisure/tourism, office and industrial assets.

The current portfolio includes a wide range of asset types:

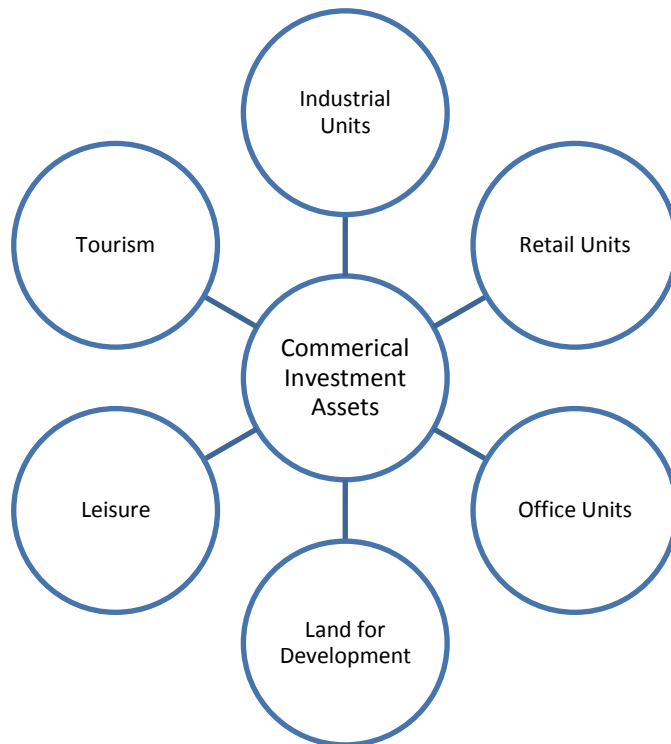


Diagram 2: Asset Types

The Council has a small portfolio of commercial assets to rent within the district. These are identified within the Asset Management Plan as being held by the Council primarily for the purpose of generating income to support the Councils, revenue and capital budgets.

Whilst generating income, returns and financial independence to support the delivery of services, there are a number of benefits to the Council, the community, tourist and business sector from the Council commercial portfolio:

- Strategic regeneration
- Economic – supporting growth of key industries, employment and apprentice opportunities

- Supporting tourism
- Business rate/council tax income
- New Homes Bonus
- Health Agenda
- CIL and S106 contributions

#### Investment and Commercial Asset Portfolio

<b>Asset Type</b>	<b>No. Units</b>	<b>Annual Rent 2017/18</b>
Industrial	21	£122,976
Office	11	£105,900
Retail/Cafe	12	£70,850
Concessions	12	£31,600
Ground Rent	24	£14,045
Easements, Wayleaves, Rights of Way	14	£10,040
<b>Total</b>	<b>82</b>	<b>£355,411</b>

Table 1: Commercial property portfolio. As at 31<sup>st</sup> March 2017

#### Regional Growth

New Anglia Local Enterprise Partnership seeks to drive growth and enterprise across Norfolk and Suffolk. Through its Strategic Economic Plan, it aims to grow jobs, businesses and homes in the area by 2026. The LEP has identified that new and expanding businesses need space to grow and access to high quality infrastructure to assist them in productivity and to be competitive. Alongside this the LEP has identified Fakenham and Wells in North Norfolk, as a growth location.

New Anglia LEP and its partners have secured ten new Enterprise Zone sites for Suffolk and Norfolk under the banner “Space to Innovate”. Egmore Business Zone – a 7.4 hectare site situated to the south of port facilities at Wells-next-the-Sea, which has been established to support investment associated with the growing offshore renewables sector off the North Norfolk Coast. The Council has been key in driving forward the allocation of this Enterprise Zone and is working in partnership with the landowner to offer a serviced site, with development ready plots, to enable development of commercial units quickly. The Council is also seeking to develop a workshop and office unit of 773m<sup>2</sup> and which it has agreed terms for a pre-let. The Zone offer benefits to business including; discounts on business rates, simplified planning and Superfast broadband.

In terms of the Councils Portfolio, this is relatively small which it should seek to grow, in the following areas:

- Revenue income
- Capital growth
- Additional investment assets

The portfolio will be developed through the acquisition of existing let assets, vacant assets where there is an opportunity to let or where it has redevelopment opportunities and through new developments. By strengthening the asset portfolio, it will provide a greater commercial return to the Council by generating rental income, which can be utilised to fund services the community needs the most.

The Council commissioned a Business Growth and Investment Opportunities Study, produced in 2015, by BE Group, which assessed the local business dynamics of the district and provided recommendations in order to encourage further business investment in North Norfolk. The Council is seeking to take forward elements of this report and to establish a £2m Local Property Fund for the acquisition of land and property in the local area that supports business growth. This fund will principally be used to generate revenue income from rents, to support the local economy and facilitate regeneration.

### **Approach to investing in property**

It is important to be agile in order to take advantage of commercial property investment opportunities that may arise through the following routes:

- On the market
- Off Market via a direct approach
- Receivers or administrators
- Auction
- Joint Ventures/Partnering

The Councils Constitution to enable acquisition of assets to be undertaken quickly if exceptional circumstances require. This may be in situations where the asset is being sold at auction.

Economic Growth and Property Services will work in conjunction to source and assess suitability of commercial property and tenant finding.

### **Identifying Opportunities**

The Council appointed BE Group to undertake a Business Growth & Investment Opportunities Study in 2015. This assessed the local business dynamics and provided recommendations to the Council to encouraging further business investment in North Norfolk. The report found:

- Low level of vacant industrial and office stock
- Some employment land was not deliverable
- Limited choice of office and industrial units
- Lack of mid-sized industrial units (500m<sup>2</sup> – 2000m<sup>2</sup>), offices above 50m<sup>2</sup> and serviced offices.

It identified the Councils aims, objectives and actions in relation to the following key areas:

- Promotion and Marketing

- Supporting Business and Enterprise
- Land, Premises and Infrastructure
- Skills and Employment Opportunities

The report recommended that North Norfolk as a district should be promoted based on the following growth sectors.

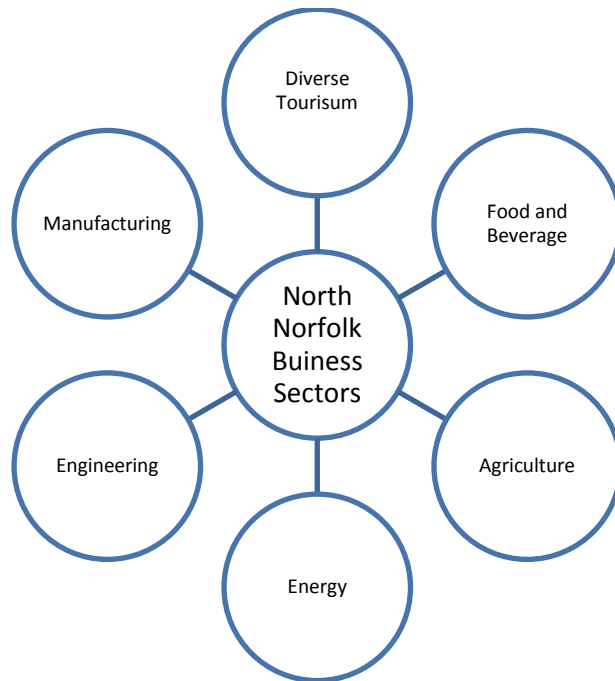


Diagram 3: Business Sectors in the North Norfolk Area

The report identified a number of opportunities, which the Council may also consider as part this strategy. These opportunities are:

- Broadening the food and beverage sector
- Build on the deep history coast
- Build on manufacturing sectors
- Business and enterprise serviced centers for small/start-up businesses and STEM sectors
- Branded hotel

## Objectives

The Council will seek to acquire assets for investment or development where it:

- Is in the best interest of the Council
- Provides a financial benefit (investment) to the Council in terms revenue income or future capital growth

- Has strategic, regeneration or redevelopment potential within the district
- Improves the economic development of an area
- Increases the value of existing Council owned assets
- Is currently managed by the Council and there is an advantage to owning it

The purpose of acquiring and holding property for investment purposes is primarily to generate income, therefore where the asset is to be acquired for investment purposes, a business case and financial appraisal will be required that demonstrates the asset meets the investment criteria as follows:

- Focus on traditional, lower risk sectors including offices, retail, and industrial
- Freehold (or long leasehold) are preferred property tenures
- Strong tenant covenant or where it would improve economic growth in the key sectors
- Whilst modern properties or assets in a good condition are preferred, assets that require renovation can offer opportunities
- Single let or multi let units will be considered, but preference away from management intensive properties
- Prime locations preferred
- Energy efficient rating D or above or where the Council can improve the rating by undertaking works that are cost effective

Mixed use investments including a mixture of commercial and residential uses, or a mixture of retail and office use, may also be of consideration to assist with balancing the portfolio. The holding of residential property will require the Council to establish a property investment company. Such a company could seek to buy property management services from the Council, utilising officers with experience in residential property management.

As the district has a stretch of beautiful coastal line, with the majority being designated as an Area of Outstanding Natural Beauty, making it a very popular destination within the tourism sector. This gives further opportunities to the Council, such as good quality holiday letting accommodation and assets uses that support this sector.

The Objectives around the existing commercial portfolio:

- Review the portfolio to ensure it is balanced with a spread of investment property types and restructure if appropriate
- Review the portfolio, as opportunity arises and make an assessment to determine if the investment asset should be retained, remodeled or disposed of.
- Increase rental income through rent reviews being undertaken promptly.
- Invest in existing assets where investment will improve returns or create further opportunity
- Dispose of underperforming assets
- Act commercially
- Review operational or leisure and tourism assets to identify income generation opportunities.

### **Yield Criteria**

The property investment yield represents the risk that the Council as an investor associates with ensuring a long term income, including the potential for growth. In prime locations, with a strong

tenant covenant or where there is opportunity for growth (capital and/or revenue) the Council may consider accepting a lower yield. Where the investment is considered to be a higher risk the Council may seek to secure a higher level of yield.

A balanced portfolio may include a mix of high and low yields, however if this become “unbalanced” it may be necessary to dispose of some of the higher risk/poorer performing properties and to acquire properties of a lower yield to re-set the balance and minimise risk.

The Council will seek to acquire Investments that will achieve an overall target yield of 4% although a balance of lower and higher yielding investments will be considered to ensure an appropriate balance between risk and return.

Where the Council seeks to acquire an asset at a lower rate of return it will need to be equivalent or better to the returns that could be earned from alternate investments, such as placing monies on deposit, following adjustment for risks and potential growth or where there is clear economic benefit in doing so.

## **Governance and Decision Making**

As the Acquisition Policy outlines, it is essential that the Council has the ability to make quick by informed decisions when seeking to acquire assets for investment purposes so that opportunities are not lost.

The Council’s governance arrangements will enable decisions to be made quickly if exceptional circumstances require. This may be in situations where the asset is being acquired at auction.

## **Finance, Risks and Return**

### **Finance**

Bank of England interest rates have been at very low levels and are currently at 0.50% (November 2018) and even with the forecast increases, current returns from property investments can give an attractive return to the Council. Any return above the base rate will make a positive contribution. The Council will continue to track the base rate increases against property investment returns so it can make the appropriate investment decisions at that time.

The Council is currently debt free and its capital expenditure and financing plans do not currently assume any external borrowing requirement over the forthcoming period. Investments are forecast to fall as capital receipts and other Council reserves are used to finance revenue and capital expenditure. However, with the Council looking to expand its holdings in commercial property, this may result in some short-term borrowing being required. Such borrowing is readily accessible and cheap, and doing so when required helps optimise longer-term investments.

Short term borrowing is allowed by the Council's Treasury Management Strategy, and the Council's treasury adviser, Arlingclose, has recommended this approach and fully supports it to help maximise investment returns

## Income

The Council will seek rents from its existing commercial land and property portfolio and any new acquisitions, that reflects the current open market rental values in that area. The level of income from these properties can be influenced by the following:

- Location of property. Whilst the District is limited somewhat by the fact that the sea is to the North of the district there are opportunities for investment and acquisition within the district and this is the Council's preferred location as shown in the hierarchy of preferred investment locations, below. The Council may seek to acquire assets outside of the district within neighbouring districts or wider Norfolk if there are clear benefits in doing so.

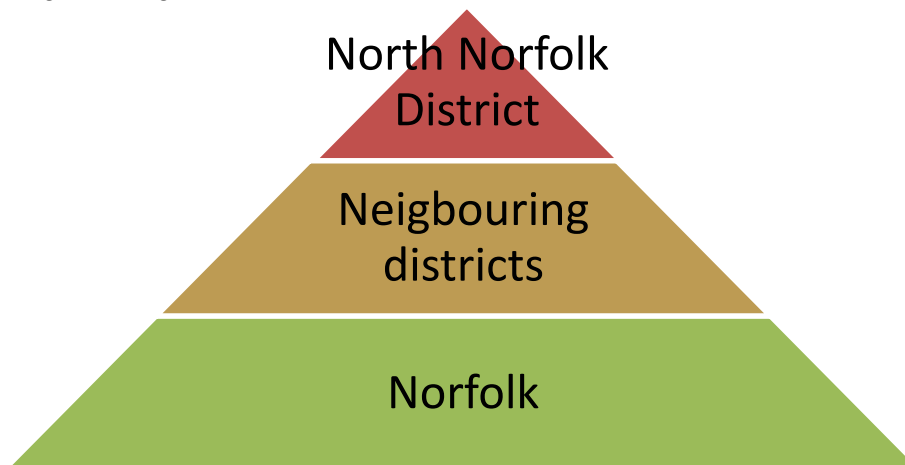


Diagram 4: Hierarchy of preferred locations

Location is an important factor in considering any commercial property investment as assets in these locations tend to hold their value in the long term. Prime or good secondary locations are preferred with accessibility to transport links, social infrastructure and quality surrounding assets. Assets that are in subprime locations may generate regeneration opportunities and may also be considered as strategy acquisitions.

The location of the property will also impact on the management regime, therefore for properties out of area will require a managing agent to be appointed so that asset can be effectively managed at a local level.

Assets held within the district or neighboring districts allows Officers to undertake inspections and to deal with any management issues as they arise without the need to employ specialist agents.

- Building quality and specification. Assets in poor quality tend to attract lower rents or poor quality tenants. Higher quality properties tend to attract higher rents and higher quality tenants who are more likely to pay rent on time.



Modern premises with flexible layouts are preferred to ensure longer-term rental growth, however there may be opportunities to redevelop older poor quality buildings and create value.

It is important to understand the life-cycle of building elements and costs of replacement to be able to assess the suitability of the property for acquisition and future repairs and maintenance costs.

As part of the due diligence process a building survey and testing of heating and electrical services will be undertaken by independent surveyors and engineers to fully understand the quality of specification of the building and its current condition. There may be circumstances where other specialist surveys are required as part of this process.

- Length of lease which is unexpired at point of acquisition, if the property is let. This is important as where a property has a small number of years prior to the lease expiring as this can have a negative impact on the value as there are risks around the tenant not renewing the lease. This also becomes an issue if the Council is seeking to sell investment assets that it no longer wishes to hold within its portfolio.
- A strong covenant/financial strength of tenant(s), good credit history, accounting and future business growth is preferred. New startup businesses may not be able to offer this and the Council may seek a guarantor or deposit or different payment terms. Assessment as to the strength and suitability of tenants will be undertaken.

The Council may not invest in properties or let to occupiers which are generally seen to be undertaking business which is contrary to the Council's corporate values.

## **Revenue Budget**

It is essential that the appropriate revenue budget is also considered as part of the acquisition process and established upon acquisition completion.

- Business Rates/Council Tax
- Insurance and security
- Repairs and maintenance (buildings and grounds)
- Utility services to the building such as water, electric, gas
- Health and Safety testing and monitoring, such as asbestos, PAT test, legionella
- Management fees – if the property is to be managed by an external management company.
- Marketing and promotional activities

Each property has a different budget requirement and should be assessed on a case by case basis taking into consideration the tenants likely responsibilities and the future maintenance requirements of the asset.

## Risks

Investment in property and development activities can carry a number of risks. Risks not only have the potential for negative influences on the Council but can also create opportunities.

Property is considered to be a cyclical asset meaning its capital value goes up and down, and the investment return it produces increases and decreases over time and therefore property should be through of as long term investments, intended to generate a steady income and with some long – term capital growth.



Diagram 5: Commercial Property Investment Risks

- Rental and capital values can fall as well as rise and therefore it can be prudent to look at property investment in the long term.
- Demand can encourage rents to increase and improve returns. Voids in the portfolio will reduce rental income and the average portfolio yield. The Council will also become liable for costs of maintaining and any on-going occupier costs such as business rates. This is inevitable part of property management.

Multi let units such as business centers, whilst they can be more management intensive to manage due to the number of occupiers and easy in and out terms. If voids occur in part of the building, then whilst it may be reduced the asset is still producing income.

- Rent and/or service charge arrears occurring which can amount to significant sums if not dealt with quickly. The corporate debt management process is to be followed and the

Council will seek to appoint bailiffs or take legal action if all other avenues have been exhausted.

- Development/improvement costs are often only held for a short period of time, therefore there is a risk that protected acquisitions could result in higher actual costs. A sufficient level of contingencies should be included in all development and improvement budgets to allow for this.
- Lower returns can be a factor of the specific property yields. Low yields are often associated with high quality tenants as the risks around these tenants tend to be lower. High yields can indicate a high risk poor quality tenant. Average portfolio yields of between 5 – 7% gives a balanced portfolio.
- The Council has some capital that it could invest in property, however this is not a finite and the Council may seek to borrow funds. Funding can be provided through a number of channels and their risks around interest rate level increasing, availability of finance and that it can be withdrawn. Careful assessment is required to determine the best option as part of the business case.
- There is a risk with sticking with the status quo and not taking a stronger commercial approach, due to the challenges the Council faces.
- Disputes with tenants regarding ongoing maintenance and repair costs and the ability to recover those costs from tenants through a service or estate charge. Complaints from neighbouring tenants or property owners regarding tenant behavior or increase in competition can occur. Responsive asset management is required to manage such situations promptly.

## **Management of the portfolio**

The Councils Property Services Team has historically managed the Council property portfolio with support of the Finance team, Eastlaw and Economic Development.

Different types of commercial property require different levels of resource to manage effectively. Business Centers with easy in and out terms, tend to be more management intensive due to the relatively high turnover of tenants, in comparison to the longer leases of industrial units, where typically tenants have responsibility for full maintenance/repairs and insuring.

Asset management undertaken includes:

- Rent collection and rent arrears management
- Service charge reviews and collection
- Building and grounds maintenance, testing of appliances and monitoring
- Tenant liaison
- Marketing and re-letting empty units
- Negotiating terms of rent reviews and new leases
- Expiry of leases, lease renewals and terminations
- Dilapidations

An increase to the portfolio will require additional resource to manage effectively which could be achieved by additional staff for internal management or appointing experienced commercial agents for external management.

Assets held outside of the district would require external resource to manage the assets effectively.

## **Performance**

The Council has historically monitored the performance of its assets. With taking a stronger commercial approach to asset management and the implementation of this strategy, it is an ideal opportunity to strengthen the current performance indicators.

## Appendix D

### Land and Property Acquisition Policy

#### Introduction

This Policy sets out how the Council acquires land and property assets. This document provides a framework through which the Council will be able to effectively manage its land and property portfolio on a commercial basis and sits underneath the Council's Corporate Plan and the Annual Action Plan.

To ensure that land and property are acquired effectively and efficiently the Council has established the following key principles:

- Every acquisition is to have clear objectives from the outset
- The appropriate level of investment and management budget is determined prior to acquisition
- Appropriate due diligence is undertaken prior to completion of acquisition transactions

#### Strategy

The Council will seek to acquire assets where it:

- Is in the best interest of the Council
- Provides a financial benefit (investment) to the Council in terms revenue income or future capital growth
- Has strategic, regeneration or redevelopment potential within the district
- Improves economic development and community well-being
- Has a clear financial case to provide or enhance community facilities/infrastructure
- Increases the value of existing Council owned assets
- Is currently managed by the Council and there is an advantage to owning it

When the Council is acquiring property for (letting) investment purposes it will do so on the basis that it will seek to retain the property for the long term. A long term investment is considered to be of 10 years and over. Whilst it cannot be guaranteed, in the long term a good overall rate of return is anticipated allowing for a cyclical property market.

In terms of strategic or development opportunities, the Council may seek to "buy and hold" assets for the medium term where it sees a strategic advantage of doing so, for example acquiring land to develop in a phased approach to minimise risk of oversupply and for cash flow purposes.

The Council may also seek to "buy and sell on" an asset in the short to medium term of between 1 – 5 years. For example, where there is opportunity to secure good terms or a low price enabling a surplus to be made from a sale or redevelopment.

The Council provides a number of services to the district and land and property may be acquired to support service delivery. A business case will be required in this instance, however the wider no financial benefits will also be taken into consideration.

Land and property may be acquired to facilitate development required through the Local Plan process to bring forward schemes that may not be developed otherwise.

The Council supports the One Public Estate initiative and may acquire (and dispose) of land and property to help delivery. The Council has acquired through a lease a premises in Fakenham that provides accommodation for a number of public services.

Where there are clear benefits to do so the Council may acquire (and dispose) land or property through a landswap. There can be significant costs with undertaken landswaps, which should be built into the business case.

The Council has acquired property in the past through CPO and will continue to do so, when no other method of acquisition can be reached or when attempts to encourage the owner of an empty home to voluntarily return the property into use has been unsuccessful.

There are alternative options to acquiring a physical asset, where the Council can invest in property through Property Funds such as the Local Authorities' Mutual Investment Trust (LAMIT). This is a managed, diversified commercial property portfolio utilised for long term investment.



Diagram 1: Acquisition opportunities

## **Governance and Decision Making**

It is essential that the Council has an ability to make quick but informed decisions when seeking to acquire assets and particularly when this is for investment or service delivery so that opportunities are not lost.

Proposals to acquire assets are initially to be considered by Property Services, however Legal Services and other appropriate service managers will be consulted in particular if there may be constraints on the development or use of the asset.

To establish the requirement for the land or property acquisition an initial high level business case and financial appraisal, is to be prepared.

The purpose of acquiring and holding property for investment purposes is primarily to generate income, therefore where the asset is to be acquired for income generation, a business case and financial appraisal will be required that demonstrates the asset meets the investment criteria as follows:

- Focus on traditional, lower risk sectors including offices, retail, industrial and residential
- Freehold (or long leasehold) are preferred property tenures
- Strong tenant covenant or where it would improve economic growth in the key sectors
- Whilst modern properties or assets in a good condition are preferred, assets that require renovation can offer opportunities
- Single let or multi let units will be considered, but preference away from management intensive properties
- Prime locations preferred
- Energy efficient rating D or above or where the Council can improve the rating by undertaking works that are cost effective

In all cases, the on-going revenue and future capital costs are to be considered to ensure the property is managed and maintained to a satisfactory standard, with the business case being undertaken to consider the whole life costs of any investment.

The Council's governance framework is The Constitution, which nominates officers and/or Cabinet to approve acquisitions subject to a value threshold. All acquisitions shall have the necessary budgetary and relevant Cabinet or delegated approvals before the acquisition is completed.

Due to the nature of the property market, decisions may need to be taken quickly in order to put offers forward to acquire assets. Where there is not an opportunity to gain the required authority, for example as the relevant committee is not due to meet within the timeframe, the offer will be

made on a conditional basis and therefore contracts for purchase would not be exchanged and completed until the appropriate authority had been given.

In exceptional circumstances the Constitution will enable acquisition of assets to be undertaken quickly. This may be in situations where the asset is being acquired at auction.

### **CHANGES TO THE CONSTITUTION WILL BE REQUIRED**

#### **Location Criteria**

A key priority for the Council is for a district with a thriving economy offer better jobs and prospects for local people. It seeks to support its market and coastal towns recognising their importance as economic hubs and local service centres. The Council therefore prefers to invest in its communities and acquire land and property assets within the district due to the wider benefits gained by doing so. The Council may also seek to acquire investment assets in neighbouring districts and Norfolk, when there is limited availability of opportunities within the Councils district in order to; maximise returns, diversify the portfolio and generate income to support the delivery of services throughout the district.

#### **Type of Acquisitions**

Acquisitions undertaken by the Council can be made in a number of different forms:

- Freehold – the outright ownership
- Leasehold - leasehold interests are for a fixed period of time
- Permanent and non –permanent rights over land such as easements, wayleaves, and rights of way
- Short tenancies - tenancy for a term of less than 7 years
- Option – a contract that gives a party the right to buy land or property often linked to a specific period of time at either a fixed price or determined by a valuation at the time at which the purchase takes place
- Pre-emption – the asset must be firstly offered to the potential purchaser if the owner decides to sell by way of a legal agreement

#### **Means of Acquisition**

There are a number of ways the Council may seek to acquire assets:

- Private Treaty – an acquisition negotiated with one or a number of interested parties either through a direct approach or when available on the open market
- Auction – an acquisition by open auction. A binding contract will be made on the acceptance of the highest bid providing it has reached the reserve price by the auctioneer. When a property is purchased at auction it is usual for a buyer's commission to be paid.



- Informal Negotiated Tender and Formal Tender – an acquisition by a process of submitting tenders by a given date
- Exchange of Land (Land Swap) – an acquisition involving an exchange of Council owned land or property with land or property owned by third party. The land acquired by the Council will be at least 'equal' in commercial worth to the land exchanged or have specific development potential that makes the acquisition appropriate. This may be either from the value of the land itself or where an additional payment is made in addition to the land exchanged
- Joint venture – an acquisition where greater benefits/profits may be realised by working in partnership to acquire or develop assets. This may be with one or more private individuals, companies or public organisations.

### **Joint venture/Partnering**

Joint Ventures (JV) or partnering with either a public or private organisation are becoming more common place for Local Authorities and may be considered by the Council for investment or development opportunities.

By working collaboratively there is opportunity for greater success being achieved by:

- Access to new/wider opportunities
- Investment may unlock employment or residential land that may be undeliverable without it
- Access to greater staff resources - specialist skills and additional capacity
- Sharing the risks, costs and benefits

A joint venture or partnership arrangement can take a number of forms and a business case should be prepared to provide justification for establishing such an arrangement and include:

- Who the necessary partners are and their participation
- The potential risks/liabilities of each partner
- What assets or resources pass to any joint venture vehicle and how they are held
- What contribution either partner makes
- Reward and profits

### **Due Diligence**

With any acquisition the Council will undertake all necessary due diligence. The extent of due diligence undertaken however will be on a risk based approach, so that the level is appropriate for the varying types and financial value of acquisition. The Council will utilise its own legal team as part of this process and seek any further professional advice externally as required.

A valuation will also be undertaken to ensure the purchase price is reasonable.

Where an acquisition is anticipated to be below £50,000 a valuation will be undertaken by Property Services or a suitably experienced/qualified property advisor to the Council. This will be undertaken at the earliest opportunity.

Where the value is anticipated to be in excess of £50,000, an acquisition valuation should be undertaken prior to making an offer, if time allows or at the very latest, prior to exchange of contracts. This is to be undertaken by a suitably qualified member of the Royal Institution of Chartered Surveyors (RICS) and will comply with the RICS valuation standards.

A building survey should also be undertaken, if appropriate or necessary to establish the condition of property or to highlight any detrimental defects and to enable a future planned maintenance programme to be prepared. Additional surveys or testing may also be undertaken prior to exchange of contracts such as asbestos, heating and fixed wiring installations if deemed appropriate.

In the case of acquiring land surveys such as topographical, contamination, ecology or tree surveys maybe undertaken if required.

In some cases, it may be appropriate to establish the feasibility of development land and seek either planning pre-application advice or planning permission for a form of development prior to acquiring land.

## **Costs**

There are a number of costs associated with the acquisition of assets and these should be established as part of the business case. These may include:

- Legal fees
- Stamp Duty Land Tax
- Improvement works to enable letting
- Planning and other consents
- Finance costs
- Survey and valuation fees
- Finders Fees – using agents to find suitable properties for investment, which may be required if acquiring property out of district.

Certain vendors may opt to tax and impose VAT on the sale price. This cost will be in addition to the purchase price but any VAT attributable to the purchase will, unless the Council's 5% partial exemption limit is exceeded, be recoverable.

Abortive costs may be incurred by the Council for example when forming unsuccessful bids, or failing to reach exchange of contract as a result of due diligence undertaken. These may include feasibility studies, ground investigations, consultant/advisors costs, legal costs, survey fees and officer time.

## **Funding**

The Council is currently debt free and its capital expenditure and financing plans do not currently assume any external borrowing requirement over the forthcoming period. Investments are

forecast to fall as capital receipts and other Council reserves are used to finance revenue and capital expenditure. However, with the Council looking to expand its holdings in commercial property, this may result in some short-term borrowing being required. Such borrowing is readily accessible and cheap, and doing so when required helps optimise longer-term investments. Short term borrowing is allowed by the Council's Treasury Management Strategy, and the Council's treasury adviser, Arlingclose, has recommended this approach and fully supports it to help maximise investment returns.

It is proposed to establish a local property capital fund of £2m so that funds are readily available to acquire suitable new land and property assets. Income revenue generated from these assets will be used to fund Council services by increasing the Council's rental income stream.

## **Risk**

Investing in property can carry a number of risks. Risks not only have the potential for negative influences on the Council but can also create opportunities.

Property is considered to be a cyclical asset, meaning its value goes up and down, and the investment returns it produces increase and decrease over time and therefore property should be thought of as a long-term investment, intended to generate a steady, regular income and with some long-term capital growth.

The Council in the main will target low risk, low management investments and will mitigate risks through having a balanced portfolio of diversified quality asset types across multiple locations and manage these assets commercially.

Acquiring land or property for development may carry a different range of risks and these can be greater in financial consequences depending on the scale of the development project. Both financial and non-financial risks should be identified as part of the business case and be specific to that proposal. These risks will be monitored and reviewed as part of the Council's risk management framework and through asset management practices.

The Council's risk register provides information regarding specific property risks.

## **Acquisition by Auction Guide**

This is a brief guide to highlight the process of acquiring property by auction.

### **Due Diligence**

An inspection of the asset will be undertaken by Property Services, along with a building or condition survey (if appropriate for that asset type), which will be determined by the Asset Strategy Manager. Other officers and/or specialist surveyors/consultants may also be required to inspect or provide advice where further information is required.

A legal pack is provided by the sellers solicitors and this should be reviewed in detail by the Council's solicitors prior to bidding. This information may include any special conditions, title documents, lease documents etc. Searches will be undertaken to provide further background information regarding the property.

An initial assessment should be prepared including a proposed maximum purchase price bid, funding arrangements, and the appropriate authority gained for the potential acquisition.

### **Pricing**

A guide price is often established by Auctioneers to give potential purchases an indication of the anticipated sale price. The actual sale price may be higher or lower than the advertised guide price and can be a reflection of demand.

A reserve price is often set by the seller, which is the lowest price sale price they will accept. This price is confidential between the auctioneer and the seller, and is not disclosed to potential bidders. An auctioneer will not have authority to accept bids below this level and on occasions property may not sell at auction.

If the property did not sell, the Council may undertake further negotiations with the auctioneer for a post auction sale.

### **Bidding**

Bidding can be undertaken in the following ways:

- In person at the auction event
- By Proxy - authority is given to the Auction House to act and bid on the Councils behalf. A maximum bid price is required by the Auctioneer and they will bid up to this amount only.
- By Telephone.
- By online auction system (if available).

The Head of Finance and Asset Management or other authorised officers, where possible will attend the Auction event to bid in person. A maximum bid price is to be agreed prior to the event in accordance with the Councils Delegated Authority limits.

The highest bid over the reserve will usually be the winning bid and legally binding exchange of contracts is effected by the fall of the auctioneers hammer. If the Council has the winning bid, the authorised officer will be required to sign a sales memorandum, which will bind the Council to the conditions of the sale.

A deposit of normally 10% of the purchase and any administration fees, are required upon exchange of contracts. This is typically paid by debit card, cheque, bankers draft or bank transfer in advance of the auction and held by the Auctioneer.

Buildings insurance is required to be in place upon exchange of contracts. Early discussions with the Councils insurers will be undertaken to inform them of the potential purchase.

Legal completion is usually required within 20 days.

## APPENDIX E

### Land And Property Disposal Policy

#### Introduction

This policy sets out how the Council disposes of its land and property assets. This document provides a framework through which the Council will be able to effectively manage its land and property asset portfolio and sits underneath the Council's Corporate Plan and the Annual Action Plan.

In 2016 the DCLG published a Local Authority Assets Disposal Guide, with the aim of supporting and empowering Local Authorities to dispose of assets that are or could be made surplus. From 2016 until 2019 Local Authorities can reinvest receipts from disposals (excluding Right to Buy) on its services.

To ensure that land is disposed of effectively and efficiently, the Council has established the following key principles:

- Every disposal having clear objectives from the outset
- Contributes to wider economic development and regeneration proposals as rooted in local plans
- Early and meaningful engagement with other public bodies and the market
- The appropriate level of investment determined prior to disposal

This document sets out the policy regarding the disposal of assets, in line with the principles of the DCLG Local Authority Assets Disposal Guide, to ensure they are dealt with in a consistent and commercial manner. There may be occasions where a different approach might need to be taken compared to the procedures outlined within this document, for example for more complex disposals. In these situations however any proposed disposal will be undertaken under the necessary Delegation powers or will be the subject of a committee report.

#### National Influences

Nationally, One Public Estate, (OPE) objectives are to deliver more integrated and customer focused services, create economic growth, reduce running costs and generate capital receipts from the disposal of surplus assets. The Council forms part of the Norfolk region and by working together it aims to unlock the potential of land and property and support growth through new homes and jobs as well as creating more joined up efficient services.

The Transparency Code 2015 ensures that data around assets that the Council holds is publically available. Local authorities are required to publish information of all of their land and building assets, including administration offices, investment properties, vacant property and surplus land on an annual basis. The availability of this information can help to open new markets for local business and for the voluntary/community sectors and social enterprises to run services or manage public assets. The Council asset register can be found here - [transparency-data](#)

The Housing and Planning Act 2016 provides the necessary legislation for government to implement measures intended to promote homeownership and increase the levels of housebuilding. Part 8 of the Act – Public Authority Land, looks for a more strategic management of public sector land and requires:

- Engagement with public authorities in relation to their proposals to dispose of land
- Duty of public authorities to prepare report of surplus land holdings
- Local authorities to prepare an annual report containing a buildings efficiency and sustainability assessment of their estate

The Act also enables the Secretary of State to direct certain public authorities to dispose of land.

### **Identifying Assets for disposal:**

The council will seek to dispose of its assets where it is in the best interest of the Council.

An asset may be considered for disposal, where it:

- No longer contributes to the delivery of the Council's services, strategic or corporate objectives
- Provides a financial benefit to the council in terms of a capital sum to provide a more suitable re-provision
- Is not fit for purpose and is no longer economical, environmentally or culturally sustainable
- May be required for larger scale redevelopment opportunities, which would deliver greater economic development or regeneration through a wider land assembly.
- Has no strategic, regeneration or redevelopment potential to the Council
- Is a risk or poses a future risk to the Council
- Is under performing and offers no future capital appreciation or investment rate of return
- Would offer social, community or environmental benefit
- Improves economic development of the area or encourages start up or business growth



Diagram 1: Identifying Assets for Disposal

### Obtaining best consideration

When disposing of assets, Section 123 of the Local Government Act 1972 requires the Council to achieve the best consideration reasonably obtainable when it is disposing of assets.

### Governance and Decision Making

Proposals to dispose of assets are initially to be considered by Property Services, who may undertake option appraisal to determine the future of the asset. An option appraisal would include considering the potential for alternative uses, such as redevelopment, investment, voluntary or community use but ultimately there should be a sustainable business case to support the final recommendation.

Prior to disposal, the Council may seek to invest in the asset, if it is deemed it will enhance the value or make the asset more attractive to the market, such as obtaining planning consent. The type and scale of investment will be considered on a site by site basis.

Where an asset is generating an income, a cost/benefit analysis will be carried out as part of its consideration to establish whether it is in the Council's best interests to dispose of the site.

Property Services will seek to make best use of its resources by rationalising or disposing of surplus or under-performing assets in line with the Council's Corporate Plan objectives. They will seek to obtain the best consideration, utilising the most appropriate method of disposal and seek to dispose of assets as expeditiously as possible. However when the market is not conducive to a disposal, the Council may seek a temporary use for the asset, where



possible. For example the asset may be leased to reduce the liability of payment of business rates, security costs and insurance requirements.

Within the Council's Constitution governance framework, Officers and/or Cabinet are nominated to approve disposals subject to a value threshold. Further information can be found here [The Constitution](#)

### **Types of Disposal**

The disposal of the Council's land and property can be undertaken in a number of different forms and not necessarily as a freehold sale. The following opportunities are available:

- Freehold disposal - The sale of the property with or without future covenants to restrict or protect its future use
- Leasehold disposal – Leasehold interest can be agreed for any time period, however a leasehold interest of 7 or more years is registered as an interest with the Land Registry
- Permanent and non-permanent grant of rights over land , such as easements, way-leaves and rights of way
- Short tenancy – tenancy for a term of less than 7 years or the assignment of a term which at the date of the assignment has not more than 7 years to run

### **Means of Disposal**

The Council has discretion to dispose of its assets (such as land or buildings) in any manner it wishes. Disposal of assets can be undertaken in a number of different methods, each with their own advantages and disadvantages. The most appropriate method will be determined by Property Services and agreed in accordance with the Constitution.

- Private Treaty – a sale of land/property negotiated with one or a number of interested parties either through a direct approach from an individual(s) or following public marketing of the asset
- Auction – sale of land and property by open auction available to anyone. This may be appropriate where there is no obvious potential purchaser and/or where speed and the best consideration can be obtained. The sale will be publicly advertised in advance. A binding contract will be made on the acceptance of the highest bid providing it has reached the reserve price by the auctioneer
- Formal Tender – a sale of land and property by a process of publicly advertising the asset for disposal and inviting formal tenders submitted by a given date.
- Informal Negotiated Tender – a sale of land and property by a process of publicly advertising the asset for disposal and inviting informal offers or bids. The Council may then negotiate further or more detailed terms with one of the bidders

- Exchange of Land (Land Swap) – is an exchange of Council owned land or property with another land or property owned by another person or organisation. The land acquired by the Council will be 'equal' in commercial worth to the land exchanged. This may be either from the value of the land itself or where an additional payment is made in addition to the land exchanged
- Transfer to a Council owned company – a transaction by where there is a transfer of assets:
  - (a) from the Council to a Council owned property company
  - (b) between two Council owned property companies (i.e. development and investment companies)

These assets will be directly disposed and not marketed publically for sale. A transfer from the Council to the company will be at market value and an independent valuation will be required.

In most cases the method of disposal selected will seek to attract competitive bids unless an alternative method of disposal would be more appropriate. There may be occasions where the Council wishes to support or encourage specific use or development, to deliver key objectives contained within the Corporate Plan. In these instances sales may be negotiated to particular purchasers such as:

- The land is small in size and an adjoining or nearby landowner is the only potential or likely purchaser
- The Council's corporate objectives and best consideration can be achieved by a sale to a particular purchaser, such as a disposal of land to a Registered Social Landlord for housing development
- The purchaser has a particular interest in purchasing the land such as a sitting tenant
- The nature of the Council's land ownership and that of the surrounding land ownership is such that the land must be sold to adjoining or surrounding landowners if best consideration is to be obtained, such as sale of an access that would release land for development
- The Council's land forms part of a larger land area, that could enable substantial "marriage value" if amalgamated. For example land that is proposed for a comprehensive redevelopment or regeneration of an area
- The land has an existing or future community use and a Community Asset Transfer to a Town/Parish Council or community interest group would achieve a local social, economic or environmental benefit

- Disposal to a wholly owned Council property development and/or investment company or a joint venture between the Council and either public or private organisations
- Disposal to former owners under the Criche Down rules or pre-emption agreement

### **Disposal of partially surplus assets**

Where only part of an asset or site is declared surplus, consideration shall be given to disposing of that part of the site provided it does not:

- Restrict future operational developments
- Negatively impact obtaining best value from selling the rest of the site
- Leave the remaining asset/land with increased maintenance costs or increased exposure to public liability.

### **Ransom strips**

Where the Council is selling land that adjoins land with future development potential, it shall consider retaining ransom strips on its site to retain access to the adjoining land so any future development of the adjoining land can then only take place with the Council's consent and therefore gives the Council opportunity to benefit from any uplift in future value.

### **Joint venture**

Where a greater sale price from the disposal of Council land or property may be realised by combining the Council's asset with land or property belonging to a third party, a joint disposal may be considered.

The Council may consider buying the third party asset outright or purchasing on the basis that the vendor receives an agreed percentage of the total proceeds.

### **Sale and leaseback**

Where appropriate the Council may consider a sale and leaseback of an asset subject to the approval of a business case. The Council must ensure that its right to continue to use the facility is preserved for as long as it is likely to be required.

### **Provision of new facilities in exchange for surplus land and property**

A purchaser may provide an alternative benefit in lieu of cash, as consideration for the Council's surplus land or property. Any such arrangement must comply with European Union procurement rules if applicable.

## **Valuation**

It is important to establish the most appropriate pricing structure for disposal to ensure sufficient market interest is created to generate a disposal at best consideration.

Where a disposal is anticipated to be below £50,000 an initial market appraisal will be undertaken by Property Services or a suitably experienced/qualified property advisor to the Council. This will be undertaken at the earliest opportunity to establish an appropriate marketing price.

Where the value is anticipated to be in excess of £50,000 a formal disposal valuation should be undertaken prior to marketing by a suitably qualified member of the Royal Institution of Chartered Surveyors (RICS) and will comply with the RICS valuation standards.

The offers received and price achieved for the disposal may differ to the market appraisal price or formal valuation obtained.

Where a disposal is considered to be below marketing value, a valuation should be undertaken to identify the undervalue amount and an attempt should be made to financially value the economic, social or environmental benefits to the authority and community to justify a disposal at less than best price.

Where an asset is to be disposed of at auction, if the asset does not reach its reserve, it will not be sold unless agreed under Delegated Authority as described within the Council's Constitution.

When disposing of a lease the same principles will apply.

## **Disposal Terms**

In some cases, an overage clause may be applied and/or restrictive covenants placed on any future development. An overage arrangement is where the Council receives future payments representing any uplift in value of the land/property once it has been developed or developed and sold on.

An option agreement is an agreement made between a landowner and a potential purchaser of their property. It is where both parties enter into an agreement, in return for a non-refundable sum of money, the potential purchaser of the land has a legally binding option to buy at a certain date or within an agreed time-frame, or after completion of a certain event for example after obtaining planning permission.

Where the Council wishes to grant an option, or an option holder wishes to exercise their option on land which the Council owns, the Council will determine whether the consideration for either the grant or exercise of the option results in a discount. In relation to the exercise of an option, an assessment will be made to establish if the terms are likely to require the Council to accept less than the best price that could reasonably be obtained for that interest at the time of disposal and, if so, whether that would fall within the terms of the General Consent.

If, as a result of the assessment the Council wishes to seek specific disposal consent, it will provide the Secretary of State with full details of the terms of the option agreement which is to be entered into or implemented.

Clawback and overage is the right on some future specified event for the original owner to have a share in that future value. The Council may seek to add a clawback to the transfer of land where future development may occur and result in an enhanced land value.

Whilst overage and clawbacks are considered on a case by case basis, the inclusion of provisions shall be considered by the Council, where the:

- Sale price (obtained by any sale method) does not reflect the potential increase in value during development
- The value of land sold for residential development is based on an agreed projected sale value of the completed development and the final sale price of a development is anticipated to exceed this figure
- The land is sold for an agreed price but reserves the right to receive an additional payment if the land is sold on for a profit (regardless of whether a more valuable planning permission is obtained)

The following factors will be considered when seeking an overage or clawback:

- Period of time
- Percentage of uplift. This is the share of the increase in the value of the land from its original market value to the value with the benefit of planning permission. The percentage must be sufficient to justify imposing the overage or clawback provision
- The trigger of the clawback or overage, will often be on the sale of the land with the benefit of planning permission or implementation of the planning permission

Restrictive covenants may also be placed on land that is to be disposed of, for example when transferring an asset to a community group to restrict the lands use as amenity land. Such covenants 'runs with the land', this means that the covenant continues even when the original parties dispose the land.

## **Conflicts of Interest**

Where land or property assets are to be disposed to the below, the Council Auditors will be required to independently review the transaction:

- Employees
- Councillors
- Close relatives to Employees and Councillors
- Contractors, advisors or consultants to the Council

## **Costs**

The Council will generally be responsible for funding pre-disposal investment, valuations and marketing undertaken, unless other arrangements have been agreed. On most occasions costs such as legal, surveyor and other costs associated with the disposal will be paid by each party, however there may be occasions when the Council will require its costs to be paid or will agree to pay purchaser costs where it is deemed of benefit.

## **Disposal of amenity land**

The Council receives a number of enquiries regarding the disposal of amenity land. These may be from:

- Private individuals and companies seeking to benefit their existing property
- Volunteer and community groups seeking to provide a service to benefit the community
- Parish and Town Councils seeking to provide a service to benefit the community

Disposal may be considered when:

- Alternative provision of equivalent or greater community is provided in the locality
- The asset is surplus to requirements, no longer provides a valued opportunity for sport, recreation or leisure
- There is an excess of provision taking into account the long term recreation and amenity value of such provision
- Sport, recreation and leisure facilities can be retained and enhanced through the redevelopment of a small part of the site
- There is a broader community benefit to the disposal
- The space does not contribute to the character of the settlement
- The asset is required for the regeneration of the area
- A rationalisation of small parcels of 'backland' open space, either rarely used or often misused

The Council is required by law to advertise the disposal of land designated as 'public open space' in a local newspaper for two consecutive weeks and to consider any objections received. No final decision about the disposal will be made until any objections have been fully considered. Public response may also be an important factor in any determination by the Secretary of State of an application by the Council for specific consent to the disposal.

A proposal to acquire the land will be required to be submitted to the Council for consideration. Where the disposal is to private individual or company, non-refundable fees and charges will be payable before the application will be considered.

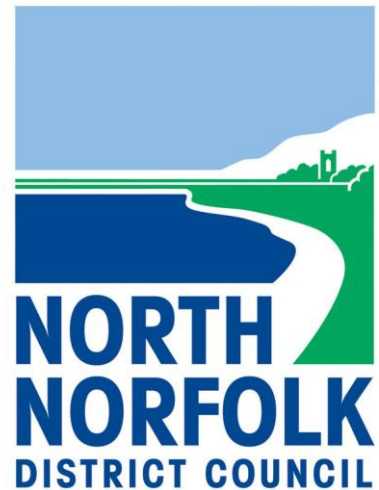
In some cases if the Council considers that the land to be disposed of, has the potential to be of interest to other parties or could be sold for development land, the Council must advertise it for sale on the open market.

Purchasers will be required to obtain their own legal and planning advice and any planning consents. Land may require a change of use from example from amenity land to garden land.

The Councils Core Strategy Policy CT1 Open Space Designations requires protection and enhancement of existing open spaces. The Councils planning document; Open Space Standards should be used when looking at proposals for redevelopment of existing open space and also to identify areas where additional open space provision is required, which can often be provided through new development.

## **Community Asset Transfers**

The Council has a Community Asset Transfer policy that deals with the disposal of assets for community purposes [\(add link to policy when published\)](#). A community asset transfer should contribute to the Council's aims and objectives. There may be circumstances where there are competing interests, the Council will consider which of the proposals put forward are viable and sustainable in the long term.



# ASSETS OF COMMUNITY VALUE

PROCEDURE & GUIDANCE

Reviewed: October 2017



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## **General Guidance and Advice**

The [Regulations](#), [Explanatory Note](#), and [Guidance Note](#) published by the government provide detailed information on:

- The bodies that can make nominations (such as local parish councils)
- Land that is exempt from being listed (such as premises which are primarily residential)
- The steps that the North Norfolk District Council has to take when considering to list land as an asset of community value and upon listing that land (including notifying relevant parties)
- Arrangements for owners to make appeals on decisions to list or award compensation on any losses incurred as a result of being listed (including internal reviews and external tribunals)
- Exemptions to the 6 month moratorium being applied when land is put up for sale or long term lease

### Who to contact

For general advice or enquiries please contact:

Tel: 01263 516248

Email: [supporting.communities@north-norfolk.gov.uk](mailto:supporting.communities@north-norfolk.gov.uk)

### Support available and other considerations

Support on the use of this right is available from an organisation called Locality.

Where the owner of a listed asset, such as a pub, applies for 'change of use' then the fact the asset is listed as an asset of community value may be a material consideration in making a decision on whether to grant change of use.

In addition, Neighbourhood Plans can formally allocate assets for community use in a site allocation proposals map, if there is good evidence to support the case (including for sites which may not meet the definition of an asset of community value). This would give it additional weight in decision making and could inform, and be informed by, the lists of nominated assets.

North Norfolk District Council's Local Plan seeks to promote the retention and development of local services and community facilities in villages, such as local shops, meeting places, sports venues, cultural buildings, public houses and places of worship.

We will take into account the importance of these facilities to the local community when considering planning applications.

## Explanation of Terms

The Act states that an Asset is of community value if in the opinion of the Council:

- i. An actual current use of the Asset, that is not ancillary, furthers the social wellbeing or social interests of the local community;
- ii. It is realistic to think that there can continue to be a principle use of the Asset which will further (whether or not in the same way) the social wellbeing or social interests of the local community;
- iii. There was a time in the recent past when an actual use of the Asset (which was not an ancillary) furthered the social wellbeing or interests of the local community; and
- iv. It is realistic to think that there is a time in the next five years when there could be non-ancillary use of the Asset that would further (whether or not in the same way as before) the social wellbeing or social interests of the local community.

### 1) Social Wellbeing

The Act defines that social interests include the following:

cultural interests, recreational interests and sporting interests.

If the use does not meet the social interest criteria then the Asset can only be listed if it meets the social wellbeing criteria.

However, there is no set definition for social wellbeing, either in the Act or in general circulation. In the absence of a set definition the Council will use the following definitions as a guide:

‘Social’: relating to or having the purpose of promoting companionship, communal activities.

‘Wellbeing’: the condition of being contented, healthy, or successful; welfare

(source – Collins English Dictionary)

### 2) Realistic

The Councils approach will be:

- i. If the Asset has a current principle use that meets the criteria, it will be presumed that the same use can continue in the future; and
- ii. If the Asset had a use in the recent past that meets the criteria, it will be presumed that the same use can continue, unless there have been events that would prevent such a use, such as dereliction or demolition.

### 3) Recent Past

The phrase ‘recent past’ is also not defined in the Act. The Act does however define a time period for when the land could be brought back into community use as five years.

In determining therefore whether there was a time in the recent past when an actual use of the Asset furthered the social wellbeing or interests of the local community, the Council may consider:

- i. If the land has been disused for more than five years, when it was last in use, whether its principle use furthered the social wellbeing or social interests of the community;
- ii. If the land has been in use, but has been used for a non-qualifying purpose, and the land was purchased using a compulsory purchase order or other statutory power for use by the Council or other public sector body.

#### 4) Further Considerations

Examples where the main purpose of the asset is:

- Public Services Assets: - Children centres, schools, nurseries, health centres, doctors surgeries, hospitals, day care centres and residential care homes.
- Sport, Recreation & Culture Assets: - Theatres, libraries, cinemas, swimming pools, sports centres, parks, village halls, ornamental gardens, open spaces, museums or play areas.
- Community Services Assets: - Community centres, youth centres or public toilets.
- Local Democracy Assets: - Town, civic or guild halls.
- Economic Assets: - Village shops, the local pub, markets, the post office or the local bank.

PLEASE NOTE: This is not a complete list. The Council will consider each nomination based on its merits.

The Council will exclude land that is:

- Outside the Council's area;
- Residential properties and associated land (such as gardens);
- Sites covered by Part 1 of the Caravans Sites and Control of Development Act 1960;
- Operational land such as roads and rail networks;
- Used by public utilities as defined in section 263 of the Town and Country Planning Act 1990;
- Assets not recently used and that are not currently in use for a primary social purpose; and
- Assets that have been empty or derelict for many years and remain so at the present time.

The Council will manage the format and any modifications to the List. If the Council considers that land provides value then it will add that land to the List of Assets of Community Value for a period of five years. If the nomination is unsuccessful the Council will add the land to the List of Unsuccessful Community Nominations. Both will be published on the Council's website under Assets of Community Value.

The Council will notify the Owner, the occupier, and the Nominee, as required by the procedure, of any inclusion, removal, change or intended sale of Assets. The Council, will, where necessary, publish such changes on The Councils website using the List of Assets of Community Value.

## **Nomination and Listing Procedure**

1. The Council will accept all valid written nominations in both electronic or hard copy formats, using the Council's Community Asset Nomination Form which is available to download <https://www.north-norfolk.gov.uk/tasks/your-community/find-out-about-localism-in-north-norfolk/>
2. Letter of acknowledgement of a VALID application will be sent to the Nominee within five working days of receipt of nomination with the date when they can expect a decision from the Council.

Valid nominations (as a minimum) require:

- Details of the group nominating the Asset.
  - Voluntary and community sector applicants will have to demonstrate a local connection by showing their activities are wholly or partly concerned with the local area.
  - A description and the address of the Asset together with a plan of the boundary.
  - Details of who owns the property and/or who occupies the Asset including the current or last known address of all those holding a freehold or leasehold estate in the Asset.
  - Details why the Asset will boost the social well-being of the community and why the Asset should be considered as having community value.
  - Any evidence of community engagement (for example: results of local surveys that support the bid).
3. Where an INVALID nomination is received the Council will respond to the nominee within 5 days with its reasons and require a revised application. Should all further information not be received within 14 days from the date of the letter the Council will reject the nomination as invalid. No further action will be taken in relation to the nomination and an entirely new application must be made if the group wishes to revisit the matter.
  4. Notification letters sent within five working days of receipt to the Owner, Leaseholder and the Occupier of The Asset being considered for listing. Local Members for the ward and the Parish Council will also be informed in accordance with Regulation 8.
  5. The Council will consider any objection to the listing from the Owner. Objections are required in writing no later than two weeks from the date shown on the Council's notification letter.
  6. Nominations will be reviewed by an Officer of the Council who will make a recommendation to the relevant Head of Service; a copy of the draft decision notice will also be copied to the relevant Portfolio Holder. The Head of Service will formally approve the inclusion of the asset onto the List of Community Assets or onto the List of Unsuccessful Community Nominations.
  7. A confirmation letter will be no later than 9 weeks from the date of the letter notifying persons of the nomination. The letter will be sent to the Nominee and the Owner informing them that the bid was either successful or unsuccessful.

Where successful the letter will detail:

- a. The intention of the Council to include the Asset on the List of Assets of Community Value.
- b. That the Asset will remain on the list for a period of five years.
- c. That the Owner has a right to request an Internal Review of the Council's decision to list an Asset. This must be given in writing before the end of the eight week Deliberation Period starting from the date shown on the letter.
- d. That the Owner has a right to appeal to the First Tier Tribunal if they are dissatisfied with the outcome of the Internal Review.

Where unsuccessful the letter will detail that the Asset will be placed on the List of Unsuccessful Community Nominations for a period of 5 years. Re-nomination of a building or piece of land following an unsuccessful nomination will be considered if the Nominator is able to show a significant or substantial change in the circumstances surrounding the nomination.

8. The Council will include details of the listing on the Local Land Charge Register and apply to the Registrar for the listing to be recorded on the Land Registry as a Form QQ restriction.

## **Review of Decision Procedure**

1. The Council will review its decision to add an Asset to the list if requested, in writing, by the Owner no later than eight weeks from the notification that the Asset has been added.
2. A letter of acknowledgement will be sent to Owner within five days of request for Internal Review. The letter will include:
  - Contact details of the Reviewing Officer.
  - The date when the review will be completed.
  - Their right to Appeal if dissatisfied and to reasonable compensation if their Appeal is successful.
3. An Internal Review must be undertaken by an officer of the Council who did not take part in making the decision to include the Asset on the List. The Owner may appoint a representative to act on his or her behalf. The Reviewing Officer must provide the representative with any documentation which is required to be sent to the Owner.
4. An oral hearing must be held at the Owners written request. Where no request is made in writing the Reviewing Officer can decide if they require an oral hearing.
5. Both the Owner and representative may make representations to the Reviewing Officer both orally or in writing.
6. The Reviewing Officer must complete the Review by the end of eight weeks from the date when the written request was received from the Owner.
7. On completion the Reviewing Officer will complete the LACV Review Form and the Council will provide a written response to the Owner. The letter will state:
  - They have been successful and the Asset will be removed from the List or;
  - They were unsuccessful and the Asset will remain on the List.

The Act allows Owners, who believe that they have incurred losses as a result of these procedures, to apply for compensation from the Council. A claim for compensation must be made in writing to the Council and received no later than 13 weeks after the loss or expense was incurred. It should state the amount of compensation sought for each part of the claim and be accompanied by supporting evidence.

The Council will give written notification of its decision and the reasons for such decisions in respect of a claim for compensation.

An Owner can ask the Council to review a claim for compensation if rejected or the value to be paid is less than the original amount claimed. The Owner must request a review within a period of eight weeks beginning on the date of the Council's decision. The Council will undertake a review within eight weeks of the receipt of the request and provide its decision in writing to the Owner.

If the Owner is not satisfied with the review they may appeal to the First Tier Tribunal. Claims for compensation will be considered for the following:

- 1) Arising from the period of delay in entering into a binding agreement to dispose of an Asset.
- 2) A claim for reasonable legal expenses incurred in a successful appeal to the First-Tier Tribunal against the Council's decision to list an Asset.
- 3) A claim for reasonable legal expenses incurred in a successful appeal to the First-Tier Tribunal if the Council refuse to pay compensation or the full amount being claimed.



## Disposal of an Asset

1. The Council will be accountable for enforcing the Act and to minimise non-compliance and proper use of the moratorium process a Local Land Charge will be placed on the Local Land Charges Register for any listed Asset. The Council will also apply for the listing to be recorded on the Land Registry as a restriction.
2. A non-compliant disposal of a listed Asset will be void and not recognised in law. For clarification the following disposals are exempt from the moratorium process.
  - i. Disposal through the gift of an Asset.
  - ii. Disposal of an Asset containing a business which uses the Asset and which is a growing concern.
  - iii. Disposal within a family or partnership, between trustees of a trust or companies in a group.
  - iv. Disposal in the execution of a will, Compulsory Purchase Order or legal proceedings such as a result of a court order.
  - v. Disposal of an Asset that is part of a larger estate, part of which is listed, but where the whole estate is owned by the same person and is a single lot of land.
  - vi. Disposal from one National Health Service body to another.
  - vii. Disposal of closed Church of England churches (Part 6 Mission and Pastoral Measure 2011).
  - viii. Disposals for ongoing educational provision.
  - ix. Disposals as a result of power of sale, bankruptcy or insolvency.
3. Owners have a duty to provide the Council with a written Notice Of Disposal detailing their intention to dispose of any part of any listed Asset. Failure to notify the Council will result in the disposal of a listed Asset being void and not acknowledge in law.
4. Letter of acknowledgment sent to Owner within five working days of receipt of Notice of Disposal. The letter will include:
  - The date when the six week Interim Moratorium Period expires.
  - When the 18 month Protection Period will expiry.
  - Reference to the disposal process in terms of the Localism Act 2011.
5. The Council will also notify the Nominee responsible for the listing, within 5 working days of receipt of the Notice of Disposal, of the Owners intention to dispose of a listed asset under Section 95 of the Localism Act 2011.
6. Once the Council has notified the Nominee and published that an Asset is eligible for disposal on its website, the Nominee or any other eligible Community Interest Group has a period of six weeks called the Interim Moratorium to inform the Council in writing that they want to submit an Expression of Interest.
7. Once a group has submitted an Expression of Interest the Council will inform the Owner in writing that such group should be seen as a potential bidder.
8. The Community Interest Group then has the six months Full Moratorium Period starting from date when the Council acknowledged the Notice of Disposal to prepare and submit a bid to the Owner.

9. If no Expressions of Interest are received during the Interim Moratorium the Council will notify the Owner in writing that they are free to dispose of the Asset at any time during the 18 months Protection Period.
10. Failure to dispose of the Asset during the Protection Period will require the Owner to submit a new Notice of Disposal.

### Further Information

Where land is being removed from the list the local authority must also give the following written notice:

- The owner of the land.
- The holder of the freehold estate and the holder of any leasehold estate in the land (where they are not the owner)
- The occupier of the land (if they are not also the owner)
- The parish council if any of the land being added or removed is in the parish council's area.
- The voluntary or community body that made the nomination (if the land was included as a result of a community nomination).

The local authority will also include reasons for the removal. Where it is not reasonably practicable to give written notice to these persons then the local authority will take reasonable, alternative steps to bring the notice to the attention of the relevant person, by publishing on the website.

Where land has been included on the List of Assets of Community Value it will be removed after a period of 5 years.

**Please note that this guide is based on the Localism Act 2011 regulations and guidance available at the time and it is important that you use these guidance notes in conjunction with the most up to date regulations and guidance available.**

## **Appendix G**

### **Constitution – proposed changes.**

It is proposed to amend the constitution to reflect current roles and responsibilities and to enable acquisition of assets to be undertaken quickly if exceptional circumstances require. This may be in situations where the asset is being sold at auction.

#### **Page 141**

Land and Buildings: Responsibilities of Head of Finance and Asset Management

#### **Rule of financial governance**

Proposal to update the Councils Constitution regarding property matters to make it clearer on how the Council will deal with acquisitions, Disposals and property legal agreements. There is a need to enable the Council to act more commercially where opportunity arises.

#### **Acquisitions and disposals**

Acquisition and disposal of any land or property shall be supported by a financial appraisal providing the budgetary implications and for acquisitions having examined the VAT implications around the option to tax. Following consultation and agreement with the Head of Finance and Asset Management transaction will be approved when the estimated value or proceeds is as follows:

(a) Up to a value of £50,000 per asset will be approved by the Asset Strategy Manager and the Head of Finance and Asset Management

(b) Between £50,001 and £500,000 by the Head of Paid Service

(c) If £500,001 and greater by Cabinet, subject to the recommendation of the Head of Paid Service

(d) In exceptional circumstances, an opportunity may arise which maybe time limited and the decision would have ordinarily been approved at Cabinet; however no Cabinet meeting is to be held within the timeframe. In such circumstances, the decision can be delegated to the Head of Paid Service in consultation with the Leader of the Council

and/or the relevant portfolio holder. A retrospective report must be taken to the next Cabinet or Council meeting whichever is sooner.

(e) In cases b-d above a report must be submitted to the Council's Corporate Leadership Team for approval.

### **Property Agreements, Leases and Licenses**

All leases, whether as landlord or tenant, approval shall only be given if supported by a financial appraisal, from the Asset Strategy Manager and Head of Finance and Asset Management giving the budgetary implications and shall be dealt with as follows:

(a) up to and including 5 year term and/or up to a value of £20,000 per annum to be approved by Asset Strategy Manager and Head of Finance and Asset Management

(c) over a 5 year term and up to and including 20 years and/or between £20,000 and £50,000 per annum to be approved by the Head of Paid Service

(d) over 20 years and/or greater than £50,000 per annum to be approved by the Cabinet;

### **Rent Reviews**

Approval of rent reviews shall be subject to the same limits as in paragraph a-d of *property agreements, leases and licenses*.

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

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>January 2018</b>					
Cabinet	08 Jan 2017	VNN Options Appraisal	Nigel Dixon	Rob Young Head of Economic & Community Development 01263 516162	(may slip)
Cabinet	08 Jan 2017	Council Tax – discretionary scheme	Wyndham Northam	Sean Knight Revenues Manager 01263 516347	
<b>Feb 2018</b>					
Cabinet	05 Feb 2018	Asset Management Plan & supporting documents	Judy Oliver	Renata Garfoot Estates & Asset Strategy Manager 01263 516086	
Scrutiny	17 Jan 2018				
Council	21 Feb 2018				
Cabinet	05 Feb 2018	North Norfolk Lottery Scheme	Judy Oliver	Emma Duncan Head of Legal	
Cabinet	05 Feb 2018	Market Towns Initiative		Emma Duncan Head of Legal	



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 December 2017 to 31 January 2017

February 2018					
Cabinet	05 Feb 2018	Digital Transformation Update	Tom FitzPatrick	Sean Kelly Head of IT & Digital Transformation 01263 516276	Pre-scrutiny
Scrutiny	17 Jan 2018				
Cabinet	05 Feb 2018	Enforcement Update	Judy Oliver	Nick Baker Head of Paid Service 01263 516221	
Scrutiny	14 Feb 2018				
Cabinet	05 Feb 2018	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Head of Paid Service 01263 516232	Date tbc
Scrutiny	14 Feb 2018				
Council	21 Feb 2018				
Cabinet	05 Feb 2018	Managing Performance Q3	Tom FitzPatrick	Helen Thomas Policy & Performance Management Officer 01263 516214	
Scrutiny	14 Feb 2018				
Cabinet	05 Feb 2018	Annual Action Plan	Tom FitzPatrick	Helen Thomas <i>Policy &amp; Performance Management Officer</i> 01263 516214	
Scrutiny	14 Feb 2018				
Council	21 Feb 2018				
Cabinet	05 Feb 2018	Treasury Strategy 2018/19	Wyndham Northam	Lucy Hume Chief Technical Accountant 01263 516246	
Scrutiny	14 Feb 2018				
Council	21 Feb 2018				



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 December 2017 to 31 January 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>Cabinet</b>	<b>05 Feb 2018</b>	<b>2018/19 Base Budget and Projections for 2019/20 to 2021/22</b>	Wyndham Northam	Duncan Ellis <i>Head of Finance</i> 01263 516243	
<b>Scrutiny</b>	<b>14 Feb 2018</b>				
<b>Council</b>	<b>21 Feb 2018</b>				



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

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

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

Meeting	Title / format	Lead Officer / Portfolio Holder	Reason for coming to O&S
December			
	<b>Presentation on Norfolk Coast Partnership</b>		Requested by Committee
	<b>Asset Management Strategy</b>	Duncan Ellis / Renata Garfoot	Requested by Committee (pre-scrutiny)
<b>Cabinet &amp; Council</b>	<b>Fees &amp; Charges 2018/19</b>	Duncan Ellis	
<b>Cabinet &amp; Council</b>	<b>Managing Performance Q2</b>	Tom FitzPatrick Helen Thomas	Cyclical
January			
	<b>Waste Update</b>	Annie Claussen-Reynolds Scott Martin	Cyclical (Six monthly)
	<b>Update on Broadband &amp; mobile phones (briefing paper)</b>	Karen O’Kane	6 monthly
	<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



Meeting	Title / format	Lead Officer / Portfolio Holder	Reason for coming to O&S
	<b>Customer Services Update (tbc)</b>	Becky Palmer David Williams	At Committee's request
<b>Pre-scrutiny</b>	<b>Digital Transformation – phase 2 (to include information on future IT support and resilience)</b>	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
<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>To Council for approval</b>	<b>Annual report of the Committee</b>	Emma Denny	Annual report
<b>Cabinet report</b>	<b>Enforcement Board Update</b>	Judy Oliver Nick Baker	Cyclical
	<b>Treasury Strategy 2017/18</b>	Wyndham Northam Duncan Ellis	Annual
	<b>Tourism update</b>	Stuart Quick Nigel Dixon	Annual update ( <i>could slip</i> )
	<b>Review of public transport provision in the District</b>		Annual update ( <i>could slip</i> )
	<b>Leisure Services Update</b>	Maggie Prior Karl Read	Annual update
<b>March</b>			
	<b>Annual Action Plan</b>	Tom FitzPatrick Helen Thomas	Annual

Meeting	Title / format	Lead Officer / Portfolio Holder	Reason for coming to O&S
	<b>Budget Monitoring Period 10</b>	Wyndham Northam Duncan Ellis	cyclical
	<b>Mental Health update – to include information on the work of the Help Hub and presentation by an expert</b>	Maggie Prior/ Sonia Shuter	6 months (March 2018)

TBC			
	<b>Review of Market Towns across the District – current issues &amp; challenges</b>		Likely to be Feb 2018
	<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 ( <i>format &amp; content to be agreed by the committee</i> )
	<b>Government Review of Scrutiny</b>		
	<b>Public Space orders</b>		<b>(to come back when updated)</b>
	<b>Changes to O&amp;S structure / ways of working</b>		Recs from Member Group
<b>Cabinet &amp; Council</b>	<b>Community Governance Reviews for several parishes</b>	Steve Blatch Judy Oliver	