

Overview and Scrutiny Committee



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09 January 2018

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 17 January 2018 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

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 Bütikofer, 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, VACANCY

All other Members of the Council for information.

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



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

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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

To receive questions / statements from the public, if any

4. MINUTES

(page 6)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 13 December 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

Reports on the Scheduled Work programme

10. HOUSING STRATEGY UPDATE

(page 20)

(Appendix A – p.23)

(9.40am – 10.10am)

Summary: The Housing Strategy 2016-2020 was approved by Full Council in November 2016. The Housing Strategy and Housing Strategy Action Plan set out the Council's priorities for housing and the actions and interventions which the Council working alone and,

where appropriate, with its partners and stakeholders will undertake in order to achieve the objective that both new housing and existing housing provision across the district supports thriving residents, communities and businesses. The Housing Strategy Action Plan is reviewed on a bi-annual basis and this report sets out the outcome of the second review of the Action Plan and comments on the link between the Housing Strategy and the Local Plan. The report concludes that whilst there is some slippage in the achievement of identified actions, overall the Action Plan is currently on track to be delivered by the end of the 2020.

Cabinet member Cllr R Price
Ward member(s) All
Contact Officer Nicola Turner
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and e-mail: nicola.turner@north-norfolk.gov.uk

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

11. BROADBAND UPDATE (page 28)

To receive an update report from the Better Broadband for Norfolk Programme Director, Karen O’Kane (*please note this item is for information only*).

12. DIGITAL TRANSFORMATION UPDATE (page 30)
(10.25 – 11.00 am)

Summary: This report is brought to provide an update on progress within the Digital Transformation Programme (DTP), in accordance with the original Cabinet Resolution for the Programme, and to move to a further phase of the Programme.

Original programme delivery targets have been exceeded in terms of the value of savings achieved, in a shorter time than planned deliver them.

The time is now appropriate to review progress within the current programme and the report proposes the next phase of the programme along with the establishment of a further Reserve to ensure the appropriate Capital and Revenue Budget to deliver this phase.

In broad terms, the project timelines, expenditure and expected outcomes for the Programme are on track. Significant deliveries in this period include the new Website and the Customer Contact System.

Conclusion Overall, the technology infrastructure improvement programme has continued to progress well.

That said, there are inherent risks associated with increased reliance on IT and it is important that the programme seeks to mitigate these.

There are some capacity issues with the officer resource to deliver the changes we need at a fast enough pace, both in IT and the services in which we are seeking to implement change.

The Business Process Review (BPR) in Planning, where outcomes are being rolled out on a phased basis and work on the BPR within the Environmental Health (EH) service are both progressing well.

Whilst the benefits realised from the DTP have exceeded expectations and been delivered earlier than anticipated there are further efficiency and customer satisfaction benefits that can be delivered from investing in a second Phase of the DTP. It is expected that a further £325,000 of savings can be achieved over the next 4 years for an overall investment of £940,000.

- Recommendations
- 1) That Cabinet notes the progress made on the Digital Transformation Programme over the last 4 years.
 - 2) That a second phase of the programme is approved, with draw down of the programme budget subject to business cases being approved by Cabinet.
 - 3) That Cabinet approves the establishment, on a permanent basis, of three new posts to improve the overall resilience of the IT service.
 - 4) That Cabinet receives a six monthly progress update on the Programme.
 - 5) That a programme of IT support for members is developed prior to the 2019 Council elections.
 - 6) That Council approves, as part of the 2018/2019 budget,
 - a) the establishment of a Capital and Revenue budget of **£940,000** as detailed in the report to be funded from reserves
 - b) the necessary growth in the IT service budget of **£119,000** to fund the additional permanent posts identified in the report.

Reasons for Recommendations:

- 1) 2) 4) and 6) to provide appropriate governance, resources and oversight of the Digital Transformation Programme and IT service delivery.

- 3) To ensure that the Council's IT service is appropriately staffed in order to reflect and priorities of this work for the Council.

- 5) To ensure that appropriate levels of IT support can be provided to members to enable them to effectively carry out their role.

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

Cllrs T FitzPatrick & B Palmer
All
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- 13. WASTE UPDATE** (page 45)
(11.15 – 11.45am)

To receive an update report on the waste contract.

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

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

- 14. ARTS & CULTURE UPDATE** (page 51)
(11.45 – 12.00pm)

To receive a report on NNDC's involvement in arts and culture.

Cabinet member Cllr M Prior
Ward member(s) All
Contact Officer Rob Young
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and e-mail: rob.young@north-norfolk.gov.uk

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

Work programmes

- 15. THE CABINET WORK PROGRAMME** (page 55)

To note the upcoming Cabinet Work Programme.

- 16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** (page 58)

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.

- 17. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

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

OVERVIEW AND SCRUTINY

Minutes of a meeting of the Overview and Scrutiny Committee held on 13 December 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 Bütikofer
Cllr J English
Cllr V Gay
Cllr S Hester
Cllr M Knowles

Cllr N Lloyd
Cllr R Reynolds
Cllr E Seward
Mr B Smith

Officers in Attendance: The Corporate Director (SB), the Monitoring Officer, the Head of Finance and Asset Management, the Head of Economic & Community Development, the Estates and Asset Strategy Manager, the Communications and PR Manager, the Concerto Support Officer, the Democratic Services Manager and the Democratic Services Officer.

Members in Attendance: Cllr J Rest, Cllr N Pearce, Cllr G Perry-Warnes, Cllr S Arnold, Cllr A Fitch-Tillett, Cllr R Price, Cllr T FitzPatrick and Cllr J Oliver

Also in Attendance: Estelle Hook and Gemma Clark, Norfolk Coast Partnership (for item 10)

82. APOLOGIES

Apologies were received from Cllr B McGoun, Cllr N Smith and Cllr G Williams.

83. SUBSTITUTES

Mr N Lloyd for Mrs B McGoun.

84. PUBLIC QUESTIONS

No public questions were received.

85. MINUTES

The minutes of the Overview and Scrutiny Committee held on 08 November 2017 were

accepted as an accurate record and signed by the Chairman.

Matters Arising

Minute 74: the Committee had recommended that Council received confirmation from the police that commitment to keep in contact with local communities was continued. To date this confirmation had not been received. The Democratic Services Manager would follow it up.

86. ITEMS OF URGENT BUSINESS

None

87. DECLARATIONS OF INTEREST

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

88. PETITIONS FROM MEMBERS OF THE PUBLIC

None

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

No matters had been referred in advance, but some issues had been referred from the Planning Policy and Built Heritage Working Party on 11 December 2017:

Local Plan – Strategic Flood Risk Assessment

Norfolk County Council's role in flood management included responsibility for surface water. It was understood that they were 2 – 3 years behind with this work, which had a knock-on effect for NNDC. The Chairman observed that this posed a risk to the Local Plan. Members requested that relevant officers should come to Overview and Scrutiny to give an update. Mrs S Arnold, Portfolio Holder for Planning and Planning Policy, said that it was right that questions were asked for the protection of our residents.

Mrs A Fitch-Tillett informed the Committee that flood maps still could not be uploaded. Norfolk County Council was the lead local authority on flooding but NNDC, as the Planning authority, needed to be up to date regarding flooding issues. The Head of Business Transformation and IT would be coming to the Overview and Scrutiny Committee in January. He would be asked to include an update on the issue of uploading interactive maps onto the system, and if extra resources were required. The Local Plan went out to consultation in 2018 and it was essential that all necessary maps were uploaded.

RESOLVED:

- a) To invite Norfolk County Council to attend Overview and Scrutiny to give an update on surface water flooding.**
- b) To ask the Head of Business Transformation and IT to give an update on progress in uploading maps onto the system.**

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

None

91. PRESENTATION – NORFOLK COASTAL PARTNERSHIP

The presentation had been requested by the Committee following the retirement of Tim Venes as manager and was made by Estelle Hook and Gemma Clark.

- a) The role of the Norfolk Coastal Partnership was to look after the Area of Outstanding Natural Beauty (AONB) along the coast. An AONB enjoyed a level of protection equivalent to that of a National Park. However, the Norfolk Coastal Partnership was not a statutory consultee for planning applications. They could, however, provide advice.
- b) The Norfolk Coastal Partnership comprised local authorities, environmental organisations and other related organisations.
- c) The Partnership was set up in 1991. The main funding came from DEFRA. NNDC contributed £14,000 per annum. The Partnership delivered statutory duties on behalf of local authorities.
- d) The Norfolk Coastal Partnership disseminated information and delivered projects such as the Glaven Eel Project. It also sourced external funding for projects and had a sustainable development fund for communities.
- e) Tim Venes had retired as manager earlier in the year. There were now 6 team members (4.6 FTE).
- f) The Partnership's aims to protect the local distinctive character of North Norfolk fitted in well with NNDC's Local Plan.
- g) The Partnership was currently working on neighbourhood plans. Gemma Clark was doing some work at NNDC writing some of the Local Plan.

Questions and Discussion

- a) Ms V Gay asked how a body became a statutory consultee. It was explained that this was defined by national Planning legislation and was not something that could be changed locally. Planning officers did, however, pass applications to the Partnership for advice. To a further question from Ms Gay about providing advice out of the area, it was explained that there was not a rigid barrier but that advice did tend to be restricted to the AONB.
- b) Mrs S Arnold (Portfolio Holder for Planning and Planning Policy) thanked the Partnership for the presentation and for excellent advice.
- c) In response to a question from Mr S Hester about the difference between national Parks and AONBs, it was explained that National Parks had a different remit – access and education – and bigger budgets. They were also the Planning authority for the park. In response to a further question from Mr Hester, it was explained that the Partnership found it necessary to source external funding for some projects.
- d) The Corporate Director (SB) said that the Partnership was very important to North

Norfolk but that there were a number of issues regarding moving forward. There were 40 AONB partnerships which did not have the status of National Park authorities and were not statutory Planning consultees. There was some tension between national policies and our Local Plan and delivery. The work of the Partnership in North Norfolk was undermined because the boundaries weren't clearly defined. This led to potential for confusion regarding judgment of developments. It was important that the aspirations of NNDC were in line with those of the Partnership or there was a risk of market economies undermining the AONB. There was a tension between development and the Norfolk Coast Management Plan which could lead to a risk over time that the character of the area changed if it wasn't allowed to evolve in a sustainable way, e.g. housing for local people. Challenges included changes in development applications and demands for sustainable energy. How were we maximising the opportunities of external funding and public funds? There was also an issue regarding perception in that the Partnership operated from Fakenham.

- e) Mrs S Arnold asked if the government should be lobbied to make the Norfolk Coastal Partnership a statutory consultee. The Acting Manager agreed that this would ensure that the Partnership was automatically notified of all applications as well as raising the importance of its comments.
- f) Responding to the Corporate Director (SB) the Acting Manager said:
- Although the Partnership was not a statutory consultee for Planning it did, however, deliver statutory duties for NNDC.
 - Although development sometimes crept into the AONB, the Partnership had to treat the whole Area as equal when responding to Planning applications.
 - Alignment: the Partnership worked closely with all the Local Authorities in the Area. The Action Plan was put together by the whole Partnership, as an entity.
 - Affordable housing: local housing was supported by the Partnership and was part of the Action Plan. This was one of the reason why Neighbourhood Plans were supported.
 - The Partnership encouraged characteristic settlement patterns and building materials.
 - The Partnership was working with sustainable energy developers and was considering making application for some of their funds.
 - Office location: other sites had been considered but the Fakenham office represented good value for money.
- g) Mr R Price, Portfolio Holder for Housing, welcomed the Partnership's support for Affordable Housing. He asked when the gap between Sea Palling and Mundesley had last been reviewed. The Acting Manager replied that the area had been designated in 1968. The gap was because of the new Bacton Gas Terminal which was going to be built. In response to a question from Mr Price about the gap being revisited, the Acting Manager suggested that the Committee should ask the government to look again at all boundaries on the eastern side of Norfolk.
- h) The Chairman asked who would be the statutory consultee for the AONB if not the Norfolk Coastal Partnership. The Corporate Director (SB) said that it was Natural

England and Historic England but that they didn't have the same powers regarding AONBs. The Government could not make changes unless they considered all 40 AONBs. It was necessary to be practical.

- i) Mrs A Fitch-Tillett referred to an issue regarding changing the boundary around Hunstanton. The Acting Manager explained that Natural England owned boundary reviews, were very resistant, and had a long list of requests for review.
- j) The Democratic Services Manager would circulate the slides to Members and circulate them in the Members' Information Bulletin.

RESOLVED

To refer issues raised in the presentation to the Planning Policy and Built Heritage Working Party.

92. FEES & CHARGES 2018/19

The Head of Finance and Asset Management explained that the report recommended the fees and charges for 2018/19 that would come into effect from April 2018. The fees and charges as recommended would be used to inform the income budgets for the 2018/19 budget. Approval for the fees ahead of presenting the detailed budgets would allow for implementation of changes where applicable and also informed the 2018/19 budgets. It would also enable bills for chalet charges, licences for caravan and chalet parks etc to be sent out in a timely manner. Consideration was being given to installing individual meters to chalets so that the actual usage, rather than a set fee, could be charged. However, these were not yet in place.

Increases in fees were in line with inflation but some had been set by central government or were calculated on a cost recovery basis, e.g. Land Charges and Building Control.

Questions and Discussion

- a) Referring to chalet charges, Mr E Seward observed that there had been previous concern about the take-up of chalets. He asked if any chalets had been hard to let or if there had been a significant turnover. The Head of Finance and Asset Management replied that the concern had been about increasing beach hut charges. This was the third year of increased charges but there was still a significant waiting list for beach huts. Moving forward, a fundamental review of chalets would be carried out.
- b) Mr Seward expressed concern that garden bin fees were set separately under delegated powers and asked how Members could make input. The Head of Finance and Asset Management explained that the delegated powers were because of commercial sensitivity and gave officers more flexibility. He would provide a written response regarding the garden bin service and Member input.
- c) Responding to a further question from Mr Seward, the Head of Finance and Asset Management explained that the increase in charges to sports clubs was because of a reduction in funding from Sport England. There had been consultation with users about the price increases.
- d) Mrs S Bütikofer asked why the charges had not been listed. The Head of Finance and

Asset Management said that this was an omission and would be added to the report which would go to Full Council.

- e) Mrs Bütikofer asked a question about the charge of £20 for changing the registration number on a car park season ticket disc. The Head of Finance and Asset Management said that this was to offset the administration charge. It was hoped in the future to find a smarter way to manage the scheme so that the discs did not need to be reissued. Mrs Bütikofer asked that the charge be added to the list. Mrs G Perry-Warnes expressed concern that the charge was too expensive.
- f) The Chairman asked a question about the abolition of the annual parking permit for Holt Country Park. The Head of Finance and Asset Management explained that normal permits could still be used.
- g) The Chairman asked a further question regarding the reduction in the mobile homes charge. The Head of Finance and Asset Management explained that this was related to the Mobile Homes Act and was a licensing issue. He would provide a more detailed response to Members.
- h) In response to a question from Mr N Lloyd regarding charges for Sports Clubs and Hubs, the Head of Finance and Asset Management said the column needed to be completed. The spreadsheet had been compiled before the charges were set. He would ensure that the figures were added so that it was clear to Full Council.

RESOLVED

To support the recommendation to Full Council:

- 1. The fees and charges from 1 April 2018 as included in Appendix A.**
- 2. 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**

93. MANAGING PERFORMANCE Q2 2017/18

The report was introduced by Mr T FitzPatrick, Portfolio Holder for Strategic Policy and Governance.

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

The majority of the 71 activities were on track or ahead of plan (63) and six activities had been completed successfully. One had some problems and one had been cancelled. The 71 activities reported on were 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 was being closely monitored, particularly for the activities where issues or problems had been identified. Of the 24 performance indicators where a target had been set 21 were on, above or close to target and three below target. The delivery of the Annual Action Plan was

progressing according to plan. However, there were a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, were detailed in the report.

Questions and Discussion

- a) Jobs and the Local Economy: Mr E Seward asked why the New Anglia Economic Strategy was being claimed as an achievement when Cabinet previously saw it as a work in progress. Mr FitzPatrick explained that Cabinet had been instrumental in getting the District included in the Strategy and had made progress on the original draft. However, there was more work to be done, e.g. mobile phone infrastructure. Mr Seward expressed concern that Local Economic Partnerships could be a hidden area for most elected Members. He requested a briefing and an update in the Members' Information Bulletin. The Corporate Director (SB) said that significant changes had been achieved in the Strategy's drafting process, including reference to the Albert Bartlett plant and other opportunities in North Norfolk. There would also be a meeting in the future about doubling production at Linda McCartney and moving other businesses into the Fakenham plant. This would reduce job loss by half. Hain Daniels had met with representatives from Planning and Environmental Health to discuss possible necessary configuration of the factory. Bi-annual meetings with the Chief Executive of the LEP had also begun to ensure that the voice of North Norfolk was heard. Mr T FitzPatrick said that all Members should be able to see the Action Plan about delivery through LEPs and recommended signing up for the newsletter. Mr Seward expressed concern about democratic deficit.
- b) Supporting Fishing and Agriculture: Mr S Hester agreed that Fishing and Agriculture were important to the District but asked that support should also be extended to equestrian centres. Mr T FitzPatrick asked Mr Hester to provide a list of such establishments so that consideration could be given to supporting them.
- c) Mrs S Bütikofer asked for an update on Garden Bins. Mr R Price replied that a written update had been provided. He had been number 84 on the waiting list but had received his bin. He commended the Garden Bin website for its efficiency.
- d) Health and Wellbeing (04A02): in response to a question about helping rural communities combat fuel poverty, Mr T FitzPatrick said that a lot of parishes ran buying schemes which worked well, but that it was something that could be discussed further. He would ask the Portfolio Holder to look at the topic. Mr R Price said that there were various websites for oil purchase and that the Council should ensure that people were aware of the information. Mrs S Bütikofer said that the information needed to be distributed, especially for the elderly, but that it was important to avoid duplication. Mr T FitzPatrick said that this was an opportunity for the Council to ensure that Parish Councils had schemes in place. Mr S Hester suggested a section on the NNDC website with links to the relevant organisations. Mr R Reynolds reminded the Committee that Mr J Lee had done work on fuel poverty and purchase 3 years ago.
- e) Mr N Lloyd asked a question about recycling rates. The Corporate Director (SB) replied that recycling rates had peaked. The aim was now to maximise the quality by lack of contamination. In future there could be consideration of food waste recycling, but it might not be affordable. The Communications and PR Manager said that recycling for 2016/2017 had been 41.9%. This was 1% up on the previous year. Mr T FitzPatrick said that the recycling service was being run as economically as possible for the people of

North Norfolk but that a high level of contamination resulted in the rejection of the entire load. The Council was focussing on education – putting the right things in the right bin. There would also be the Christmas challenge of wrapping paper that wasn't recyclable. Ms V Gay expressed concern that England had fallen in the international recycling tables and was not continuing to improve.

- f) In response to a question from Mr S Hester regarding encouraging businesses to recycle, Mr T FitzPatrick explained that although the Council educated local businesses, commercial waste and recycling was a separate issue and didn't appear in the figures that Members were considering today.

RESOLVED

To note the report.

94. ASSET MANAGEMENT PLAN & SUPPORTING DOCUMENTS

The report, which had been requested by the Committee, had come for pre-scrutiny and would go to Cabinet in February as part of the budget setting process.

Introducing the report, the Corporate Director (SB) explained that the Council had recognised the need to be more commercial in the use of its assets. Because of this, Gleeds had been appointed. They had made recommendations and a workstream had been progressed. There would be a £2.2m financial gap in 4 years' time. It was essential that the Council maximised its land and property holdings. Some were investment units, and some were leased and earned income.

Options included using some resources to generate income beyond traditional expectations, investing locally or investing in property portfolios. However, the latter had an element of risk. Moving forward, there were choices for the authority about selling or disposing of some of its assets and seeking to acquire assets that would allow delivery of the Corporate Plan and generation of income, e.g. North Walsham Precinct and opportunities in other town centres. This would require a change in the Council's constitutional position. It would give the Council community responsibility as landlords and aid economic development.

The Head of Finance and Asset Management explained that CIPFA set regulations. They had recently provided updated guidance on the Capital Strategy and had recommended that it should be reviewed and updated annually, along with the Asset Management Plan, at the same time as budget setting. There had been fundamental changes to the old Strategy which had been written some years ago.

The Estates and Asset Strategy Manager explained that the Asset Management Plan was an overarching plan covering 5 years. It was a strategic document with the assets split into 4 sections. The document set out the strategic direction of the Council's land and property portfolio and provided a framework within which the Council managed its land and property assets. The document highlighted key achievements, the strategic direction, the portfolio and local, regional and national influences and considered the financial issues, risks and resources required.

Other documents in the suite:

- The Commercial Property Strategy set out how the Council grew and managed its commercial property portfolio. This document provided a framework through which the Council would 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.
- The Acquisition Policy set out why, when and how the Council acquired land and property assets. This document provided a framework through which the Council would be able to effectively manage its land and property portfolio commercially.
- The Disposal Policy set out how the Council disposed of its land and property assets. This document provided a framework to enable the Council to effectively manage its land and property asset portfolio

Presentation on Concessions

The presentation was made by the Concerto Support Officer who had produced it as part of a management development programme. It provided a sound business proposal.

- a) A concession is a licence to trade from a public open space owned by the Council
- b) Benefits:
 - Provision for locals as well as tourists.
 - Concessions can be attractions in their own right, leading to greater footfall, e.g. Bucket List at Paul's Lane, Overstrand.
 - Increase in income from Business Rates and car parks.
- c) Risks, and measures taken to prevent them:
 - Poor response – need to monitor our marketing strategy.
 - Council reputation: need to assess businesses applying for concessions, and terms should be included in the licence to mitigate negative aspects.
 - Unlicensed concessions: licensed operators supplied with a badge and parking teams to enforce those without a licence.
- d) Progress:
 - 24 potential sites identified, mostly on coastal assets.
 - Improved marketing strategies.
 - Application process simplified.
 - Assessment of applications.
- e) Income: in 2016 concessions raised £16,000 from 5 pitches. In 2017, £30,000 was raised from 10 pitches.
- f) Other opportunities included pop-up shops, event concessions and themed events.

g) Next steps:

- Evaluation of applications in January 2018.
- Grant licences for March.
- Identify improvements for next season.
- Explore opportunities.

Gleeds recommendations (Corporate Director (SB))

- a) Sale of Highfield Road, Fakenham: this had been through local consultation. Cabinet resolved to retain the asset and use it as a pay and display car park. The Car Park order has gone through and work is being done on the surface.
- b) Wells Beach Road toilets: this facility was dated, struggled to meet demand and was no longer fit for purpose. A working group had been meeting with Wells Town Council since June, with a final meeting scheduled for 10 January 2018. There was commercial interest in a new scheme but significant local opposition. The scheme has since been redesigned with 2 storeys (retail/office on ground, holiday apartments on upper storey).
- c) Grove Lane Depot site at Holt: this had been recommended for residential development. The Estates and Asset Strategy Manager had explored the investment but returns were considered to be relatively modest and would require taking out some reserves. Interest had since been expressed by a commercial developer which would give a greater return.
- d) Cadogan Road Car Park (hotel): this had not been progressed because of strong local opposition.
- e) Gleeds had been asked to advise on a potential development at Catfield, and for advice on providing more modern facilities and converting units currently in use as public conveniences into holiday lets.

Questions and Discussion

a) Mr E Seward asked 3 questions:

- Assets of community value: the Corporate Director (SB) explained that there were approximately 25 sites which communities valued and had asked to be protected, should they cease to operate. Assets of community value could be registered as such. There were opportunities to acquire such assets if criteria were fulfilled. The Head of Finance and Asset Management said that CAMRA was campaigning to protect local village pubs. If an asset was listed, it remained on a website for 5 years and was taken into consideration for a 6 months moratorium to enable the community to acquire the funds to buy it. This was not usually enough time for a community to raise the sum required. The Asset of Community Value designation would potentially restrict the owner from changing the use of the building and this would lower the valuation.
- Surplus land: this referred mostly to surveyors' allotments across the District. They had no development or commercial value but placed a burden of responsibility on the Council.

- Area Review of North Walsham: this referred to a review by Norfolk County Council in respect of Older Care. NNDC could only serve as a facilitator and, as Planning authority, seek to influence. NNDC would like to see a better library in the town and a Job Centre.
- b) Mrs S Bütikofer asked 4 questions:
- Are we sure that Gleeds is the right partner for us? The Corporate Director (SB) said that their advice was sound and provided on a good basis but that sometimes community opposition had resulted in modifying proposals or not taking them forward. Mrs Bütikofer asked about other companies but was advised that a tender process had been undertaken and Gleeds had been preferred. Our capacity had been extended by using Gleeds.
 - Other sites for beach huts: it was explained that all areas along the coast were being reviewed. There were some areas where people had suggested beach hut provision and others that weren't suitable.
 - P.136, temporary accommodation: this referred to land sold to Broadland Housing.
 - Mrs Bütikofer was assured that the report would go to Full Council.
- c) Ms V Gay asked 3 questions:
- Was it incumbent on the local community to request Asset of Community Value designation or could the Council do it? The Estates and Asset Strategy Manager explained that it would be the responsibility of the Parish Council. To a question about banks being included in the scheme, the Monitoring Officer replied that they were, if they met the criteria.
 - Proposed changes to the Constitution: the Monitoring Officer explained that proposed changes would have to be debated by the Constitution Working Party. Most decisions (acquisitions and disposals) would be executive, under delegated powers, in circumstances where quick decisions were required. The Constitution Working Party would discuss how this was embedded in the Constitution. The Corporate Director (SB) said that constitutional changes would be part of the Acquisitions Policy. It had been suggested that a local capital property fund should be established. It was proposed that this would be a fund that could be invested locally, with checks and balances put in place, e.g. contact with local Members. The fund would give flexibility for quick action. The alternative would be for the Council to establish a property company but this would allow no transparent feedback to the organisation. Work had been done regarding forming a property company but there were no compelling reasons for doing so. The fund would be within the capital reserve.
 - Identification of potential opportunities? This was part of the Property Team's remit.
- d) The Chairman asked that, before the report went to Full Council, it should be expanded and amended to reflect these checks and balances, and the full process should be clearly illustrated.
- e) Mr E Seward expressed concern about delegated power which he saw as a democratic deficit. He proposed the following recommendation which was resolved by the Committee: "That Overview and Scrutiny Committee receive a further report on the

governance arrangements for matters concerning the acquisition and disposal of assets that creates a better balance between the need for commercial sensitivity and, at the same time, the need, as part of the democratic process, for appropriate Member involvement in this area.”

- f) Mr S Hester supported the Concessions presentation but asked for further information about the pop-up concessions and an update after the review of the 24 pitches.
- g) Mr E Seward said, with reference to St Nicholas Precinct, North Walsham, that when assets were transferred to the community there might be little or no return to the authority. He asked if more work needed to be done on this in the Capital Strategy. As a public authority we had a responsibility to provide services but that didn't always produce an income. He asked that this should be reflected in the Capital Strategy.
- h) Mrs J Oliver, the Portfolio Holder, said that when concessions were being considered, possibilities would be shared with Local Members. In response to Mr Seward, she agreed that the Council needed to focus on the long term, not purely on cash return. She hoped that all councillors and parties would sign up to this. Consensus was helpful to officers.
- i) The Chairman said that it was necessary to optimise, not necessarily always maximise. Consideration also needed to be given to the increasing older population of the District and the implications for the appropriate asset portfolio.
- j) The Corporate Director (SB) explained that when the Council assumed responsibility for the precinct at North Walsham, there had not been a wider strategy. Had investment been expanded into units in that precinct, the Council would have had control and could have raised some income. He recommended that, with this in mind, the Strategy should be strengthened.
- k) The Monitoring Officer said that the Strategy was not just about investing for economic return but investing in local communities. It would require courage, e.g. North Walsham, but the Council needed to show commitment to local communities.
- l) Mr S Hester said that if the strategy was about investing in local communities then it would have been a better approach to buy the house adjacent to the Itteringham Community shop for a local couple to live in rather than as a holiday let. The Monitoring Officer replied that the village was keen to generate income and felt that it could support their business. Also, it was a very large house and more suited to holiday lets.

RESOLVED

- 1. That Overview and Scrutiny Committee receive a further report on the governance arrangements for matters concerning the acquisition and disposal of assets that creates a better balance between the need for commercial sensitivity and, at the same time, the need, as part of the democratic process, for appropriate Member involvement in this area.**
- 2. That the revised Asset Management Plan comes back to the Overview and Scrutiny Committee in February 2018 before going to Council for approval**

To recommend to Cabinet:

That the Asset Management Plan reflects the changes discussed, striking a balance between commercialisation and public service.

95. THE CABINET WORK PROGRAMME

The Democratic Services Manager updated Members on changes to the Cabinet Work Programme.

RESOLVED

To note the Cabinet Work Programme.

96. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services Manager advised Members that the Head of Planning was in attendance to respond to any queries regarding the report on planning which was due to come to the next meeting of the committee. The Committee had previously agreed that they would like to cover the following issues:

- A broad overview covering any recent changes to the planning team, including the planning policy team
- Progress with the local plan and whether planned timescales were being achieved
- To receive an update on the enforcement / monitoring of planning conditions.
- That the Housing Strategy scheduled to come to the committee at the same time should include information of how this sat within the context of the local plan.

The Head of Planning said that due to resource issues within the Planning Policy team, the best approach would be to bring a broad overview of the planning service, including an update on staff changes and a summary of how the Housing Strategy and Local Plan were linked. She advised that an update on enforcement issues would be covered by a separate report to the committee in February. The timescale for the Local Plan would be discussed at the next meeting of Planning Policy & Built Heritage Working Party.

Members agreed to the approach outlined above.

RESOLVED

To note the Overview and Scrutiny Committee Work Programme.

The meeting ended at 1.15 pm

Chairman

Housing Strategy – Update

Summary: The Housing Strategy 2016-2020 was approved by Full Council in November 2016. The Housing Strategy and Housing Strategy Action Plan set out the Council’s priorities for housing and the actions and interventions which the Council working alone and, where appropriate, with its partners and stakeholders will undertake in order to achieve the objective that both new housing and existing housing provision across the district supports thriving residents, communities and businesses. The Housing Strategy Action Plan is reviewed on a bi-annual basis and this report sets out the outcome of the second review of the Action Plan and comments on the link between the Housing Strategy and the Local Plan. The report concludes that whilst there is some slippage in the achievement of identified actions, overall the Action Plan is currently on track to be delivered by the end of the 2020.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet paper 31 October 2016: Housing Strategy 2016-2020. Overview and Scrutiny
Committee paper 17 May 2017: Housing Strategy – Six Month Update

Cabinet Member(s)	Ward(s) affected All
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1. Background

- 1.1 In November 2016, Full Council approved the adoption of a Housing Strategy for North Norfolk and the Housing Strategy Action Plan. The Housing Strategy provides a strategic framework for the interventions and actions the Council will undertake working alone or with partners in relation to housing delivery and existing housing to ensure that the objective that both new and existing housing provision across the district supports thriving residents, communities and businesses is achieved. It should be noted that the Housing Strategy is the overarching document in a comprehensive suite of strategies and policies which encompass all areas of housing which includes the Housing Allocations Scheme and Tenancy Strategy.
- 1.2 The Housing Strategy Action Plan sets out the specific actions and activities which will be undertaken to deliver the objective of the Housing Strategy. The Action Plan is subject to bi-annual reviews to track progress against existing actions and activities and enable new actions to be included as required.

2. Review of the Housing Strategy Action Plan

- 2.1 The second bi-annual review of the Housing Strategy Action Plan has identified that overall progress against the delivery of the identified actions and activities is being made. In some cases, work on an activity has not yet taken place as other work or actions have been prioritised or information or guidance which is needed to inform work on an activity is not yet available. Progress has been made in the last six months on work to produce the new Local Plan, although overall work is still behind the original timescale for completion of the Local Plan.
- 2.2 A new action in relation to the Communities Housing Fund was added to the Action Plan in May 2017 with three specific activities identified. One of the identified activities is now complete as the new Community Led Housing team has been recruited and the team are actively engaging with parishes and communities in the target area for the Community Housing Fund. The team have held one community consultation event to capture views on a proposed community led housing scheme and are preparing for a second event in January. The release of the funding prospectus for future funding from the Communities Housing Fund is awaited and once received the Council will seek to ensure that every opportunity to seek funding for community led housing schemes across the district is taken.
- 2.3 A new action has been added to respond to opportunities to support housing delivery in North Norfolk. This action is on track, with the Council submitting a bid to the national Housing Infrastructure Fund in September 2017 to support the delivery of 1380 homes in Fakenham on the Fakeham Urban Extension site. The outcome of the bid is awaited. The appropriateness of submitting bids to future funding opportunities will be considered on a case by case basis taking into account the relevance of funding programmes and match to opportunities to bring forward housing delivery across the district.
- 2.4 Appendix A provides an update on progress for each specific activity in the Action Plan, comments are made where there is some progress but the activity is not on track or is currently on hold or to provide additional information on progress.

3. Relationship of Housing Strategy and Local Plan

- 3.1 The overall objective of the Housing Strategy recognises the role of both existing and new housing provision in ensuring there are thriving residents, communities and businesses across North Norfolk. The Housing Strategy Action Plan identifies a number of key actions and activities which together will ensure that new housing provision across North Norfolk supports the achievement of this objective. The current and emerging Local Plans provide the framework for the delivery of many of these actions and activities through the mechanism of planning policies which set out where new homes can be provided and what types should be provided, including the requirement to provide the viable amount of affordable homes on market sites and the requirement that a proportion of new homes are accessible or easily adaptable to meet the needs of the elderly, infirm or disabled. The Local Plan is integral to the achievement of the Housing Strategy objective.

4. Conclusion

- 4.1 The second bi-annual review of the Housing Strategy Action Plan has shown that overall progress is being made in the delivery of actions and activities which will ensure that the objective of the Housing Strategy is met. There are some actions and activities which are currently on hold or where there is slippage against the original completion date. In some instances, this reflects the fact that other actions or work were prioritised. A new action has been included to ensure that the Council considers all opportunities to support housing delivery across the district by bidding for appropriate external funding. It is expected that by the end of 2020 the actions and activities identified in the Action Plan will have been completed.

Housing Strategy Action Plan Monitoring

New Housing

Action/Intervention	Activities	Timescale	Lead officer/team	On target?	Comments
Ensuring new housing is delivered in a timely way					
We will continue to review and improve as required the planning application process	Business Process Review to improve processing time for planning applications	Dec-16	Head of Planning	Complete	New processes are delivering outcomes above targets.
Monitor the number of sites with planning permission which have not yet started on site	<ul style="list-style-type: none"> Monitor how many sites have not achieved an actual start on site 12 months from the date of planning consent being issued Identify why such sites have stalled 	March 2017 and then ongoing	Planning Policy Team	Some progress Some progress	Actively monitoring number of starts of planning permissions to inform 5 Year Housing Land Supply Statement produced on annual basis. Not currently actively monitoring number of starts delayed beyond 12 months due to other work priorities.
Keep planning policies under review and where required reflect changes in the market which impact on developers' and builders' ability to build out site with permissions	<ol style="list-style-type: none"> Review the Housing Delivery Incentive Scheme Decision as to whether to extend the scheme and basis of any extension 	Dec-16	Planning Policy Team	Complete Complete	Review completed. Revised new scheme launched June 2017 to operate in period until new Local Plan is live.
Ensure the Council has an up to date Local Plan	<ol style="list-style-type: none"> Procure required evidence to inform development of policies for new Local Plan. Produce Local Plan policies to meet: <ul style="list-style-type: none"> Needs of older people Needs of disabled people and those with a long term, limiting health problem All other household types Need for housing for those who cannot afford to or choose not to buy –including affordable housing provision, private rented housing and support for home ownership including Starter Homes requirement Needs identified from the self-build and custom build register Requirements of Housing and Planning Act 2016 Requirement to address coastal erosion through effective roll back policies in relation to housing and communities 	End of 2016 Mid 2019	Planning Policy Team	Some progress	<p>The Local Plan will provide the strategic planning policies for the District. Timetables have been revised by Project Team and work is approximately 6 to 8 months behind the original milestones. A more detailed project review is intended to be undertaken in the next quarter.</p> <p>General Update: Work is focused on the remaining commissioned evidence and statutory documents, production of topic papers, emerging policies and Member discussion on high-level policy e.g. setting of the housing target, settlement distribution and approach to the spatial strategy. A self build register is published on the Council's website.</p>
NEW ACTION Respond to opportunities to support housing delivery in North Norfolk	<ul style="list-style-type: none"> Submit bids where appropriate for government funding to support the delivery of housing across the district, with particular focus on funding which will address infrastructure deficits which may prevent a site being developed. 	Ongoing	Housing Strategy Team	On track	September 2017, bid to Housing Infrastructure Fund to support delivery of 1380 homes submitted, funding decision awaited.
Ensuring a sufficient supply of land is available					
Maintain a minimum five year supply of land for new homes	<ul style="list-style-type: none"> Monitor the supply of housing land available Bring forward reserve sites as required 	Ongoing	Planning Policy Team	On track On track	HELAA published 2017 along with annual 5 Year Housing Land Position Statement. New sites will be allocated through the emerging Local Plan.
Allocate new housing sites as required	<ul style="list-style-type: none"> Review all sites identified through Local Plan call for sites process Identify preferred sites for Local Plan Site Allocations Document 	Early 2017 Mid 2017	Planning Policy Team	Some progress Some progress	First stage assessment through HELAA complete Sites to be identified as part of first draft of Local Plan Regulation 18 consultation to be carried out in 2018.
Respond to the needs identified through the self-build and custom build register	<ul style="list-style-type: none"> Consider needs identified from register Identify suitable sites Include appropriate policy in forthcoming Local Plan 	Ongoing Ongoing Mid 2019	Planning Policy Team	On track Some progress Some progress	Interim policy approach in place through Housing Delivery Incentive Scheme launched in June 2017.
Ensuring the right sizes, types and tenures of housing are provided					
Keep information on the need for housing, including the need for affordable housing and specialised and supported housing up to date	<ul style="list-style-type: none"> Undertake/procure required surveys and assessments of housing need 	Ongoing	Planning Policy Team/Housing Strategy Team	On track	Updated Strategic Housing Market Assessment completed 2017.
Ensure that the Local Plan contains specific policies to require that new housing supply contributes to meeting these needs Require the provision of the viable amount of affordable housing on eligible sites	<p>Affordable Housing</p> <ul style="list-style-type: none"> Maintain use of H02 and H03 policies pending adoption of new Local Plan policies for affordable housing. Negotiate viable amount of affordable housing on eligible sites in accordance with policy H02 Secure all affordable housing provided through planning policy through use of appropriate Section 106 Agreement provisions 	Ongoing Ongoing Ongoing	Planning Service Planning Service/Housing Strategy team Planning Service/Housing Strategy team/Legal	On track	

	<ul style="list-style-type: none"> Produce new policies for forthcoming Local Plan Specialised and supported housing Maintain use of policy H01 pending adoption of new Local Plan policies in relation to needs of older persons and those who require specialised/supported housing Produce new policies for forthcoming Local Plan 	Mid 2019	Planning Policy Team	Some progress	New Local Plan process subject to some delay - see above.
		Ongoing	Planning Service	On track	
		Mid 2019	Planning Policy Team	Some progress	New Local Plan process subject to some delay - see above.
Ensure that a range of affordable housing is provided to meet the need for rented affordable housing and affordable housing for sale	<ul style="list-style-type: none"> Undertake a review of the need for and affordability of affordable housing for sale products Identify appropriate mix of affordable rented and affordable for sale homes on all eligible sites Consider how new supply can meet the needs of those impacted on by changes in welfare entitlement, including those single people aged 35 or less 	Mar-17		On Hold	On hold, pending outcome of housing white paper which proposes new affordable homeownership products.
		Ongoing	Housing Strategy Team	On track	
		Sep-17		Some progress	New Housing Allocations Scheme will allow sharing of affordable housing stock by single people.
Respond to the requirements of legislation and planning policy guidance in relation to new housing provision	<ul style="list-style-type: none"> Amend planning policies as required 	Ongoing	Planning Policy Team	Some progress	New Local Plan in preparation but progress behind schedule.
Support the delivery of community led housing schemes to be funded from the Community Housing Fund	<ul style="list-style-type: none"> Ensure spend of the 2016/17 Community Housing Fund allocation in accordance with the submitted delivery plan Recruit a Community Housing Delivery Officer (shared post with Borough Council of Kings Lynn and West Norfolk and Breckland District Council) and Local Housing Enabler to support communities to develop community led housing schemes. Develop an ongoing pipeline of schemes to be submitted as bids to the Community Housing Fund from 2017/18 onwards. 	Ongoing	Housing Strategy Team	On track	
		Jun-17	Housing Strategy Team	Complete	Community Housing Delivery Officer recruited and in post. Two Local Housing Enablers (1.38 FTE) recruited and in post.
		Ongoing	Housing Strategy Team	On track	All parish councils in initial target area have been contacted regarding the fund. A review of targetting data has identified a further 5 parishes where at least 10% of all dwellings are second or holiday homes and these parishes are in the process of being contacted.
Supporting housing delivery					
Maintain a programme of exception housing schemes across the district to meet local housing need	<ul style="list-style-type: none"> Consult and work with town and parish councils to bring forward proposals for exception housing schemes Identify cold spots where there is a lack of provision to meet local housing needs and target provision in these areas Ensure local communities understand the mixed tenure model 	Ongoing	Housing Strategy Team	Some problems	Has been a reduction in capacity for enabling work, however, the new Local Housing Enablers are engaging with parish councils in the target area for the Community Housing Fund.
Respond to changes in funding for the provision of affordable housing to seek to maximise the provision of new affordable housing including homes for rent, for affordable sale and supported housing	<ul style="list-style-type: none"> Identify new models of supporting affordable housing delivery Maximise opportunities to secure affordable housing through planning gain Consider how new affordable sale products can support provision of affordable homes for rent 	Apr-18	Housing Strategy Team	On track	
		Ongoing	Planning Policy Team/Housing Strategy Team	On track	
		Dec-17	Housing Strategy Team	Some problems	This work has been delayed due to other priority work. Changes to grant funding mean that more funding for rented affordable housing is now available.
Consider how the Property Investment Strategy and Local Investment Strategy can support the delivery of new homes of all tenures	<ul style="list-style-type: none"> Identify opportunities for direct provision in housing, including provision of private rented housing to be made via the Property Investment Strategy Make decision as to whether additional funding can be made available for new bidding round for loans to Registered Providers 	Ongoing	tba	On hold	Cabinet agreed to consider plans for a residential development scheme for Grove Lane, Holt, with the development of such a scheme being the subject of a future report to Cabinet. Any decision to develop new homes would be subject to an analysis of the benefits of selling all homes or holding some/all in a property company. Since this time the Council has been approached by a potential tenant for the premises at Grove Lane and officers are investigating this opportunity.
		Mar-17	Cabinet	On hold	The Property Investment Strategy, for the 2017/18 financial year is focussing on longer term investments to try and improve on interest rate returns due to the extremely low bank rates currently being experienced. This has resulted in some of the Council's cash reserves being invested for longer periods of time. Further analysis will need to be undertaken to establish what money might be available to provide further loans to registered providers, should there be interest in this.

Existing Housing and meeting housing related needs

Action/Intervention	Activities	Timescale	Lead officer/team	On target?	Comments
Ensure that new and existing affordable housing meets the needs of existing tenants, applicants, Registered Providers and the Council	<ul style="list-style-type: none"> Continue to operate Choice Based Lettings 	Ongoing	Housing Customer Services Team and Housing Strategy Team	On track	<p>A number of changes have been made to improve the operation of the scheme, including introduction of a mobile app and daily bidding. Monitoring of overall numbers undertaken, further analysis required of types of properties becoming available.</p> <p>New Housing Allocations Scheme was adopted by Full Council in May 2017, following pre-scrutiny of scheme. Implementation of necessary IT changes and need to remodel services in advance of the implementation of the Homelessness Reduction Act 2017 from April 2018 has delayed commencement of use of new scheme. A number of minor changes to the scheme have been identified as required and approval of an updated new scheme will be sought to allow the new scheme to go live in April 2018.</p> <p>Focus has been on development of new Housing Allocations Scheme</p>
	<ul style="list-style-type: none"> Monitor the turnover of affordable housing in terms of the Council's ability to meet housing need 	Ongoing		On track	
	<ul style="list-style-type: none"> Ensure the Housing Allocations Scheme remains fit for purpose and reflective of changes to legislation and statutory guidance through amendments as required. Consider and respond to the impact of changes to welfare support for housing costs, including the impact on single people aged 35 or less 	Ongoing	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Review and monitor the Tenancy Strategy to ensure it is fit for purpose. 	Ongoing		On hold	
Explore how the private rented sector can contribute to meeting housing need	<ul style="list-style-type: none"> Identify opportunities to remove barriers to entry to the private rented sector 	Sep-17	Housing Customer Services Team	Some progress	<p>This work has been delayed by the requirement to review service delivery by the Housing Customer Services Team to respond to the requirements of the Homelessness Reduction Act 2017, the main provisions of which are implemented in April 2018. As a consequence additional staff are being recruited to provide the required capacity the team need and ensure that a new focus on the private rented sector will be integral to the service.</p> <p>See above. In addition the new Housing Allocations Scheme will enable rooms in shared properties to be advertised.</p>
	<ul style="list-style-type: none"> Engage with private landlords to promote take up of tenants in receipt of benefits 	Mar-17		Some progress	
	<ul style="list-style-type: none"> Consider opportunities to provide tenant matching service through Your Choice Your Home scheme for private landlords 	Mar-17		Some progress	
	<ul style="list-style-type: none"> Consider opportunities to meet needs of under 35's in shared housing 	Mar-17		Some progress	
Ensure that the initial and subsequent sales of shared ownership and other affordable housing for sale products are targeted effectively	<ul style="list-style-type: none"> Ensure that Section 106 Agreements make provisions for targeting the initial and subsequent sales of affordable housing for sale dwellings to eligible households 	Ongoing	Housing Strategy Team	Some progress	<p>Clarification is being sought as to whether new funding regulations for shared ownership dwellings will in some instances limit ability to prioritise such dwellings for households with connections to North Norfolk. Affordable homes for rent are not affected.</p> <p>Affordable homeownership properties for sale have been widely advertised, but work on increasing awareness of product has not been undertaken.</p>
	<ul style="list-style-type: none"> Widely advertise and promote the provision of affordable housing for sale products and increase awareness of products and availability 	Ongoing	Housing Customer Services Team/Housing Strategy Team	Some progress	
Continue to uphold Section 157 restrictions on former Council properties sold through the Right to Buy	<ul style="list-style-type: none"> Include details of the Council's approach to Section 57 restrictions on the website, to include details of what information is required in order consider a request to waive the restriction and the cases where such a request may be approved 	Dec-16	Housing Strategy Team	Delayed	<p>Focus has been on other work streams and consideration of requests to waive the restriction.</p>
	<ul style="list-style-type: none"> Reject requests to remove the restriction and consider all requests to waive the restriction 	Ongoing	Housing Strategy and Community Development Manager and Portfolio Holder for Housing	On track	
Maintain an adequate supply of self-contained and emergency temporary accommodation.	<ul style="list-style-type: none"> Monitor the usage and requirement for temporary accommodation 	Ongoing	Housing Customer Services Team	On track	<p>Temporary accommodation usage and need is continually kept under review. The 2 bedroom bungalow is being actively used as temporary accommodation. In discussions to procure 4 x 2 bed flats (new build) which will be designed to provide flexibility of use as temporary accommodation and meet a range of needs.</p>
	<ul style="list-style-type: none"> Procure sufficient self-contained properties to meet needs. 	December 2016 then ongoing	Housing Customer Services Team/Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Monitor the loss of affordable housing stock in relation to the types, sizes and locations of properties sold. 			On track	

Monitor the impact of disposals and sales through the Preserved Right to Buy and Voluntary Right to Buy	<ul style="list-style-type: none"> Monitor whether the portable discount on the Voluntary Right to Buy is operating to address demands from tenants to purchase and to protect rural housing stocks Review the impact of sales on overall supply and ability to meet housing needs from different household types and sizes across the district and in particular single persons and larger families. Identify opportunities to address lack of or reduction in affordable provision as a consequence of sales 	Ongoing	Housing Strategy Team	Some progress Some progress	<p>Voluntary Right to Buy has not yet been extended to tenants in North Norfolk.</p> <p>Regular monitoring of disposals undertaken, need to review impact on lets in 2016/17 and 2017/18 and housing need.</p> <p>Work to ensure there is a pipeline of affordable housing schemes is underway, but will need to be refined to reflect analysis of impact of sales.</p>
Support initiatives and interventions which enable residents to live independently in their home					
Ensure that the Disabled Facilities Grant service operates efficiently and effectively to minimise application timescales and provide more advice and assistance to ineligible households	<ul style="list-style-type: none"> Monitor how the use of the new preventative assessment is reducing the overall application process 	Tbc		Complete	New preventative assessment has allowed more assessments to be completed within the existing staff resource, within the IHAT this has reduced the waiting time for the completion of assessments.
	<ul style="list-style-type: none"> Continue to identify and implement opportunities to reduce the overall application timescale and improve the customer journey 	Ongoing		On track	
	<ul style="list-style-type: none"> Consider how the service can become more reactive and provide grants which support the invest to save and prevention agendas Consider how integration with Norfolk County Council Locality Teams can increase the resources available for assessment of needs 	Dec-17	Integrated Housing Adaptations Team	Some progress	This workstream will be a focus from January 2018 onwards.
	<ul style="list-style-type: none"> Identify opportunities to provide practical advice and assistance to ineligible households to ensure the works to the property which are required to meet their needs are undertaken in a timely and effective way 	Mar-17		Delayed	Training to allow Community Occupational Therapist's to undertake assessments for adaptations will take place in quarter 4 of 2017/18.
Work with providers of supported housing to ensure that residents who no longer require the service can be moved on quickly	<ul style="list-style-type: none"> Consider how appropriate priority can be given to residents who are ready for move on or independent living 	Dec-17		Complete	Existing and new Housing Allocations Scheme contains provisions to provide appropriate priority for applicants ready to move on from supported housing.
	<ul style="list-style-type: none"> Ensure all such residents receive housing advice and signposting to all housing options which would meet their housing needs 	Ongoing	Housing Customer Services Team	On track	Each resident that approaches the Council who has been identified as being ready to move on, is provided with information on how to access both private rented and affordable accommodation.
Continue to engage with and develop the North Norfolk Early Help Hub	<ul style="list-style-type: none"> Monitor the NCAN request for support and monitoring system to inform a decision on the extension of the contract 	Jul-17	Community Development Team/Early Help Steering Group	Complete	Contract extended for a further year.
	<ul style="list-style-type: none"> Expand membership of the hub to all appropriate agencies 	Ongoing	Early Help Hub	On track	Work to expand the Early Help Hub is an ongoing activity, however, success in 2017/18 to date is engagement of mental health professionals.
	<ul style="list-style-type: none"> Increase awareness of the hub amongst all relevant organisations and groups 	Ongoing	Early Help Hub	On track	
Work with Norfolk County Council and other funders to support the provision of new and existing supported housing and ensure the effective use of such provision to meet identified housing needs.	<ul style="list-style-type: none"> Monitor and respond to the conclusions of the ongoing review into the funding for supported housing and take any required action to protect existing and planned new provision which would be otherwise adversely impacted by the rent cap. 	Ongoing	Housing Strategy Team/Integrated Housing Adaptations Team	On track	Continuing to engage with Norfolk County Council to understand the implications and impact of reductions (and in some cases removal) of funding for housing related support. Working with Norfolk County Council and other partners to co-produce new social prescribing and isolation services to serve Northern Locality to ensure residents of North Norfolk get the best outcome from these new services. Responding to new Government consultation on how supported housing accommodation costs will be funded. New government consultation on supported housing, whilst providing little detail on how the new 'sheltered rent' cap will operate has provided sufficient certainty on funding position from 2020 onwards to allow this workstream to be progressed.
	<ul style="list-style-type: none"> Identify opportunities to meet older persons accommodation needs including the need for Housing with Care of all tenures 	Mar-19		On track	
	<ul style="list-style-type: none"> Identify appropriate responses to the needs identified through the Joint Strategic Needs Assessment Identify new forms of accessible affordable housing. 	Within 6 months of publication		Awaiting publication	
	<ul style="list-style-type: none"> Prepare specification for wheelchair accessible properties 	Mar-18		On track	
	<ul style="list-style-type: none"> Make the case for preventative funding 	Nov-16	Integrated Housing Adaptations Team	On hold	Focus on commitment and spend of increased DFG budget in 2017/18 has delayed this work stream.
		Dec-16		On hold	Focus on commitment and spend of increased DFG budget in 2017/18 has delayed this work stream, but will be reviewed in 2018/19.

	<ul style="list-style-type: none"> Explore opportunities for cross over between health and care and support funding 	Apr-18		On track	Engaging with Norfolk County Council and Public Health on funding which can address health and wellbeing and support independence.
Ensure that existing housing is of good quality					
Take appropriate enforcement action where a Category 1 Hazard exists and consider appropriate action where there are multiple Category Two Hazards	<ul style="list-style-type: none"> Review the Corporate Enforcement Policy and Environmental Health Enforcement Policy to reflect new provisions in relation to rogue landlords and letting agents and Rent Repayment Orders Ensure all appropriate powers are used to address poor dwelling condition irrespective of tenure Ensure residents are aware of how to complain about the condition of their dwelling and the new provisions on retaliatory evictions 	Prior to the provisions coming into force	Environmental Protection Team/Housing Strategy and Housing Customer Services teams	Some progress	Corporate Enforcement Policy updated in 2016, no further updates required. Environmental Health Enforcement Policy in process of being updated, awaiting response from all service areas before finalising document.
		Ongoing	Environmental Protection Team	On track	
		Ongoing	Environmental Protection Team	On track	
Ensure all licensable HMO's are licensed and advice is provided in relation to the standards required for non-licensable HMO's	<ul style="list-style-type: none"> Maintain a register of licensed HMO's and undertake regular inspections as required Identify and inspect non-licensable HMO's and provide appropriate guidance to owners/agents on required standards Take appropriate action where required standards are not met 	Ongoing	Environmental Protection Team	On track	Working with Council Tax and other service areas to identify potential HMOs as new legislation is expected in 2018 which will expand number of licensed HMOs in North Norfolk.
				On track	
				On track	
Provide advice to owners of long term empty homes and take appropriate action where owners fail to bring the dwelling back into use or where the dwelling is a blight	<ul style="list-style-type: none"> Maintain and promote the Empty Property Matching Service Take appropriate action to bring long term empty homes back into use through advice and support. Use the most appropriate enforcement power where an owner will not engage to voluntarily bring the dwelling into use or where the property is a blight 	Ongoing	Corporate Enforcement Team	On track	Continuing to advise owners of long term empty homes that the Empty Property Matching Service is an option available to them to sell the property. All new registrations are promptly activated.
				On track	
				On track	
Explore ways to prevent blight as a result of coastal erosion	<ul style="list-style-type: none"> Consider and recommend appropriate policy responses in forthcoming Local Plan Identify initiatives and opportunities to prevent dwellings in coastal erosion zone being blighted resulting in reduction in the quality of dwellings 	Dec-18	Coastal Partnership	On going	The Council's planning team is in discussion with other Norfolk and Suffolk coastal council's planning departments to share best practice. Discussions are ongoing with DEFRA regarding coastal adaptation and consideration is being given to a linked coastal adaptation strategy for Coastal Partnership East area.
		Ongoing		On going	
Signpost residents at risk of or in fuel poverty to appropriate support and initiatives	<ul style="list-style-type: none"> Consider what support can be provided to households in fuel poverty Continue to support community switching initiatives 	Dec-16	Integrated Housing Adaptations Team	On hold	Focus on commitment and spend of increased DFG budget in 2017/18 has delayed this work stream.
		Ongoing		On track	

Last updated January 2018

Better Broadband for Norfolk (BBfN) – North Norfolk District Council Highlight Report December 2017

Background

When the Better Broadband for Norfolk (BBfN) rollout began in 2013, only 11% of North Norfolk properties had access to Superfast broadband (24Mbps+). At the completion of the first rollout at the end of September 2015 coverage had risen to 74%.

Implementation of the second BBfN contract followed the first and will be completed at the end of March 2020, when coverage in North Norfolk is expected to have reached 92%.

Independent coverage data

The information in this table is from the independent Think Broadband website and shows at mid-December 2017 Superfast coverage in North Norfolk had reached 83%.

This website sources data from infrastructure suppliers and Internet Service Providers and includes data for all deployments, commercially funded and those using public subsidy.

A range of speeds are reported, the two key UK government measures are 24Mbps+ and the percentage of properties with access to a speed of less than 2Mbps.

Think Broadband			
Superfast UK (>24 Mbps):	83,32%	Below 2 Mbps (USC):	2.36%
Superfast EU (>30 Mbps):	82.18%	Below 10 Mbps (USO):	10.24%
Openreach (>30 Mbps):	82.18%	Below 15 Mbps:	12.72%
Ultrafast (>100 Mbps):	0.00%	Virgin Media Cable:	0.00%
Openreach FTTP (Native):	0.00%	FTTP or FTTH	0.00%

<http://labs.thinkbroadband.com/local/index.php?area=E07000147>

Openreach deployment



BBfN Contract 1 implemented 680 fibre cabinets across Norfolk to serve 42% of Norfolk properties, doubling coverage.

This second contract will implement over 1,100 further fibre structures to serve another 11% of Norfolk's properties.

The rollout is based on the cost to provide a specific fibre solution, divided by the number of properties that will benefit providing a per property cost. Funding is used on this basis, however District funding is only spent within that District.

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 fast broadband for over 6,500 North Norfolk District Council properties.

The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs.

5 more cabinets have begun implementation in North Norfolk District Council and a further 26 surveys have been completed.

Funding

By the end of March 2020, over £50 million of public sector investment including £1 million contribution from North Norfolk District Council will have been invested via the Better Broadband for Norfolk programme and will provide access to Superfast broadband for 95% of all Norfolk properties; 92% of North Norfolk properties.

As previously agreed, District Council contributions will be used to fund invoices due from BT in the final two quarters of the programme. This means the council's contribution will be required during January – June 2020.

North Norfolk District Council's £1 million contribution attracted match funding from the Government, and a proportionate share of £15 million of contract one underspend / rebates for higher than expected levels of Take-up of Superfast broadband services. This equates to £2.50 additional investment in North Norfolk, for every £1 of North Norfolk funding. This funding is being used to implement broadband infrastructure within North Norfolk District Council's geographical boundary.

Useful Links

Use this link to check to see the speeds available at a property, via **Openreach** infrastructure:

<https://www.btwholesale.com/includes/adsl/adsl.htm>

Search using the Address Checker option, then enter the postcode, press submit and select the address from the list. Once a fibre solution is available a "VDSL" option will be shown. Copper infrastructure shows as ADSL.

This **Ofcom** website provides link to accredited comparisons websites where people can check to see the range of available broadband service packages:

<https://www.ofcom.org.uk/phones-telecoms-and-internet/advice-for-consumers/costs-and-billing/price-comparison>

Both BT Openreach and Virgin Media have a process for **property developers** to register new sites. It is vital sites are registered early.

In the case of BT any development of 30 properties or more can benefit from a Fibre to the Premises solution at no cost to the developer: <http://www.ournetwork.openreach.co.uk/property-development.aspx>

The Virgin Media site is: <http://www.virginmedia.com/lightning/network-expansion/property-developers>

An interactive map is available on the **Better Broadband for Norfolk** website which allows people to see an overview of existing and planned coverage. <http://www.betterbroadbandnorfolk.co.uk/can-i-get-fast-broadband/>

The Government Broadband Subsidy Scheme has been extended to at least the end of December 2018 and is open to any property that has access to a speed of less than 2Mbps and there is no confirmed fibre plan. Details and an on-line application form can be found at: <http://www.betterbroadbandnorfolk.co.uk/better-broadband-subsidy-scheme/>

Some more Norfolk stats

Take-up across Norfolk using the infrastructure provided by the first Better Broadband for Norfolk contract was 45% as at the end of September 2017.

Take-up for the second Better Broadband for Norfolk contract was 34% as at the end of September 2017.

Over 2,000 applications have been processed by end September 2017, for the Government's Broadband Subsidy Scheme.

Digital Transformation Programme (DTP) Update

Summary: This report is brought to provide an update on progress within the Digital Transformation Programme (DTP), in accordance with the original Cabinet Resolution for the Programme, and to move to a further phase of the Programme.

Original programme delivery targets have been exceeded in terms of the value of savings achieved, in a shorter time than planned deliver them.

The time is now appropriate to review progress within the current programme and the report proposes the next phase of the programme along with the establishment of a further Reserve to ensure the appropriate Capital and Revenue Budget to deliver this phase.

In broad terms, the project timelines, expenditure and expected outcomes for the Programme are on track. Significant deliveries in this period include the new Website and the Customer Contact System.

Conclusion Overall, the technology infrastructure improvement programme has continued to progress well.

That said, there are inherent risks associated with increased reliance on IT and it is important that the programme seeks to mitigate these.

There are some capacity issues with the officer resource to deliver the changes we need at a fast enough pace, both in IT and the services in which we are seeking to implement change.

The Business Process Review (BPR) in Planning, where outcomes are being rolled out on a phased basis and work on the BPR within the Environmental Health (EH) service are both progressing well.

Whilst the benefits realised from the DTP have exceeded expectations and been delivered earlier than anticipated there are further efficiency and customer satisfaction benefits that can be delivered from investing in a second Phase of the DTP. It is expected that a further £325,000 of savings can be achieved over the next 4 years for an overall investment of £940,000.

Recommendations

- 1) That Cabinet notes the progress made on the Digital Transformation Programme over the last 4 years.
- 2) That ~~30~~ second phase of the programme is

approved, with draw down of the programme budget subject to business cases being approved by Cabinet.

- 3) That Cabinet approves the establishment, on a permanent basis, of three new posts to improve the overall resilience of the IT service.
- 4) That Cabinet receives a six monthly progress update on the Programme.
- 5) That a programme of IT support for members is developed prior to the 2019 Council elections.
- 6) That Council approves, as part of the 2018/2019 budget,
 - a) the establishment of a Capital and Revenue budget of **£940,000** as detailed in the report to be funded from reserves
 - b) the necessary growth in the IT service budget of £119,000 to fund the additional permanent posts identified in the report.

Reasons for
Recommendations:

- 1) 2) 4) and 6) To provide appropriate governance, resources and oversight of the Digital Transformation Programme and IT service delivery.

3) To ensure that the Council's IT service is appropriately staffed in order to reflect and priorities of this work for the Council.

5) To ensure that appropriate levels of IT support can be provided to members to enable them to effectively carry out their role.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

DTP project plans Customer Services Strategy Communications Strategy IT Business Continuity Plan

Cabinet Member(s) Cllr T Fitzpatrick (IT and Digital Transformation) Cllr B Palmer (Customer Services)	Ward(s) affected All
Contact Officer, telephone number and email: Sean Kelly, 01263 516276, sean.kelly@north-norfolk.gov.uk Nick Baker, 01263 516221, nick.baker@north-norfolk.gov.uk	

Digital Transformation Programme (DTP) Update

1. Introduction

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

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

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

1.3 The guiding principles of the Programme are as follows:

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

The principles of future phases of the programme should continue to reflect these as they will hold good for the constant technological changes which will, in turn, fundamentally change the way the Council does business with customers.

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

From the excellent progress made so far, it is clear that the Programme has enabled significant improvements to Customer Services and has already enabled the delivery of revenue savings of £427k per year; over £50k a year more than originally planned.

It is clear that with appropriate future investment, significant additional savings can be enabled and these are detailed elsewhere in the report.

- 1.5 In order to ensure this continued progress, IT resources, both in terms of infrastructure and staffing, need to be maintained in balance with the increased workload and reliance on IT. In short, with increased reliance on IT, the Council needs to improve the resilience of IT service delivery.

2 Programme Delivery

All of the projects identified in the original DTP have either been completed or are in the process of being rolled out across the Council. This rollout will continue for the foreseeable future as business processes change as a result of service improvement and business requirements change.

2.1 Completed IT Projects

Many of the projects included the acquisition and deployment of enabling technologies which will provide the facilities to improve customer service and deliver efficiency changes across the Council:

- A large number of stand-alone and disparate scanning and printing devices have been replaced by centrally managed, efficient, multi-function devices.
- Corporate printing facilities have been replaced with a combination of more cost-effective on site systems and web based print and post facilities.
- The Councils telephone system has been replaced with the Skype for Business unified communications platform which provides voice and video conferencing, desktop sharing and other collaborative facilities which contribute to both a more effective workforce and to a more resilient communications infrastructure to support the Councils Disaster Recovery and Business Continuity arrangements.
- The Councils website has been replaced with a technology platform that better supports the delivery of self-serve for Customers and makes information significantly easier to find which will help prevent unnecessary telephone calls, e-mails and other contact between customers and Council Officers.

- Microsoft SharePoint has been commissioned as a fundamental building block of the Council's IT infrastructure. This has already provided a new platform for the Council's Intranet and allowed for the provision of a digital HR filing system. As the DTP progresses SharePoint will provide a range of Document and Records Management facilities across the Council.
- The Customer Contact management system has been replaced with a system which allows communication with customers to be handled accurately and efficiently whether they are received by telephone, e-mail, web forms, web chat or social media. The system has already been deployed in Customer services, the Revenues section and the Benefits team with further plans to add other teams and functions which have significant interaction with Customers

2.2 Ongoing IT Activities

- Work continues to rollout the remainder of the technology improvements within the Planning service to provide further efficiencies and service quality improvements.
- The new Management information system has been procured and work is on-going with the supplier to implement the system and configure it to report on all major Council systems.
- The requirements for an advanced E-Learning system are being gathered and refined to inform and support the acquisition of a system to manage the acquisition of knowledge and skills for Officers and Members.
- The incremental improvements in service processes and technology within HR continue. The scanning of historical personnel records has largely been completed and these are now being integrated with the SharePoint system to make them easily accessible to authorised persons. The improvements are being supported and enhanced by the continued development of the HR system with the recent go-live of Overtime and holiday management and reporting.

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

2.2 The **Customer Contact Management** system is now live and despite a short period of instability immediately following go-live is providing benefits in handling of customer contacts within Customer Services and for the Revenues team. The Benefits Team are now live on the system and further services and teams included in the future. Web chat and social media integration are currently being tested and commissioned which will allow Customer Services Advisers to interact with customers in ways that have been proven to generate customer satisfaction and improve the efficiency of handling customer enquiries.

2.2.1 The **Geographical Information Systems (GIS)** project has suffered a small delay due to work to support the Boundary Commission Review and staff illness but is now progressing well. Following an internal audit of the data within the GIS system it was identified that a significant quantity of the third party data, such as the maps, required updating and refreshing. Although this

has been a significant piece of work it is now approaching completion. Process changes to ensure that data is maintained in the future have also been implemented.

Web based mapping is about to go live for internal use and will be followed by availability for public use in the spring of 2018. This will allow users of the Council's website to access information about specific locations and is a major building block for implementing the Planning BPR, giving both efficiency and customer service improvements.

- 2.4 The **Back Scanning** project continues to reduce the size of the paper archives within the Council. In order to manage the completion of all scanning a formal digital Transformation Project has been initiated and a contract awarded for the scanning to be completed by an external service provider. This will ensure that the storage facility at Stonehill Way can be released at the end of the existing lease which will deliver a significant annual revenue saving.
- 2.5 The **Agile Working** policy has been formally approved and work continues to provide laptops and other portable devices as replacement for fixed PC's. This will facilitate existing flexible working for those jobs in the council that have a current requirement for this as well as further improving the work/life balance for our employees. In addition, this will improve customer service by enabling activities and processes which are currently, only available within the Council Offices, to be made available from other locations and at times that would otherwise be difficult to achieve.
- 2.6 The improved **Website** went live in early 2017 including a significantly enhanced mechanism for customers to raise queries and receive responses.

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

As we continue to develop the website, it will allow us to offer more of our services online, in support of the council's commitments contained in the Customer Services Strategy.

- 2.7 Initial scoping work for the **Management Information System** has been completed and a contract has been let for the provision of 3rd party software and the advice and assistance necessary to deploy a solution. The planning of the implementation is currently being progressed. This will allow relevant performance data to be provided at all levels of the organisation, thus driving improved working and efficiency. The same solution will allow the publication, on line and downloadable reports, of key performance and management information in an engaging and user friendly way.
- 2.8 Following the successful **Print Solution** equipment installation, the hybrid off-site mail solution, which will allow documents to be printed and posted off site at significantly lower costs, has been piloted and will be rolled out across the Council in early 2018.
- 2.2.9 The **Electronic Document Management** IT infrastructure pilot is continuing in a number of areas to inform the future rollout across the whole Council during 2018. 3rd party assistance is being procured to accelerate the rollout

and realise the significant improvements and efficiencies this technology will facility.

2.3 Business Process Review Implementation in Planning

Members will recall that service level BPR was implemented first in Planning with an initial focus on the Development Management processes.

Whilst far more complex than other services it was recognised that Planning gave the best opportunity for Digital improvement in terms of both efficiency and customer service. Many of the same IT infrastructure components identified above have contributed to the progress made so far and will continue to do so

Due to the complexities of the service and the external demands placed upon it this review has been extremely planning and has taken longer than anticipated. However revenue savings have been realised as anticipated and Customer Service improved.

- 2.3.1 Parish Councils have largely been converted to paperless working which will improve the timeliness of their interaction with the service, delivering significant production cost and staff time reductions.
- 2.3.2 The new pre-applications advice service has been launched with an accompanying on-line request and payment system available on the Council's Website. Initially this is for Householder and Minor planning applications only but other types of planning applications will be added in the coming months.
- 2.10.3 Paperless working within the Development Management(DM) team has been trialled and the issues this presents are being assessed to identify the most appropriate solution. When this is complete it will be implemented across DM.
- 2.10.4 The configuration of the Planning back office systems to allow totally automated working, has been completed for both DM and pre-applications processes. This will continue to be enhanced to ensure that many of the activities which currently require manual action are designed out, giving further significant improvements.
- 2.10.5 The enhancement of website functionality to support changes in Planning business processes is continuing. Already the information on the website that will allow customers to self-serve has been reviewed and improved to better support:
 - customers to obtain better pre-application advice, thus allowing a higher level of valid applications to be received, thus improving service and efficiency
 - customers to pay for advice and applications, and to book appointments to meet with officers, thus creating efficiency and capacity, as well as improving customer service
 - all stakeholders to view the progress of, and information related to, applications in which they are interested
 - web based mapping facilities to give stakeholders better information about specific sites and link these to applications

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

Upcoming enhancements include a web based tool to allow users to identify planning constraints that apply to potential development sites. This will be delivered as a result of the GIS improvement work identified above.

2.4 BPR in Environmental Health (EH) Service Area

2.4.1 The BPR of the Environmental Health Service area commenced in October 2016 and since that time there has been a detailed and comprehensive examination of the business processes within the different teams that comprise the service.

In parallel with the BPR a new back office IT system is being commissioned in EH which will enable both the process improvements and the technology enhancements to be delivered together.

A business case identifying significant savings arising from the BPR implementation was accepted and is now built into the Council's Medium Term Financial Strategy.

2.4.2 Initial workshops with all staff from the Service have been undertaken. These workshops were facilitated by external consultants, to give additional capacity and to ensure consistency of approach. In addition, external support provides an objective, independent review of the current business processes within EH.

2.4.3 The outputs of the workshops and analysis of the current service have been analysed and the initial phases of improvement in service and efficiencies identified based upon operational and early benefits realisation.

2.4.4 Many of the recent enhancements to the general IT infrastructure arising from the BPR in Planning will also be utilised to deliver improvements in EH. The new back office IT system which is currently being implemented in parallel to the BPR will enable processes to be configured digitally, as the new system is installed.

2.4.5 In order to support more efficient and effective field working in EH a combination of mobile and laptop devices is being rolled out across the service during early 2018.

3 Proposed Future Work Activity

3.1 General landscape

The digital landscape is constantly changing and will continue to do so into the future. It is essential that the Council continues to utilise these advances to delivery further service improvement and efficiency savings.

The pace of technological change is increasing and as the Council services become further dependent on IT this will increase the demands on our ability to keep pace with the change.

In order to ensure that the Council can continue to take advantage of changes in digital technology, it is essential that IT resources, both in terms of infrastructure and staffing, are maintained to support the increased reliance on IT. In short, with increased reliance on IT, the Council needs to improve the resilience of IT service delivery.

In order to ensure that the Council is best placed to take advantage of the ongoing improvements to the IT infrastructure, and the advanced facilities it will provide, it is essential that officers and members are able to continually update their IT skills. In order to facilitate this, one of the key elements of the next phase of the DTP will deliver an E-learning system to provide tailored training for Officers and Members both in IT and in the wider business of the Council.

3.2 Digital Customer Interaction

In order to meet the financial and service delivery challenges that face the Council in the future, it is essential that we enable and encourage more customers to transact business by digital, self-service means. In turn, this means that we need to provide reliable and easy to use IT systems. To deliver these in a sustainable manner will require further and ongoing investment in IT infrastructure and resources.

The Customer Services Strategy details some key service areas where we anticipate large volumes of transactions which will be changed over the next few years to become digitally enabled, as follows:

- Customer Services Front Office
- Environmental Health
- Revenues and Benefits
- Locality and Leisure Services
- Planning

In addition, there are a number of general processes such as, payment handling, applications and bookings which will overlay these service areas to improve their business processes by applying modern digital technologies.

In addition, there will be further work done on the way we interact with our customers which will be designed to encourage the take up of the self-serve, on-line facilities. This will be delivered in a manner that fully recognises the Council's responsibilities not to digitally exclude any individuals or groups that access the services provided by the Council.

The Customer Service Strategy lays down how we intend to improve customers' access to our service by building on the digital foundation we have invested in over the past four years. It identifies that we will continue to shape how we engage with customers, partners and the wider communities. This will enable customers to transact business better with the Council at times and by means which best suit them.

Undoubtedly we need to identify methods and approaches that encourage take up of digital services so that we maximise the return on investment in the underlying technology platform and systems.

3.3 Digital Infrastructure Requirements

Many of the initial building blocks required to deliver an IT infrastructure to support sustainable business process improvements have been successfully implemented as components of the individual projects within the DTP to date.

However, to ensure further service improvements and deliver additional efficiency savings, a number of further capabilities need to be implemented and applied to business processes across the Council. These include:

- Joining up of significant Data Sets, as cross service enabler
- Use of mobile applications Customer interaction eg Waste Collection day changes
- Use of mobile applications for Field Worker roles eg Food Hygiene inspections
- Front office service delivery improvements through further web based applications
- Continue to evolve the IT infrastructure from largely premise based to a hybrid cloud solution

3.4 Proposed Future Projects

It is recognised that the structure of the original DT programme, was based on some high level estimates and assumptions of the potential improvements which could be delivered by digital change.

Whilst it was and continues to be very difficult to accurately predict both the nature of the changes required and the exact levels of improvement and savings that can be delivered, officers believe that there remain significant opportunities for further improvement and efficiency by extending the programme into a second phase.

The key projects which are likely to make up the future programme are detailed below:

- Revenues and Benefits Services BPR
- Corporate Document and Records Management System based on Sharepoint.
- E-Learning Management System
- Wider roll out of mobile and agile working
- Locality and Leisure Services BPR
- Further Channel Shift in customer services front office
- Other BPR projects eg Tree works, Building Control, Democratic Services, Corporate Administration
- Database matching and integration – Elections, Council Tax and Street Naming and Numbering
- Member IT interface – focus on 2019 election
- Enhanced hybrid Cloud storage
- Move to Office 365 as the main desktop software suite for the Council

4. Internal Digital Transformation Capability

4.1 Staffing

With the significant future investment, improvement and use of digital technology across the Council's operations, there will be, an equally increased reliance on IT support. This will apply not only to infrastructure but to staffing in the IT service and in terms of supporting digital change.

This must be supported by appropriate staffing levels within the IT service, particularly around Service Desk, Business Support and Applications Development.

It is proposed that the following staff appointments are approved:

Change Management Resources:

- Transformation Change Manager – Make permanent to reflect the ongoing need for Change Management based on digital technology across Council business processes in the future
- Process Mapping Analyst– Temporary for duration of DTP
- Process Mapping Assistant – Temporary for duration of DTP

IT Service Resources:

- Applications Developer – New permanent post to reflect increased software maintenance requirements arising from digital change.
- Additional Helpdesk analyst - New permanent post to reflect increased service desk demand arising from greater use of digital technology for both Officers and Members
- Additional Web Form developer – Temporary for duration of DTP

The additional resources fall into two categories; those required to directly support the DTP projects on a temporary basis and those required to support ongoing higher levels of “business as usual” work in the IT service. It is proposed therefore that this are funded respectively from the DTP budget, and a modest growth in the base budget of the IT service. These are detailed within the finance section below.

4.2 Business Continuity and Disaster Recovery

The provision of IT facilities to facilitate Disaster Recovery (DR) and Business Continuity (BC) is constantly under review to ensure it meets the needs of the Council in times of significant and/or long term loss of the Cromer offices.

There have been improvements to the infrastructure particularly, at the Fakenham DR site which is used to provide live back up, system specific resilience and a work action recovery area for use in the initial phase of a major disruptive incident. Usable office space at Fakenham has been expanded by deploying extended WiFi coverage to include the adjacent community centre.

Whilst the Fakenham DR site is relatively demanding in terms of officer time, it is essential that DR/BC remain as critical considerations (and required by statute for the Council as a Category 1 responder under the Civil Contingencies Act) for the IT service alongside support for the DTP and other service and technology initiatives.

Even with industry best practice arrangements in place for IT systems resilience and Business Continuity, it is simply not possible to guarantee that there will be no service disruptions or interruptions.

This was evidenced during 2017 with significant disruptions caused by a failure to some hardware that is specifically deployed to prevent failures of components in the data storage system. A further disruption to service resulted from the failure of the primary link to the internet resulting from a failure within the 3rd party network provider.

Following these service failures full analysis was undertaken which has identified a number of improvements to enhance the resilience of the Councils

systems, and to improve the respond to and manage any system failures. These include:

- Changes to the way in which data is stored to allow faster recovery in the event of a failure.
- Provision of a fallback website and intranet which will significantly mitigate the effect of the failure of those facilities. This will also ensure that any other infrastructure issues and mitigations for them can be more effectively communicated to Officers and Members alike.
- Procedural changes to ensure Members are notified directly ongoing service issues.
- Improved documentation, IT staff training and testing of the facilities provided at Fakenham.
- A review of the out of hours cover arrangements is currently in progress to ensure an appropriate level of support when required.

Since these failures the IT team have conducted a full scale test of the DR/BC facilities at Fakenham simulating the complete loss of the Council offices in Cromer. All of the significant facilities were brought into active service within a few hours. Whilst the exercise was very successful it has identified some potential improvements that will ensure that the services are consistent with the requirements of an extended period of use. For example, an additional Contact Centre facility has been licensed for installation at Fakenham which will improve the level of telephone service that Customers experience during a full or partial loss of the primary data centre in Cromer.

Officers are cognisant of the need to maintain as high a level of system availability as is reasonably practicable. Whilst the Council's availability is generally very good (Around 98.5% on average) it is accepted that any service interruption is extremely frustrating for Officers, Members and customers. Whilst we believe that the resource levels, including those proposed above, are adequate for current and anticipated needs, this will be kept under review, especially as reliance on IT systems increases.

4.3 Member Support

As we increase the volume of Council business undertaken by digital means it is important that the level of IT support provided to members matches the level of digital change.

Whilst the addition of a further post on the IT helpdesk will help in this regard, it is proposed that a wider discussion on Member IT needs and support should be progressed in 2018 with input from both the IT team and Democratic Services. It is hoped that this will enable us to address both the more pressing issues for Members as well as developing a support package to be implemented from the 2019 elections.

A recommendation to this effect is included elsewhere in the report.

5 Financial Implications

5.1 The first four years of the planned, 5 year DT Programme, has seen the £1.6m DTP budget spent and digitally enabled savings delivered which total around £428,000 per year, some £50,000 per year more than the £376,000 that was originally envisaged for the programme. In other words, the programme has been completed a year early and has over achieved in terms of savings.

It is believed that a broadly similar return on investment ratio could be achieved in Phase 2 of the programme. However, for this to be realised the Council will need to approve a new programme budget which if approved, will be funded from reserves.

5.2 The activities detailed in the table below will provide the essential foundations to deliver the projects shown at 3.4 above are shown below along with estimates of costs and likely accrued benefits. Whilst the investment levels and annual savings are only estimates they are based on current knowledge and the experience the Council have had of the DTP to date.

Project	Outcomes	Investment	Estimated Annual Savings
Accelerate the roll out of web forms	More self-serve transactional services available	£140,000	£80,000
Deploy the management information system	Improved management Information and performance data	£40,000	£20,000
Commission an advanced Customer Relations Management system integrated with other Council systems	Significantly improved customer experience and efficiency dealing with customer enquiries.	£140,000	£45,000
Develop the capability to develop and deploy secure, integrated Citizen and field worker mobile apps	Significantly increased efficiency in handling communication with Customers and case management by Council Officers.	£200,000	£80,000
Implement a data warehouse to data match between systems and cross matched reporting	Improved efficiency resulting from data sharing and matching across council services.	£100,000	£60,000
Implement a Virtual Learning Environment to support Council wide e-Learning management system.	Upskilled Officers and Members allowing them to make best use of the IT facilities that will increasingly underpin the business of the Council	£140,000	£50,000
BPR of Revenues & Benefits, Leisure & Locality	Efficient and effective consultation with customers and partners	£180,000	Included in other project savings

5.3 As discussed at 4.1 above, there is a need to increase IT and Change Management resources within the Council, not only to assist in the delivery of the projects in phase 2 of the DTP shown above, but to carry out essential enhancement and upgrades to existing IT facilities some of which were

delivered in phase 1. These resources are considered essential to ensure that the IT infrastructure and systems remain secure, reliable and available.

The permanent posts identified as being necessary and their associated costs are listed below:

Change Management Resources: -	£47,000
Applications Development Resources -	£47,000
Technical Support -	£25,000

Total: £119,000

A recommendation for approval of the necessary budget increase is contained elsewhere in the report.

6 Risks

- 6.1 Whilst the funding estimates for projects in the second phase of the DTP are based on likely business requirements and estimated technology and support costs, they could change in the future meaning that the ratio of return against investment could be reduced. However indications are that, at this stage, we can have confidence in the estimates based on the experience of the initial DTP.

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

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

Recruitment to approved permanent and temporary posts for some technical staff may take an extended time, with negative implications for planned project timescales and therefore, the business benefits which they are planned to deliver or enable.

This will be partially mitigated by adopting a flexible approach to securing appropriately skilled resources from a variety of internal and third party sources.

Linked to this is the baseline staffing establishment levels of relevant technically trained staff across a range IT roles. As the Council places more reliance on a wider range of systems, it is essential that this issue is addressed. To this end, a separate paper will be produced for Senior management and members in order to better understand how the necessary levels of resources can be engaged.

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

In order to mitigate this risk, the programme and the projects within it will be managed using standard governance and programme management tools and

techniques. This will include the tracking of the potential benefits and indeed, risks, through the life of each project, right through to delivery.

- 6.4 There is also a risk that stakeholders will be resistant to change, thus reducing the potential benefits of the programme. However, on the basis of more and more business being done via digital means, this risk is believed to be a relatively low.

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

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

7 Equality and Diversity

- 7.1 Requirements will be included in all specifications for systems to ensure as far as possible they can be used by customers and staff with disabilities or those without the ability or connectivity to access services via a digital route.
- 7.2 In addition, it is accepted that some customers may not wish to use some of the services, which may become automated as part of the Business Transformation Programme. The Council will continue to provide mediated services where this is required by customers.

8 Section 17 Crime and Disorder considerations

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

9 Conclusions

- 9.1 The Digital Transformation Programme business model remains viable and is on track to deliver the planned efficiency and service improvement outcomes. A second phase of the programme will enable us to build on the achievements to date and deliver further efficiencies and customer service improvements based on digital change.

That said, there are inherent risks associated with increased reliance on IT and it is important that the programme seeks to mitigate these.

There are some capacity issues with the officer resource to deliver the changes we need at a fast enough pace, both in IT and the services in which we are seeking to implement change.

The Business Process Review (BPR) in Planning, where outcomes are being rolled out on a phased basis and work on the BPR within the Environmental Health (EH) service are both progressing well.

Whilst the benefits realised from the DTP have exceeded expectations and been delivered earlier than anticipated there are further efficiency and customer satisfaction benefits that can be delivered from investing in a second Phase of the DTP. It is expected that a further £325,000 of savings can be achieved over the next 4 years for an overall investment of £940,000.

Briefing for Overview and Scrutiny 17 January 2018 - Waste

Kier Contract

Members will be aware that we are now within the last 15 months of the eight year Waste and Related Services contract with Kier.

Kier appointed a new Operations Manager in July 2017 following the previous manager leaving in February. The Operations Manager has introduced a number of changes which have resulted in improvements in performance. Whilst vehicle breakdowns do still, on occasions, result in collections not being completed on the scheduled day of collection, this is far less widespread than in previous reports. As a consequence, the number of defaults issued in relation to missed collections has fallen month on month and performance across the board is improving.

The level of misses for assisted collections has also improved significantly, with December seeing the lowest level of these throughout 2017. Assisted collections are provided for residents who are unable, due to age or infirmity, to move their bins to the edge of curtilage collection point and crews collect and return bins to the storage point. Whilst the levels of missed collections were relatively low they were not at an acceptable performance level until recently.

Members received a written response from officers following questions raised at the June Overview and Scrutiny meeting regarding the waiting list for the Garden Waste Collection Service. Sales were reopened in late July 2017, following an agreement with Kier which enabled capacity to be developed within the collection rounds. Due to the popularity of the service, the waiting list had grown to around 900 customers at this time. Kier began the process of contacting customers but it quickly became apparent that the release of the waiting list had generated further new customer enquiries and so the number of customers waiting effectively remained static. In order to address this and deal with the list as quickly as possible, staff from NNDCs Customer Services Team, in addition to Kier's Admin team, undertook calls to Customers to take payment and arrange for bins to be delivered. Customers were contacted on a chronological basis with those who had been waiting the longest contacted first. Progress was rapid and all customers who wished to take up the service had been contacted and received a bin by the end of October 2017.

Performance in most other areas of the contract has been acceptable. The exception is the response to fly tipping incidents which has not met the two working days' response target. This in turn affected the Councils performance in relation to the performance indicator. Steps are in place to improve performance in this aspect of the contract and regular monitoring is being put in place to ensure that the required performance is achieved and sustained.

Contract Procurement

In June 2017, Cabinet gave approval for officers to commence the procurement process and agreed that in order to deliver the best procurement outcomes in terms of value and quality, the process was conducted in partnership with Broadland District

Council, Breckland District Council and the Borough Council of Kings Lynn and West Norfolk.

Since that time, officers from the Councils have met regularly to advance the project. Preliminary work has been undertaken, including the appointment procurement specialists (ESPO) and technical advisors (SLR Consulting) to support the Councils through the complex process. Work has also been undertaken to develop the contract documentation, including terms and conditions, contract specification and inter-authority agreement. It is likely that the specification will provide for services of similar design and standard to those currently undertaken, however, the separate collection of food waste will be included as a 'costed option' for North Norfolk District Council, in order that a future decision can be taken on whether there is a financial case to introduce this service. A joint Member/Officer board has been appointed to oversee the project and is meeting regularly.

In November 2017, Broadland District Council decided to withdraw from the joint procurement process in order to pursue closer joint working options with South Norfolk Council. Whilst this reduces the overall size of the contract, it simplifies and streamlines the procurement for the remaining three authorities who are all looking to evaluate on a 50:50 basis for cost and quality.

A bidder's day was undertaken in mid-November at which potential contractors were invited to speak with the Councils to learn about the contract and the Councils requirements. In addition to a number of group presentations by officers from each of the Councils along with consultants, each of the potential bidders were invited to speak on an individual basis to officers from the Councils. The event was well attended, with eight prospective bidders present, representing the vast majority of the main contractors in the industry. It is expected that this interest will continue through to the next stages of the procurement process.

Feedback from both the bidders' day and from the consultants appointed to support the process was that the timescales for the procurement were very tight, especially as it was a joint procurement which adds complexity and can therefore take longer to prepare bids. Concerns were also raised that if the contract was awarded in October 2018, that there may be insufficient time for an incoming contractor to procure waste collection vehicles for an April 2019 start. Such time constraints may result in poor outcomes for the Councils. The two partner authorities have contract start dates in April 2021. Officers have therefore undertaken initial discussions with Kier in relation to a short term extension of the current contract for a period of up to one year, in order to ensure the deliverability of the project and to maximise the chance of the most successful outcome.

North Norfolk District Council has received a number of expressions of interest in recent years from several town and parish councils in relation to taking on responsibility for grounds maintenance within their areas. Prior to the procurement of the new contract, all town and parish councils in areas where NNDC currently undertakes grounds maintenance work, have been contacted and sent a list of all the sites within their areas which NNDC currently maintains, along with a map detailing the locations to see if there would be any interest in those councils taking on some/all of this work. It has been made clear that whilst it is NNDC's intention to work with

those parish or town Councils who express an interest in providing grounds maintenance activity; the Council reserves the right to include the grounds maintenance functions, either partially or in its entirety, within the future Environmental Services Contract; should it be necessary either, for economies of scale or, financial viability of the provision of such services, irrespective of the expressions received. Responses have been requested by mid-January 2018.

Dry Recyclables Contract

Members will recall that this contract is run via a joint venture company, NEWS, of which all eight councils and Norse are shareholders. The Materials Recycling Facility (MRF) continues to operate generally very well and the quality of material coming from the plant is high, achieving greater than budgeted prices for the sale of most materials to market. NEWS expect a strong financial performance on all commodities through the second half of the year.

Over the last year, NNDCs contamination rate has reduced marginally from an average of around 11.6% to 10.9%. This is lower than most authorities in Norfolk and is also better than reported national average contamination rates and is likely, at least in part, to have improved as a result of the 'Love your Recycling' communications campaign undertaken in 2017. Further work will be undertaken as part of the ongoing NWP communications project to further educate customers about recycling and what materials are not suitable for their recycling bins.

As a result of reductions in contamination and outgoing waste tonnages from the MRF, there has been a subsequent reduction in the additional cost to the Council (over and above the standard gate fee) for each tonne of recycling delivered to the MRF from £7.72 per tonne to £5.52 per tonne. The impact of this will be a reduction in costs of around £24,000.

Recent national media attention has been drawn to the risk to the recycling industry from changes announced by the Chinese government as to what China will accept for recycling, with stricter rules imposed on both plastics and paper from January 2018. Whilst the UK as a whole sends a large amount of plastic materials to China to be recycled, Norfolk's plastic recycling routes are not expected to be impacted by the change in Chinese policy as the current outlets for mixed plastics remain the same as they have been for some time, generally Holland and the UK.

In recent times, much of the paper collected in Norfolk and processed through the MRF has been sent to China for recycling. In response to the changes in China, NEWS has taken steps to protect itself and its joint venture partners by modifying operations at the MRF to improve the grade of paper being produced. This has not only improved the quality and price of the product, but also given reassurance to all supply routes of NEWS' ability to meet the stringent new quality protocols for the longer-term.

Recycling Performance

Following the publication by DEFRA in December of the final annual results for local authority collected waste for 2016/17, a number of local and national news articles have been published which suggest that performance in some areas, including North Norfolk, is worsening. Whilst the published figures are correct and show that North Norfolk was recycling a higher percentage of household waste in 2011/12 than in 2016/17, there are a number of underlying reasons for this change which are not reflected in the statistics or the news stories.

Since 2012, local authorities have no longer been able to count road sweepings which were previously turned into a soil improver, as recycling. As a rural area with a lot of 'detritus' this represented a significant tonnage of recycling in North Norfolk and contributed around 3-4% to our recycling rate.

Following the increased use of mobile devices and tablets for accessing the internet and the consequential increase in the number of people accessing news online, there has been year on year reductions in paper use, especially newspapers and magazines. This has led to a significant reduction in the amount of paper collected for recycling, which at one time, made up more than half of all recycling collected by weight.

In line with the waste hierarchy which promotes the reduction of waste as a higher priority than recycling, in government supported projects, many suppliers and manufacturers in the packaging industry have been carrying out 'light weighting' – taking the weight out of products such as glass and plastic bottles. One case study highlighted by the government funded recycling body WRAP, suggests that the amount of glass used in wine bottles has been reduced by 34%. This practice has been common across the packaging industry and has been further affected by product shrinkage as an alternative to raising the price of goods.

In what may be seen as efforts to become more sustainable, some manufacturers have been switching to supplying their product in non-recyclable packaging due to it being lightweight. An example of this is the use of plastic sachets of coffee that are sold as refills for jars. Whereas the jars are recyclable, the replacement plastic sachets are not. This has a double impact of not only reducing the amount collected for recycling, but also creating more residual waste.

In 2011/12, North Norfolk District Council collected 10,144 tonnes of dry recycling including glass through the historic bottle bank service. In 2016/17 the Council collected 10,459 tonnes of dry recycling which now includes glass in the green bins, with a further 406 tonnes of glass collected in bottle banks independent of our service, which a number of town and parish councils chose to do in order to continue earning recycling credits following the withdrawal of the NNDC bottle back service in 2011/12. Between 2011/12 and 2016/17, there was a net increase of 721 tonnes of dry recycling collected in North Norfolk.

So far in 2017/18, almost 10% more has been collected through the green bins than was collected in the same period in 16/17 and it is expected that green bin collection tonnages will reach approximately 11,300 tonnes of dry recycling by the end of the

year. If a similar amount for recycling is collected in the independent glass backs as was the case in 16/17, this would see around 11,700 tonnes of recycling collected in total in North Norfolk, a substantial increase on previous years.

Norfolk Waste Partnership (NWP) Projects

Following the appointment of a Principal Communications Officer in 2017, the majority of communications around recycling services are now delivered jointly in conjunction with the other members of the NWP. In 2017, the Partnership launched its '*Give your recycling a little bit of love*' campaign to raise awareness of the '3 simple rules for recycling': 'Clean, Dry and Loose'. The 8-week broad brush (not targeted) campaign commenced on 1st August and ran proactively until the end of September. Whilst paid-for marketing activities have now ceased, campaign materials can still be seen around Norfolk on local noticeboards, sides of refuse collection vehicles and some poster sites.

In terms of impact, a qualitative survey using the online Norfolk Voice consultation service was undertaken at the end of the campaign. 60% of respondents said they recalled the campaign and 65% said they'd kept it for future reference. 94% said the information was clear and understandable and 93% said it helped to explain what to recycle at home with 33% of respondents saying they were recycling more as a result of the leaflet. As mentioned earlier in the report, whilst not directly attributable to the project, levels of recycling in North Norfolk have risen and contamination has decreased over the life of the campaign.

Early in 2018, the next phase of recycling communications will take the form of a targeted campaign to explain to residents that nappies should not be placed in recycling bins. The campaign slogan is to the point 'Nappies are Rubbish not Recycling' and the design features an angry baby with a 'no nappy' icon.

The Partnership, in collaboration with Sainsbury's 'Waste less Save more' launched seven Discovery Communities during November and December 2017. The aim of this community-based campaign is to reduce or prevent avoidable household food waste. The budget for this campaign is £49,750 funded by Sainsbury's and the campaign will run until the end of May 2018.

Outputs generated by the campaign across Norfolk so far include:

- 50,000 newsletters issued door to door
- 7,000 fridge thermometers being issued to residents
- 200 individual Food Waste Prevention 'Pledge Cards' completed so far
- 9 Primary Schools ready to receive Sainsbury's 'Fab Food' programme
- 7 'Zero Waste Kitchen Challenge' cookery workshops organised
- 7 Pop-up 'Food Saver' Events
- 4 Community Fridges launched.

The North Norfolk Discovery Community is in Fakenham and the surrounding area, with the Community Fridge hosted by First Focus (adjacent to the NNDC Fakenham Office), launched on 9 November. By the end of December 2017, almost one tonne of food waste was donated to the Fakenham Community Fridge with 99% of donated

food being taken or distributed and thus saved from being disposed of. Further events to support the Discovery Community will be held in the Fakenham area over the coming months.

The Norfolk Waste Partnership has been shortlisted in the Local Government Chronicle 2018 Awards in the category of 'Best Public/Public Partnership'. A judging panel will meet in January with the category winner being announced in March 2018. With over 600 entries, to be shortlisted is an achievement in itself.

Arts & Culture Update

Background

A report was presented to O&S on 11 October 2017, setting out NNDC's involvement in Arts and Culture. Questions arose about the resources dedicated to arts and related activities and this report therefore sets out the overall approach, the budget and staff resources that are oriented towards this end.

There is no clear definition of what constitutes arts and cultural activity or what the outcomes of such activity are expected to be and whilst the Corporate Plan does not specifically reference any arts or cultural objectives, it is recognised that such initiatives will often be instrumental in delivering the Corporate Plan priorities of 'Jobs and the Local Economy' and 'Health & Wellbeing'.

General approach

The Portfolio Holder for Health & Wellbeing, Leisure and Culture, Cllr Maggie Prior, is also a member of Norfolk Arts Forum Executive Committee and Norfolk Joint Museums Committee. NNDC's activity and funding for arts and cultural initiatives generally comes within the remit of the Economic & Community Development Service and close links are maintained with a wide variety of relevant outside bodies. The Council routinely supports a number of arts and cultural activities, events and organisations that run them but it also gets involved, from time to time, in one-off initiatives as and when opportunities arise. Arts and culture also frequently feature within other activities of the Council, such as those undertaken by the Leisure and Assets teams (an example of which would be the events at the open spaces that the Council manages and improvements to Cromer's west promenade). The activities with which the Council is currently involved and the funding and staff resources dedicated towards artistic and cultural endeavours are detailed below.

Activities

Orchestras Live (OL)

The Council has for many years maintained a partnership arrangement with Orchestras Live, an organisation that supports the promotion of live orchestral music in unusual venues across the country. The programme funded within the 2017/18 budget includes the following events.

<i>Orchestra</i>	<i>Venue</i>	<i>date</i>	<i>Total Cost</i>
<i>Sinfonia Viva</i>	<i>Cabinet of Curiosity, Gresham's Nursery & Prep School Holt</i>	<i>25 June 2017</i>	<i>£5,000</i>
<i>London Mozart Players</i>	<i>St Peter's Church, Sheringham</i>	<i>9 March 2018</i>	<i>£8,400</i>
<i>City of London Sinfonia</i>	<i>St Catherine's Church, Ludham (Ludham Festival)</i>	<i>21 April 2018</i>	<i>£7,500</i>
			<i>£20,900</i>

Approximately a third of the total cost of this series of concerts (£7,901) is funded by a mixture of NNDC grant and ticket sales. OL brings substantial match funding and production capability and NNDC fulfils a promotional and organisational role.

Each event aims not only to make live orchestral music accessible to a wider audience but to extend the reach to local communities and potential young players through outreach

Arts & Culture Update

programmes. An exciting and innovative programme is already under discussion for next year's events.

This initiative not only proves excellent value for money but adds an interesting dimension to local venues, festivals and initiatives. NNDC commits a relatively small amount of funding but provides administrative, organisational and promotional capacity for the planning and production of events. It enables the Council to maintain useful links with local arts organisations and unusual venues.

Sheringham Little Theatre

This small facility plays a big role in the local cultural offer, appreciated by local residents and visitors alike. The Council owns the building and leases it to Sheringham Little Theatre Ltd. at a Peppercorn Rent (the Company being responsible for the maintenance, repair and decoration of the interior, the Council being responsible for the exterior). In addition to this the Council currently provides a grant of £38,000 per annum to support the Theatre in its full programme of arts events and outreach activities for residents and visitors to the District.

Wells Maltings Trust

The Wells Maltings and adjacent Sackhouse was transferred by the Council some years ago to the Wells Maltings Trust. The Trust has been successful in raising funds from a wide variety of sources and an extension and improvement project totalling some £4.5m is currently under construction. The council has provided a good deal of funding and support for this project over many years and continues to provide ongoing revenue for the Trust's operation of the Wells Tourist Information service, which helps to supplement its revenue.

The vision for the Maltings Project is to create an integrated and sustainable heritage, arts and community facility as a landmark resource for those both living in and visiting Wells.

Cromer Pier

As owner of the pier, the Council is responsible for its maintenance and upkeep. The operation of the Theatre and cultural activities on the pier are the responsibility of the Council's Contractor, Openwide Coastal. A new contract, commencing in February 2018 (and lasting ten years) is currently being drafted and again the successful bidder was Openwide Coastal. The budget shows the significant subsidy that has been provided over the period of the existing contract, the new contract will see a reducing subsidy and an increasing profit share, reflecting the innovation, investment and increasing popularity of the pier entertainment offer.

Norfolk Museums Service

The Council has maintained close links in recent years with Norfolk County Council's Museums Service (NMS). Amongst other things NMS manages SHARE Museums East, the Regional Museum Development Programme for the East of England. The programme is funded by Arts Council England (ACE) as part of its National Museum Development Programme. It is delivered in partnership with local authorities, museums and other stakeholders.

Museum Accreditation is a national, benchmarked standard managed by ACE, which museums must achieve if they want to apply for ACE funding (it also assists with some other funding applications, e.g. Heritage Lottery Fund). There are 33 Accredited museums in Norfolk of which 10 are in North Norfolk:

- Cromer Museum (Norfolk Museums Service)
- Fakenham Museum of Gas & Local History
- Felbrigg Hall (National Trust)
- Mundesley Maritime Museum

Arts & Culture Update

- Museum of the Broads
- RAF Air Defence Museum
- RNLi Henry Blogg Museum
- Sheringham Museum
- St Seraphim's Icon Museum & Railway Heritage Centre
- William Marriott Museum

The Council has engaged closely with NMS on the development of the Deep History Coast project and will continue to do so on this and other initiatives of mutual benefit/ interest. A grant of £10k has been agreed for this year to support NMS's wider activity in North Norfolk (detailed above).

Staff resources

The staff resource available for such activity is detailed below:

- Staff within the Housing Strategy & Community Development team administer the Big Society Fund and alongside this funding to miscellaneous arts organisations and events that are active in the District (these are detailed below).
- The Economic Growth team employs a Project Enabler, who, amongst other things, supports the development of both internal and external initiatives, helps to identify external grant sources and, together with the team's technical/ administrative assistant, helps develop and manage cultural projects that the Council directly delivers
- The Leisure & Localities team maintains and manages the District's parks and open spaces and the periodic activities that take place on these

Miscellaneous Funding

Arts & Culture Grants 2017/18

Description	Committed	Paid	Balance	Payment
	£	£	£	Date
Budget 2017-18			32,752	
North Norfolk Exhibition Project (NNEP)	2,500	2,500	30,252	18.07.17
The Garage	6,000	6,000	24,252	25.09.17
Creative Arts East (CAE)	6,000	6,000	18,252	19.09.17
COAST	2,000			
NORCA	5,000			
SCCS	350			
CAE - Dementia Project	5,000			
Norfolk & Norwich Festival (Open Studios)	1,500			
			4,402	

It is hoped that any uncommitted budget in 2017/18 can be rolled forward and added to next year's budget to provide a bigger pot for when the application process for an Arts & Culture Grants is expanded to make it more available to a wider range of groups /organisations delivering arts and cultural events and activities in North Norfolk, for which a new prospectus will be produced.

Future position

The same budgetary provision is made for arts and culture grants in the future, however changes to the grant administration are to be made in order that these funds are available to a wider range of groups /organisations, which would roughly be described as those engaged in activities that encompass visual, literary and performing arts. The aim of the grant is to increase participation and engagement in arts and culture, with a focus on projects that

Arts & Culture Update

improve health and wellbeing. The grants will be promoted widely, including via social media and also through NCC arts bulletin and NCC grants web page. The intention is for the grants to be for specific projects taking place in North Norfolk, not for organisations' core costs. The aim will be to fund projects covering a wide demographic and geographical distribution.

North Norfolk District Council
Cabinet Work Programme
For the Period 01 February 2018 to 31 March 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Feb 2018					
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	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	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 February 2018 to 31 March 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny Council	05 Feb 2018 14 Feb 2018 21 Feb 2018	2018/19 Base Budget and Projections for 2019/20 to 2021/22	Wyndham Northam	Duncan Ellis <i>Head of Finance</i> 01263 516243	
Cabinet	05 Feb 2018	VNN Options Appraisal	Nigel Dixon	Rob Young Head of Economic & Community Development 01263 516162	(may slip) May contain Exempt information
Cabinet	05 Feb 2018	Non-Domestic Rate Relief Policy	Wyndham Northam	Sean Knight Revenues Manager 01263 516347	
March 2018					
Cabinet Scrutiny	12 Mar 2018 21 Mar 2018	Managing Performance Q3	Tom FitzPatrick	Helen Thomas Policy & Performance Management Officer 01263 516214	
Cabinet Scrutiny Council	12 Mar 2018 21 Mar 2018 28 Mar 2018	Annual Action Plan	Tom FitzPatrick	Helen Thomas <i>Policy & Performance Management Officer</i> 01263 516214	



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North Norfolk District Council
Cabinet Work Programme
For the Period 01 February 2018 to 31 March 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny	12 Mar 2018 21 Mar 2018	Budget Monitoring Period 10	Wyndham Northam	Duncan Ellis <i>Head of Finance & Assets</i> 01263 516243	
Cabinet	12 Mar 2018	North Norfolk Lottery Scheme	Judy Oliver	Emma Duncan Head of Legal	
Cabinet	12 Mar 2018	Market Towns Initiative		Emma Duncan Head of Legal	
Cabinet Scrutiny Council	12 Mar 2018 21 Mar 2018 28 Mar 2018	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Head of Paid Service 01263 516232	Date tbc
Cabinet	12 Mar 2018	Disposal of land at Edgefield	Richard Price	Nicola Turner Housing Strategy & Community Manager 01263 516222	



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

Meeting	Title / format	Lead Officer / Portfolio Holder	Reason for coming to O&S
January			
	Waste Update	Annie Claussen-Reynolds Scott Martin	Cyclical (Six monthly)
	Update on Broadband (briefing paper)	Karen O’Kane	6 monthly
	Housing Strategy Update – to include links to local plan	Nicola Turner Richard Price	6 monthly update
Pre-scrutiny	Digital Transformation – phase 2 (to include information on future IT support and resilience)	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
February			
	Managing Performance Q3	Tom FitzPatrick Helen Thomas	Cyclical
	Base Budget 2016/17 Projections – 2017/18 & 2018/19	Wyndham Northam Duncan Ellis	Annual
	Treasury Strategy 2017/18	Wyndham Northam Duncan Ellis	Annual
	Review of public transport provision in the District		Annual update <i>(could slip)</i>
	Asset Management Plan	Judy Oliver Renata Garfoot	Requested by Committee

March			
	Annual Action Plan	Tom FitzPatrick Helen Thomas	Annual
	Customer Services Update (tbc)	Becky Palmer David Williams	At Committee's request
	Budget Monitoring Period 10	Wyndham Northam Duncan Ellis	cyclical
	Mental Health update – to include information on the work of the Help Hub and presentation by an expert	Maggie Prior/ Sonia Shuter	6 months (March 2018)
Cabinet report	Enforcement Board Update	Judy Oliver Nick Baker	Cyclical
	Leisure Services Update	Maggie Prior Karl Read	
	Tourism Update	Nigel Dixon Stuart Quick	

TBC			
	Review of Market Towns across the District – current issues & challenges		Likely to be March 2018
	Government Review of Scrutiny		Copy of final report circulated to members for information
	Public Space orders		(to come back when updated)

	Changes to O&S structure / ways of working		Recs from Member Group
Cabinet & Council	Community Governance Reviews for several parishes	Steve Blatch Judy Oliver	
	Review of beach hut & chalet charges – 2018/19		