

Overview and Scrutiny Committee



Please contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk

Please direct dial on: 01263 516010

17 April 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 25th April 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 A Claussen-Reynolds, 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

All other Members of the Council for information.

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



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

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

Corporate Directors: Nick Baker & Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Web site** northnorfolk.org

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 21 March 2018.

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

The following items have been submitted by Members of the Council for inclusion on an agenda of the Overview & Scrutiny Committee meeting. The Committee should consider how it should wish to respond to such requests and when to schedule them into the work programme:

1. Some Members have the App "Docs to Go" installed on their iPads which is used to manage constituency related work such as letters. Members were advised that this was a safe way to store and manage such confidential correspondence and, in addition, would reduce the need to print off and keep hard copies. One member has now lost all of the information stored in 'Docs to Go' and has been told that it cannot be retrieved. They have therefore requested that the Committee looks at IT provision and support for Members – with a particular focus on constituency related work and that a response is provided as to why Members were provided with a facility that it is not secure.

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

The Committee made the following recommendations to Cabinet:

At the meeting of 21st March 2018, the Overview & Scrutiny Committee made the following recommendations regarding Agenda item 17: Enforcement Update:

RESOLVED to recommend to Cabinet:

- a) That the temporary post in the Combined Enforcement Team is made permanent.
- b) To support the use of Reserves to fund the above, if necessary.
- c) To support the early use of Compulsory Purchase Orders.

Cabinet agreed to support the recommendations.

10. BEACH HUTS AND CHALETS TASK & FINISH GROUP (page 19)

To approve the Terms of Reference for the Beach Huts and Chalets Task & Finish Group
(Draft Minutes from the meeting held on 11th April are attached at page 20)

Cabinet reports

11. ANNUAL ACTION PLAN (page 23)
(9.50 – 10.10am)

Summary: This report presents the Annual Action Plan for 2018/19 for approval

Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and associated performance indicators to deliver the priorities and objectives as laid out in the Corporate Plan 2015-2019.

Recommendations: **Cabinet is recommended to approve the Annual Action Plan 2018-19 and the targets and recommendations for management performance indicators as set out in Appendix 1.**

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

Decision: Overview and Scrutiny Committee is requested to make any recommendations to Cabinet.

12. MARKET TOWN INITIATIVE (page 42)
(10.10 – 10.45am)

Summary: This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk's inland market towns.

Options considered: This is a new project and no alternatives have been considered

Conclusions: The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.

Recommendations: It is recommended that;

- (1) That Cabinet to approve the Framework as set out in the report for the North Norfolk Market Town Initiative Programme.
- (2) That Cabinet refer the further development of the Market Town Initiative to the Overview and Scrutiny committee in the terms set out in the report.

Cabinet member(s): Cllrs N Dixon & J Lee
Ward member(s) All
Contact Officer Emma Duncan
telephone 01263 516045
and e-mail: emma.duncan@north-norfolk.gov.uk

Decision: Overview and Scrutiny Committee is requested consider the recommendations and, if supportive, establish a politically balanced working party to further develop the Market Towns Initiative and engage with the community

Work Programmes

13. THE CABINET WORK PROGRAMME (page 56)

To note the upcoming Cabinet Work Programme.

14. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (page 59)

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme and to receive any further information which Members may have requested at a previous meeting (decision list attached at page 60)

15. WORK PROGRAMME SETTING – 2018/2019 (11.10am – 12.00pm)

To consider topics for 2018-2019, ensuring the work programme reflects the authority's responsibilities and relevant areas of interest, including balancing the committee's work load.

In setting future Scrutiny TOPICS, the Committee is asked to consider the following: **T**imely, **O**bjective, **P**erformance, **I**nterest and **C**orporate Priority

- T** Is this the right **time** to review this issue and are there sufficient resources to do so?
- O** What is the reason for looking at this issue – are there clear **objectives**?
- P** Can **performance** in this area/issue be improved by input from Scrutiny?
- I** Is there sufficient **interest**? – public concerns and interest are key
- C** Will a review assist the Council in achieving its **Corporate Priorities**?

A draft programme will be circulated to Members in advance of the meeting with cyclical items programmed in. In addition, any topics submitted by members for consideration for inclusion in the work programme will be circulated before the meeting.

16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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

OVERVIEW AND SCRUTINY

Minutes of a meeting of the Overview and Scrutiny Committee held on 21 March 2018 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 B McGoun

Cllr E Seward

Cllr B Smith

Officers in Attendance: The Corporate Director (NB), the Corporate Director (SB), the Monitoring Officer, the Head of Finance and Asset Management, the Head of Economic and Community Development, the Health and Communities Team Leader, the Policy and Performance Management Officer, the Democratic Services Manager and the Democratic Services Officer.

Members in Attendance: Cllr J Lee (Leader), Cllr W Northam (Portfolio Holder for Financial Services, Revenues and Benefits), Mrs S Arnold (Portfolio Holder for Housing, Planning and Planning Policy), Cllr A Claussen-Reynolds, Cllr J Rest, Cllr N Pearce, Cllr S Arnold, Cllr A Fitch-Tillett and Cllr P Grove-Jones.

Also in Attendance: Members of the public.

127. CHAIRMAN'S OPENING ANNOUNCEMENTS

The Chairman welcomed members of the public. She told the Committee that there would be some changes to its membership after they had been ratified at Full Council on 28 March 2018 and explained that, because of changes to Cabinet Membership, some of the new Portfolio Holders were newly aware of their responsibilities and weren't free to attend this morning's meeting.

128. APOLOGIES

Apologies were received from Mr R Reynolds, and from Miss B Palmer (Portfolio Holder for Leisure, Culture, Health and Customer Services) and Mr R Price (Portfolio Holder for Property and Asset Commercialisation).

129. SUBSTITUTES

None

130. PUBLIC QUESTIONS

No public questions were received.

131. MINUTES

The minutes of the Overview and Scrutiny Committee held on 14 February 2018 were accepted as an accurate record and signed by the Chairman after the following was noted:

Page 14 (i) employee budgets: the figure should read £450,000.

132. ITEMS OF URGENT BUSINESS

None

133. DECLARATIONS OF INTEREST

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

134. PETITIONS FROM MEMBERS OF THE PUBLIC

None

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

The following items had been submitted by Members of the Council for inclusion on an agenda of the Overview & Scrutiny Committee meeting. The Committee considered how it should respond to such requests and when to schedule them into the work programme:

1. Request for a peer review of the Council's governance and decision making processes.

The review had been requested because the Council had moved into a situation where there was no overall control, and had arisen from an article in the LGA First magazine. There had been positive conversations between the Group Leaders and a Working Protocol was being drawn up. The Group Leaders had agreed to circulate the Working Protocol to all Members and the LGA were coming to talk to all Groups. The Chair of Scrutiny had also met with the Leader to discuss how the Overview and Scrutiny Committee could best work with Cabinet.

The Monitoring Officer said that Officers had considered the support that could be provided and had contacted the LGA, who had provided a useful publication. Ms V Gay requested that this publication should be circulated to all Members. The Democratic Services Manager undertook to do this.

As well as the Working Protocol, consideration would be given to a Media Protocol and project boards.

Part of the LGA's support was to provide Political Group Leaders and Officers with 5 days of peer support. The Group Leaders had agreed to access this as and when needed. Peer support for Officers would come from Cambridge City Council. The LGA was happy with our progress and a project plan was in place to ensure that we were on track.

The Overview and Scrutiny Committee agreed that the approach outlined above met requirements.

2. Homelessness – a report on the current situation in the District and an outline of new legislation and funding.

This matter had arisen because of a concern at the rise in homelessness figures since Christmas. Information had since been received that there was additional funding from Norfolk County Council. In view of this, it would be opportune to receive a further report when a clearer picture had emerged.

RESOLVED

To receive a further report in June.

3. Presentation by Housing Associations on their strategies for the provision of smaller properties in villages and how they facilitate the movement from larger to smaller properties. To include update on possible merger of Victory Housing Association and Flagship HA.
 - a) Anecdotally, Victory were disposing of properties in some parts of the District and building in others. This, and any consequences, should be included in the report. The Portfolio Holder, Mrs S Arnold, explained that Victory was disposing of some older properties because it wasn't cost-effective to upgrade them.
 - b) The possible merger of Victory and Flagship would result in a larger organisation. This could impact on North Norfolk.
 - c) Mr E Seward said that it would be good to ask Victory how they would see their involvement with the Community Housing Fund, the second bidding process for which was still being determined by the Government. Mrs S Arnold informed the Committee that she was giving an interview on local radio in the afternoon, to provide an update on the Community Housing Fund.
 - d) The Chairman asked that an update on Victory's working with communities on schemes should be included.
 - e) Mr J Rest said that Victory didn't build any market housing, whereas the Flagship model included market with affordable housing. The Chairman suggested that Victory should be asked to talk about the benefit of merging with Flagship. The Corporate Director (SB) said that the balance between market and social housing could impact on Local Plan policy. It was important to get clarity from the Housing Associations.

DECISION RESOLVED

To invite a representative from Victory Housing Association to attend in May or June and request a written response from Broadland Housing Association

4. Mental Health – to receive a presentation (further details to be agreed).
 - a) The matter had been referred by Mr S Hester.
 - b) The Health and Communities Team Leader suggested inviting a representative from the Norfolk and Suffolk Foundation Trust. The Corporate Director (SB) advised that, if the Committee decided on this course of action, it was important to scope what was required. He reminded the Committee that, although it was right to lobby and advocate better provision, NNDC didn't

employ a Mental Health professional and did not have a large budget or significant powers in this area. The Council had its own budget pressures and it would not be appropriate to pick up work when other agencies had cut services. In scoping any presentation it would be advisable to consider:

- Are there particular concerns?
- How best to lobby for service provision.
- How NNDC worked with other agencies.

The Chairman would email Members to invite their questions for a possible presentation at a later meeting.

- c) Ms V Gay observed that a profile of the District was necessary to understand provision. However, the Council could influence some things, e.g. Social Prescribing. The Corporate Director (SB) said that funding for Social Prescribing had recently been received from Norfolk County Council. This could lead to two people being employed to deliver the programme, but further clarity was required at present.
- d) Mrs P Grove-Jones said there was a need for respite care for people who had been sectioned. The Corporate Director (SB) said that a profile of need would help Members better understand what they required.
- e) Mr S Hester said that councillors, in their Ward work, could encounter constituents with mental health problems. He suggested referring this to the Member Development Group. The Democratic Services Manager reminded the Committee that the Mental Health First Aider training was being rolled out to all Members, and said she would re-circulate the information.
- f) The Chairman said that the Committee needed to know particular areas that were putting a strain on delivery of NNDC services. Information from the report on the Early Help Hub was likely to help with this.

RESOLVED

- 1. To remind members about training available on mental health**
- 2. To invite a representative from the Norfolk and Suffolk Foundation Trust to give a presentation to the committee**

136. APPONTMENT OF REPRESENTATIVE TO THE NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE

At Full Council on 21 February 2018, delegation was given to the Overview & Scrutiny Committee to make appointments to the Norfolk Health Overview & Scrutiny Committee (NHOSC). The Terms of Reference had been circulated. Eligible Members must be Members of the Overview and Scrutiny Committee.

Mrs A Claussen-Reynolds had represented NNDC on the NHOSC for some years until she had been appointed to the Cabinet. She was not currently a Member of the Overview and Scrutiny Committee but had been recommended by the Leader to replace Mrs H Cox, who had been appointed to Cabinet. If she was nominated today, the appointment would not take effect until it was ratified by Full Council on 28 March. Mr M Knowles was nominated as Substitute.

RESOLVED

- 1. That, dependent on her ratification by Full Council on 28 March as a Member of the Overview and Scrutiny Committee, Cllr Annie Claussen-Reynolds be appointed a representative on the Norfolk Health Overview and Scrutiny Committee.**
- 2. That Cllr Mike Knowles be appointed substitute on the Norfolk Health Overview and Scrutiny Committee.**

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

The following recommendation was made by the Committee to Cabinet on 12th March:

'That any revisions reflected the committee's concerns about the democratic deficit in the previous version as well as ongoing oversight of the implementation of the new Asset Management Plan'.

The Chairman reported that there had been a very positive response from Cabinet. All the suggestions made by the Overview and Scrutiny Committee had been included in the recommendations and an Asset Panel was to be set up. The next step would be for the Committee to resolve to set up an Asset Management Plan Working Party for oversight of the Plan. Once it had been signed off by Full Council, Terms of Reference and membership could be agreed in April.

138. SCHEDULED TRAINING FOR THE COMMITTEE

Because the Council had moved into a situation where there was no overall control, there was a general need for support regarding working effectively together. A small group of Overview and Scrutiny Members had met to discuss how the Committee might work together better. Training had been requested from David McGrath, who had recently delivered some well-received sessions. The Overview and Scrutiny training would be held on 17 and 18 April. All Committee Members were strongly urged to attend.

139. NORTH NORFOLK EARLY HELP HUB

In the absence of the Portfolio Holder, Miss B Palmer, the report was introduced by the Health and Communities Team Leader, who was thanked for a comprehensive report, which included case studies as well as an outline of the challenges and difficulties that were faced. The Chairman said that the case studies had been very helpful.

The North Norfolk Early Help Hub had substantially increased communication and multiagency working between key statutory and voluntary organisations in North Norfolk. From April the Police would be included, having 2 people working there.

The Hub had resulted in significant and demonstrable benefits to the Council in terms of resolving issues with individuals with complex needs who are willing to engage. Increasingly, Housing Benefit and Customer Services staff were referring clients to the Hub.

Individuals and families referred to and willing to engage with the Hub were receiving more co-ordinated, joined up services that were resolving complex issues in a more co-ordinated and cohesive way.

The Hub had initially focussed on children but it had quickly become apparent that it needed to include adults.

Questions and Discussion

- a) Mrs S Bütikofer asked if Members could refer someone to the Hub, and how. The Health and Communities Team Leader advised that the best person to contact was herself or the Housing Strategy and Community Development Manager. She explained that cases could be discussed and the help needed identified but that permission was needed from the client before action could be taken. She could provide Members with details of the help available. The Chairman suggested obtaining an individual's consent to get information from the Hub then pass it back to them.
- b) Sharing of information between organisations: in response to a question from Mrs S Bütikofer, the Health and Communities Team Leader said that more work was being done on this. There had been some challenges, including case reviews where information sharing had resulted in negative consequences.
- c) In response to a question from Mrs B McGoun, the Health and Communities Team Leader said that information about the Hub was communicated to Parish Councils via their newsletters.
- d) The Corporate Director (SB) said that it was difficult to accurately quantify the savings to agencies accrued by the Hub. The main aim was to minimise vulnerability. In the long term, money was saved by early intervention. The Head of Economic and Community Development explained that the Hub wasn't a new agency, but a better way for existing agencies to work together.
- e) Mr S Hester commended the Health and Communities Team Leader for a moving report. He hoped that all Members would support the Early Help Hub.
- f) The Chairman said that the Hub was a great example of cross-boundary working and very beneficial for the individuals who were receiving support.

RESOLVED:

- 1. The Committee recognises the benefit of the Hub and continues to support its ongoing development.**
- 2. That information about the work of the Hub is circulated to parish & town councils via 121 magazine**

140. ESTABLISHMENT OF TASK & FINISH GROUP FOR BEACH HUTS AND CHALETS

Beach huts and chalets had been a subject of discussion when the Committee considered Fees and Charges 2018/19 at the December meeting. The Head of Finance and Asset Management intended to undertake a more fundamental review of strategy. It was proposed to form an Overview and Scrutiny Task and Finish Group to work with him and this was reported to the January meeting. The Chairman had invited any Members who were interested in being part of the Group to contact her. As well as Members of the Committee, expertise could be drawn from other Members.

Councillors J English, M Knowles and B Smith would form the nucleus of the Group. There had also been expressions of interest from Cllrs B Hannah, N Pearce, H Cox and A Fitch-Tillett.

The Head of Finance and Asset Management explained that he wanted to work on a longer term strategy for beach huts and chalets. NNDC's charges were significantly lower than those of other authorities. A more joined-up approach was necessary with a business plan for the next 5 years.

An email had been received from Cllr D Smith, on behalf of Sheringham residents, This would be considered by the Task and Finish Group.

The Democratic Services Manager would finalise the Terms of Reference. It was hoped that they would come to the April meeting of Overview and Scrutiny. The Terms of Reference should include frequency of meeting, method of reporting to the Committee and timespan for the work. The Group would ideally meet before the next meeting of Overview and Scrutiny and would be fully supported by Democratic Services. Thereafter it would be timed so that outcomes and recommendations could come to the Committee on a monthly basis.

RESOLVED that:

- 1. The Task & Finish Group should comprise Mrs J English, Mr M Knowles and Mr B Smith, with input from Mr B Hannah, Mr N Pearce, Mrs A Fitch-Tillett and Mrs H Cox.**
- 2. The Group aimed to meet ideally before the Overview & Scrutiny Committee on 25 April.**
- 3. Terms of Reference should be drafted prior to 25 April, including frequency and method of reporting to Overview and Scrutiny, and timespan of the Group.**

141. ASSET MANAGEMENT PLAN

This report had originally been brought to the Committee for pre-scrutiny in December 2017 and had been referred back to Cabinet for revisions. The report being presented today included the revisions requested by Overview and Scrutiny. It would go to Full Council on 28 March.

Questions and Discussion

- a) Mrs B McGoun asked if consideration had been given to purchasing the former RAF site at Neatishead. The Corporate Director (SB) replied that the site had constraints and wouldn't deliver a financial return. Mrs McGoun asked if Gleeds could look at the site. The Corporate Director (SB) said that authority would be required for this. Gleeds' brief was to look at existing assets and investments that the Council was making in assets, e.g. Splash and the Sports Hub, and land facilities in towns. The Chairman informed the Committee that there would be an Asset Panel (in the gift of Cabinet) which would be the relevant forum for discussion of potential assets which Members were aware of in their wards. Mr E Seward said that progress had been made in the context of the Council's experience in asset management. If the Terms of Reference of the Asset Panel were agreed by Full Council, further work would be done by the Constitution Working Party. Mr Seward proposed that the Overview and Scrutiny Committee should set up an Asset Management Working Group. This was seconded by Mr S Hester and agreed. Mr B Smith abstained.
- b) Mr B Smith explained that he had abstained because of concerns over allocations of some concessions. Mr J Lee told Mr Smith that he had met with other Group Leaders and had reached consensus about which concessions should be agreed and which should be withdrawn, including one at Mundesley.

Mrs A Fitch-Tillett expressed a concern on how concessions were offered. The Corporate Director (SB) suggested that Mr Smith should discuss a further concern about his ward after the meeting. The Chairman said that an element of commercialisation always brought challenges. The Group Leaders had met, and would meet again with the Heads of Paid Service. A communication would be sent to all Members. Mr E Seward said that he understood Mr Smith's concern but that the Policy would ensure that such situations were avoided in the future.

- c) The Chairman suggested that the Committee should look at the Asset Management Policy Framework and consider if there were any additional points for Full Council.
- d) Mr J Rest said that he'd asked a lot of questions about the Asset Management Plan at Cabinet and was satisfied with the answers. He recommended support of the document.
- e) Asset Portfolio Summary table: Mrs P Grove-Jones asked why there was nothing in the Land Held for Sale row. The Head of Finance and Asset Management explained that the row could only be populated if the Council was actively engaged in the sale of land. The table was a summary of the current portfolio. No land was held for sale at this time but the Policy Framework included the possibility of purchasing land if it brought financial return.
- f) Ms V Gay said that she supported the document which included democratic involvement and public benefit. She asked if the amendments to the Constitution would be happening soon. The Democratic Services Manager informed her that a meeting of the Constitution Working Party would be scheduled for April.
- g) Mr N Lloyd, referring to the Policy Relating to the Use of Council Property Assets, said that the free parking policy was very prescriptive. He asked how the Council would respond if there was a significant public occasion. The Corporate Director (SB) said that he would reflect further on this. Often "free facility" involved significant cost to the authority, e.g. provision of toilets, grass cutting and litter collection. Such opportunities weren't available throughout the District. The Policy was to provide openness, equity and transparency as well as putting some checks in place, because Officers were sometimes put in difficult positions by town and parish councils. The Chairman asked if the Council still had the power to lift charges on an *ad hoc* basis. The Corporate Director (SB) said that the Council did have this power but that some locations were better endowed than others.

RESOLVED

- 1. That the Overview and Scrutiny Committee should set up an Asset Management Working Group.**
- 2. To support the Asset Management Plan and recommend to Full Council to approve:**
 - 8. Asset Management Plan as the basis for the strategic framework for asset management (Appendix A).**
 - 9. The amendments to the Constitution as highlighted within (Appendix G).**
 - 10. £2m allocated as a local property capital fund for acquisitions as described in the Acquisition Policy (Appendix C).**

142. MANAGING PERFORMANCE Q3

The report, which had been to Cabinet on 12 March, was introduced by the Portfolio Holder, Mr J Lee. He commended the way the report had been set out to provide increased clarity. It was easier to read, with less paperwork. The Chairman commented that the monthly updates were very helpful.

Questions and Discussion

- a) Mr E Seward asked if the number of apprenticeships in North Norfolk was going down because of the apprenticeship levy. The Corporate Director (SB) said that this was a factor in North Norfolk as well as the level of vocational training providers.
- b) Mr Seward asked for an update regarding the car park at North Walsham Station. A fuller written answer would be provided but the Estates and Asset Strategy Manager had made an initial offer to say that NNDC was interested in the site. It was believed that an access could be installed to the railway platform. This would impact on any offer for the site.
- c) Referring to charges being applied for household waste at recycling centres, Mr Seward asked how the situation would be monitored and if it would result in increased fly-tipping. He believed that the government had been clear that local authorities shouldn't be charging. The Corporate Director (NB) said that the situation was being monitored and that the waste that would be charged for sat in a grey category. NNDC had always made strong representation that charges should not be applied because of the impact on fly-tipping. Over the next 6 months it would be seen if the change in policy resulted in increased fly-tipping.
- d) Ms V Gay commented that the report contained a greater level of detail within a more concise piece of work.
- e) Jobs and the local economy (JO13): Mrs S Bütikofer asked why there was no mention of properties that were subject to Business Rates reviews. The Head of Finance and Asset Management said that appeals and reviews since 2017 were difficult because of problems with the Valuation Office. The situation would need to be monitored and this could be built into the Budget Monitoring report. There were outstanding appeals from the previous list.
- f) Draft Local Plan (02C01): Mrs Bütikofer said that she believed that a sum of £50,000 previously agreed was for inspection fees. She asked if some money could be dedicated to resources to focus on the Local Plan. The Head of Finance and Asset Management said that he would speak to colleagues in Planning and Finance to get clarification. However, a potential underspend in Planning could finance the roll-out of the draft Local Plan. The Corporate Director (SB) said that the programme was currently quite intense and that there was an issue of quality over speed, as well as issues around the Neighbourhood Plan that would need to be resolved separately. Some of the information received from parish councils had been of varying quality. Six or seven Plans had been confirmed with the only real progress being made in Holt. The team was fully resourced. There was a proposal, being worked on by the Monitoring Officer, to increase membership of the Planning Policy and Built Heritage Working Party by one seat. The Overview and Scrutiny Committee could comment on programme issues but not on the recommendations and decisions of the Planning Policy and Built Heritage Working Party (details of site locations and policy). The new job specification for the Head of Planning post would major on the delivery of the Local Plan. Mr E Seward made a recommendation that, in June (when the new member of the

team would be up to speed), the Committee should receive an update on progress of the delivery of the draft Local Plan, the level of resource, and the implications of any delays/slippage. Ms V Gay seconded the proposal, which was agreed by the Committee.

- g) Continue to develop and promote the Norfolk and Suffolk Coastal Partnership (03A02): the Leader had attended the meeting regarding ICT challenges. NNDC had decided to take this on in-house. The Corporate Director (SB) explained that the Partnership commissioned work. NNDC paid the authority's coastal staff who worked in the partnership. NNDC's Head of IT believed that there was work that needed to be done, but the manager of Coastal Partnership East was not comfortable with the solution.

RESOLVED

That the Overview and Scrutiny Committee should receive in June a report on:

- **The progress of the Local Plan.**
- **The level and resilience of resources available.**
- **The implications and risks of any delays.**

143. BUDGET MONITORING 2017/18 PERIOD 10

The report, which had been to Cabinet on 12 March, was introduced by the Portfolio Holder, Mr W Northam. It summarised the budget monitoring position for the revenue account and capital programme to the end of January 2018. He reported that the budget was on track and thanked the excellent finance team led by the Head of Finance and Asset Management.

Questions and Discussion

- a) Referring to car park income, Mr E Seward asked if the limit had been reached. The Head of Finance and Asset Management said that there had previously been an over-forecast on income, but that the limit had not been reached. There would always be opportunities to acquire new car parks and a pay-by-phone scheme had just been introduced that worked better than credit card payments.
- b) In response to a question from Mrs S Bütikofer, the Corporate Director (SB) said that the District had 81 conservation areas. A specific programme was being carried out by Purcell, but it would not represent value for money to review all areas, e.g. Sharrington. In response to a further question from Mrs Bütikofer regarding Sculthorpe, he said that the Council's case for appeal would not have been strengthened in the context of a conservation area review. This had been discussed broadly by the Planning Policy and Built Heritage Working Party. The Major Projects Manager had been tasked with identifying any other areas under pressure and prioritising them for review. Mr S Hester, referring to the release of £20,000 for cost implications of the Sculthorpe appeal, asked if the Council was being represented by Eastlaw. The Corporate Director (SB) explained that a certain amount of work was done by Eastlaw and that a barrister was engaged where more specialist representation was required. The Council had won the Sculthorpe appeal, but this had cost money. There had been a challenge in the High Court and judgement was imminently awaited. The £20,000 related to these costs. Ms V Gay said that conservation area reviews raised people's awareness

of what they had, but weren't necessarily the right vehicle for preventing planning developments.

RESOLVED

To note the report.

144. ENFORCEMENT UPDATE

The report, which had been to Cabinet on 12 March, was introduced by the Portfolio Holder, Mrs S Arnold. It provided an update for Members on the work of the Enforcement Board over the past six months and also gave an assessment of progress made by the Board on the difficult enforcement cases since its inception. To date the Board had considered more than 150 cases which represented the most challenging cross-service cases. The public could now see that the Council applied a robust attitude towards enforcement. In thanking the Board, Mrs Arnold observed that dealing with empty homes and properties was the most difficult part of the work. Long term empty homes had increased in number with people stockpiling property for financial reasons.

The Chairman said that the Enforcement Update had been coming to the Committee on a regular basis. At the April Meeting there would be discussion about how best to use such reports.

Questions and Discussion

- a) Sutton Mill: Mrs P Grove-Jones reminded the Committee that Full Council had, on 21 December 2017, following a recommendation from Cabinet, approved loan funding of £350,000 to the National Millwrighting Centre CIC to facilitate the acquisition and improvement of Sutton Mill. She expressed concern that the Historic Buildings Trust did not appear to have matched funding. The Corporate Director (SB) said that the building was in a poor state of repair and the owner was hoping to sell it to the Historic Buildings Trust. The Council's offer had not been withdrawn, nor had the Historic Buildings Trust come forward. The owner had re-advertised the building for sale. It was possible that a "crowd funding" initiative could be happening. The Corporate Director (NB) added that the property was protected by regulatory issues. The Chairman explained that if the property was sold and nothing was done with it, the matter would come back to the Enforcement Board.
- b) Mrs S Bütikofer asked what could be done to address the increasing numbers of empty properties. Mrs S Arnold suggested that any ideas could be communicated to the Board but that the removal of the Second Homes Discount might help. The Corporate Director (NB) said that the problem was a social issue, (because the Council needed houses to be occupied) and financial (because it impacted on the homes bonus). He had met with colleagues in Revenues where long-term empty homes was a subject high on the agenda. Work was continuing and it had been discovered that some data wasn't being received quickly enough. More accurate data had removed 70 properties. Each empty property was being visited over the next two months to check that they were unoccupied. The people who owned these properties were paying their Council Tax, but there was every incentive for people to leave homes empty if market prices were increasing. The priorities were:
 - To ensure data was correct and processed in a timely manner.

- Is there anything wrong with the property which requires enforcement?
 - Is it for compulsory purchase?
- c) Tyre Storage, Tattersett Business Park: Mrs A Claussen-Reynolds said that she found the action unsatisfactory. The Corporate Director (NB) explained that it was a very difficult case but that public benefit had to be demonstrated before prosecution was embarked on. The owner had agreed to apply for a variation in his environment licence and it wouldn't be appropriate to prosecute under the circumstances. It would be very expensive for NNDC to remove the tyres. The Chairman suggested more robustness in the wording of reports that went into the public domain and that specific cases should be discussed with Officers.
- d) 4a Market Street, North Walsham: Ms V Gay said that she was not satisfied with the action and requested a written report. The Corporate Director (NB) agreed to provide it.
- e) Mr E Seward, referring to the temporary post in the Combined Enforcement Team, made the following recommendations to Cabinet, which were seconded by Ms V Gay.
- That the temporary post in the Combined Enforcement Team is made permanent.
 - To support the use of Reserves to fund the above, if necessary.
 - To support the early use of Compulsory Purchase Orders.
- f) Mr Seward said that it would be helpful if a report came to the Committee about challenges brought about by changes in legislation. He suggested that the government should be lobbied regarding the difficulty of current processes. Mrs S Arnold supported this. The Corporate Director (NB) said that the Combined Enforcement Team had been in operation for 2 years and had achieved really good results in planning enforcement. It encouraged people to complain louder about enforcement issues. A clean break had been created between planning policy and enforcement. There were some underspends at the end of the year which could fund a permanent post-holder for next year's budget. The reserve allowed the Council to bring in specialists. Compulsory Purchase Orders went to Cabinet first. The key issue was that there was a reserve and authorisation to spend it.
- g) Mr E Seward, referring to the temporary post in the Combined Enforcement Team, made the following recommendations to Cabinet, which were seconded by Ms V Gay and resolved.

RESOLVED to recommend to Cabinet:

- a) That the temporary post in the Combined Enforcement Team is made permanent.**
- b) To support the use of Reserves to fund the above, if necessary.**
- c) To support the early use of Compulsory Purchase Orders.**

145. THE CABINET WORK PROGRAMME

- a) The Leader was keen that ideas came not only from Cabinet, but from the Overview and Scrutiny Committee.
- b) The Market Towns initiative was on the Cabinet Work Programme for 16 April. Cabinet would ask the Overview and Scrutiny Committee to do some initial work on this. It was intended that a paper would come to the Committee.
- c) The Beach Road Wells toilet site was on the work programme for May.

RESOLVED

To note the upcoming Cabinet Work Programme.

146. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

- a) This month's agenda had included 2 written reports that had been requested by Members.
- b) A decision list would be produced from today's meeting. This would enable progress to be more easily tracked.
- c) This month's Work Programme was brief because the Committee would be setting the annual Work Programme in April.
- d) Changes would be announced next month by central government regarding the way overview and scrutiny committees worked. It was likely that, for district councils, this would mean that recommendations went from Overview and Scrutiny to Full Council, rather than Cabinet.
- e) A dedicated post for Overview and Scrutiny was being advertised.

RESOLVED

To note the Overview and Scrutiny Committee Work Programme.

The meeting ended at 12.40 pm

Chairman

Beach Huts and Chalets – Task & Finish Group

| | |
|------------------------------|---|
| Membership | <p>Three members of Overview & Scrutiny Committee (non-politically balanced)</p> <p>Coastal members to be invited to contribute when required.</p> |
| Purpose | <p>To develop a 5 year Beach Hut / Chalet Strategy and Business Plan; reviewing service policy and provision and optimising income streams whilst ensuring the mitigation of any reputational risk to the Council</p> |
| Actions | <ul style="list-style-type: none"> • Consider written evidence regarding beach hut and chalet management, fees and charges policies • Attend site visits • If appropriate, attend other comparable sites / organisations to review good practice • Talk to people who are affected by this service and have regard to their views • Research and review, options, proposals, issues – as required • Help shape procedures and enforcement requirements • Agree a proposed plan of action for future management of all resorts and aspects of the beach hut sites and chalet assets • Agree a long term financial strategy for the service • Help shape positive change management through the media and other communication channels around implementation of the strategy |
| Reporting Framework | <p>The Task & Finish Group will produce a report to be submitted to the Overview & Scrutiny Committee outlining details of the review process, evidence gathered, conclusions and subsequent recommendations</p> |
| Administration | <ul style="list-style-type: none"> • Timetable of meetings (attached) • Agenda preparation • Minutes – referral of draft minutes and recommendations to Overview & Scrutiny Committee • Progress chasing |
| Risk & Mitigation | <p>Sign off risk analysis for the corporate and service risk registers</p> |
| Governance | <ul style="list-style-type: none"> • Regular reports and updates to the Overview & Scrutiny Committee • Confidentiality of information will be ensured where necessary |
| Housekeeping | <p>All work undertaken within the framework of the corporate policies of the Council</p> |

BEACH HUTS & CHALETS TASK & FINISH GROUP

Minutes of the meeting of the Beach Huts and Chalets Task & Finish Group held on Wednesday 11 April 2018 at the Council Offices, Holt Road, Cromer at 10.00 am

Members Present:

Ms J English
The Chairman
Mrs B Smith

Also attending:

Officers in

Attendance: The Property Project & Programme Manager, the Democratic Services Manager

1. APOLOGIES FOR ABSENCE

None received

2. ELECTION OF CHAIRMAN

Mr M Knowles was duly elected as Chairman.

3. TO AGREE TERMS OF REFERENCE

The Property Project & Programme Manager briefly outlined the current situation. She said that the Council owned 322 beach hut sites and 92 chalets – the latter being based in Cromer and Sheringham only. Some of the chalets were listed and 40 had been lost during the storm surge of 2013. She explained that she had previously undertaken some work on the Council's beach huts and chalets, mainly focussing on processes and administration. This work could be used to support the Task and Finish Group. She advised Members that she would be able to circulate more detailed information within the next few days.

The Chairman supported this approach and said that the Group could also ask for any additional information as and when required.

The Property Project & Programme Manager said that it would be useful for Members to visit current beach hut and chalet sites, particularly at Cromer and Sheringham as they would be able to assess the current condition of the chalets.

Ms J English asked whether there was a budget for refurbishment and repairs. The Property Project & Programme Manager confirmed that there was but it was not significant with many chalets being refurbished with capital budgets plus where necessary using insurance monies following storm damage.

The Property Project & Programme Manager suggested that a five year strategy for the management of beach huts and chalets would be useful as it would ensure that

people were aware of the Council's position going forward and would help to manage expectations and give the service a clear direction.

The Chairman asked how waiting lists were managed. The Property Project & Programme Manager explained that a charge of £25 had been introduced in 2017 for people who wanted to stay on the waiting list to ensure they were committed. However, this had not significantly reduced the numbers. Additional beach hut sites could help ease the waiting times and an increase in prices could also have an impact.

Ms J English asked about the beach huts at Overstrand. The Property Project & Programme Manager explained that there may be opportunities to increase numbers at Overstrand but there were few facilities; no concrete standings at Overstrand, they were based at the base of the cliff which was predominantly clay and this could sometimes result in the huts standing in water. There was also no running water or permanent toilets on the promenade at Overstrand.

In response to a further question about the letting of the chalets, the Property Project & Programme Manager confirmed that they were renewed annually. She added that sub-letting was not currently allowed but consideration could be given to allowing a few to be let commercially (at an increased rent) with the Council potentially setting the charge. The Chairman asked why sub-letting was not allowed and the Property Project & Programme Manager explained that previously the emphasis was on provision for use by families and local residents rather than on allowing others to potentially capitalise on our assets.

The Property Project & Programme Manager circulated draft terms of reference for the Group to consider. The Chairman said that he preferred 'purpose' rather than 'responsibilities' but was in agreement about developing a 5 year strategy and business plan.

Ms J English sought clarification on the last point listed under actions, which referred to change management. The Property Project & Programme Manager replied that this referred to the management of any changes to the current structure – particularly regarding how this was communicated to those affected.

Ms J English asked when the licences were renewed. The Property Project & Programme Manager confirmed that this was on an annual basis after the budget had been agreed by Full Council with the licences run from April to March. She acknowledged that this meant a very tight timescale for the issuing of licences and said that having a five year strategy in place would address this problem. Mr B Smith asked about the length of licences and whether consideration should be given to limiting them to a specific term such as 3 or 5 years. The Property Project & Programme Manager agreed that this would simplify the administration process.

The issue of timescales for the Group was considered. It was agreed that 6 months would be tight but should be sufficient and would allow for any changes to be reflected in the budget for 2019/20. The Democratic Services Manager said that a monthly meeting two weeks in advance of the Overview and Scrutiny Committee would work well.

It was agreed that a site visit would be useful so that the Group could see the current condition of the chalets and assess the standard of provision as well as looking at possibilities for further sites for beach huts. The Property Project & Programme Manager said that it would be particularly helpful if they looked at the Art Deco building in Cromer as some consideration was being given to its future.

The Democratic Services Manager asked how Members representing coastal wards would be able to feed their views into the process. The Chairman said that they could be invited to the next meeting to share their views early on, however, it was not necessary for them to attend every meeting and any further input could be via email.

The Property Project & Programme Manager said that she would share some background information with the Group before the next meeting and she suggested that there was a presentation at the next meeting outlining the current issues. She referred to a previous reduction in prices for the chalets out of season and said that it might be helpful for Members to see the impact of this.

The Democratic Services Manager said that she would amend the Terms of Reference to reflect the discussion and circulate to the Group for comment.

4. SCHEDULE OF MEETINGS

The Democratic Services Manager and the Property Project & Programme Manager would look at future dates, with the intention of meeting monthly two weeks before the Overview & Scrutiny Committee meeting. A draft schedule would then be circulated to the Group for comment and agreement.

The meeting ended at 11.50 am.

Chairman

Agenda Item No ____ 10 _____

ANNUAL ACTION PLAN 2018-19

- Summary: This report presents the Annual Action Plan for 2018/19 for approval.
- Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and associated performance indicators to deliver the priorities and objectives as laid out in the Corporate Plan 2015-2019.
- Recommendations: **Cabinet is recommended to approve the Annual Action Plan 2018-19 and the targets and recommendations for management performance indicators as set out in Appendix 1.**

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

Annual Action Plan 2018/19

- 1.1 This report presents the third annual action plan designed to deliver the Corporate Plan 2015-2019. It builds on and develops further the work of the previous Annual Action Plan and outlines actions to achieve the objectives in the Corporate Plan. The plan is intended to be operational from 1 April 2018 to 31 March 2019.
- 1.2 Over the winter Staff, Managers, Heads of Service, members of Corporate Leadership Team and Portfolio Holders have been developing this Action Plan.
- 1.3 Progress in delivering the activities in the Annual Action Plan 2017/18 and achievement against targets will be reported in our Annual Report for 2017/18 which will be produced later this year and presented to Cabinet and Overview and Scrutiny Committee.
- 1.4 Some actions in the Annual Action Plan 2017/18 are anticipated to still be in the process of being delivered during 2018/19. These actions have been rolled forward into the Annual Action Plan 2018/19 where they continue to deliver the objectives in the Corporate Plan. Some actions may have been slightly amended to take account of changing circumstances, new opportunities that have arisen or new milestones that are intended to be achieved.

- 1.5 The Annual Action Plan 2018/19 attached as Appendix 1 is the result of that review.
- 1.6 The performance indicators have been split into two groups. The first group, the key performance indicators, are included alongside the relevant corporate plan objective and the actions for this coming year. These indicators, where a target or improvement can be evaluated, allow a strategic assessment of the delivery of the objectives. The second group of indicators, management indicators, allow the Council to assess whether it is on track to deliver the objectives. These are presented as an Appendix to the Annual Action Plan. Both sets of indicators have been reviewed and recommendations for targets for 2018/19 or changes to the indicators are presented in the Annual Action Plan and its appendix.

2. Managing Delivery of the Annual Action Plan 2018/19

The Annual Action Plan will be delivered by applying the Performance Management Framework. Implementation of the framework is under continuous review and improvement as required by Cabinet and Management Team.

3. Conclusion

A rigorous development process has resulted in a balanced and effective Annual Action Plan and associated performance targets to deliver the objectives laid out in the Corporate Plan 2015-2019

4. Implications and Risks

Agreeing a clear Annual Action Plan is a key part of the process to ensure the Council achieves the objectives in the Corporate Plan 2015-19 and reduces the risk of failure.

5. Financial Implications and Risks

There are no direct financial implications associated with this report. However, there are performance measures and targets, and activities included in the Annual Action Plan that are specifically related to finance. In addition, corrective action needed during delivery of the plan or an activity within it may have financial implications that would need to be made clear at the time any action is agreed.

6. Sustainability

There are no direct implications for sustainability in this report. However, the Annual Action Plan it presents seeks to increase the sustainability of the social, economic and environmental situation in North Norfolk.

7. Equality and Diversity

Equalities objectives for 2018/19 are integrated into the Annual Action Plan. In addition, a number of activities will have equality and diversity benefits or implications. These are identified and will be reported on during the delivery of the action plan. If any activity in the Annual Action Plan requires review of a service being delivered or a change to a policy of the Council an Equality Impact Assessment on any proposed changes will be carried out when necessary.

8. Section 17 Crime and Disorder considerations

There are no implications for Crime and Disorder in this report.

Annual Action Plan 2018/19

Introduction

North Norfolk District Council's Corporate Plan 2015-19, sets out the Council's priorities until 2019. It guides business decisions to ensure that the council is well-run and able to meet its objectives.

The Corporate Plan is a strategic document, listing the priorities for council actions for the period 2015-2019, giving our shared vision and our values and listing the priority areas on which the council intends to concentrate its efforts:

- Jobs and the Local Economy
- Housing and Infrastructure
- Coast and Countryside
- Health and Well-Being
- Delivering Service Excellence

Success in meeting these aims will involve making some difficult choices. We must ensure that our spending is focussed on the things that really matter to local people and businesses.

The [Corporate Plan 2015-19](#) is available for online viewing.

This document is the third Annual Action Plan, giving detail of how the priorities in the Corporate Plan will be realised over the forthcoming 12 months from 1 April 2018 to 31 March 2019. The plan includes key performance indicators and actions for the corporate objectives. The key performance indicators are included alongside the relevant corporate plan objective and the actions designed to deliver the objective for this coming year. These indicators, where a target or improvement can be evaluated, allow a strategic assessment of the delivery of the objectives. The second group of indicators, management indicators, allow the Council to assess on a regular basis whether it is on track to deliver the objectives. These management indicators are included as the appendix.

April 2018



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

Jobs and the Local Economy

Work to maintain existing jobs and help businesses expand (01 A)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|---------------------------------|---|
| Number of new jobs created (annual) J 027 | Review and Report | Target will be set once 2017/18 figure is available |
| Number of economically active - employed & self-employed people (annual) J 010 | Health of North Norfolk Measure | Compare to previous year |
| Non-Domestic (Business) Rates Base (total number of properties) (annual) J 013 | Health of North Norfolk Measure | Compare to previous year |

Action

Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success

01 A 01

Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes

01 A 02

Maintain and disseminate information on the external funding opportunities available locally and provide support to local organisations in order to enable the development of projects that assist economic growth and community development

01 A 03

Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis

01 A 04

Publish the First Draft Local Plan for consultation by January 2019 which will include;

- A review of tourism policies
- New housing sites and review of housing numbers and distribution
- Review of housing numbers and types as part of the Local Plan and Site allocations
- Infrastructure capacity study and identify deficiencies and measures to improve
- Review planning obligation standards
- Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife

01 A 05

Increase the number and support for business start-ups (01 B)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|---------------------------------|--------------------------|
| Number of VAT registered businesses (annual) J 006 | Health of North Norfolk Measure | Compare to previous year |

Improve the job opportunities for young people within the district (01 C)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|---------------------------------|--------------------------|
| Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009 | Health of North Norfolk Measure | Compare to previous year |

| Action |
|--|
| Engage with business and education and training providers and develop a suitable programme of events to help address skills gaps and raise awareness of career opportunities locally including Business Breakfast events for schools 01 C 01 |
| Promote opportunities for apprenticeships within the Council as an employer 01 C 02 |

Support major business opportunities and take-up of allocated employment land across the district (01 D)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|-------------------|---|
| Business Expansion / land developed / premises filled (sqm) (annual) J 026 | Review and Report | Target will be set once 2017/18 figure is available |

| Action |
|---|
| Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure 01 D 01 |
| Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse & office premises 01 D 02 |
| Acquisition / transfer of sites at Catfield Industrial Estate 01 D 03 |

Capitalise on our tourism offer both inland and along our historic coast (01 E)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|-------------------|---|
| Number of visitors to North Norfolk (annual) J 028 | Review and Report | Target will be set once 2017/18 figure is available |
| Value of visitors in North Norfolk (£) (annual) J 029 | Review and Report | Target will be set once 2017/18 figure is available |

| Action |
|---|
| Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination 01 E 01 |
| Provide support to food businesses, beyond that offered through the FSA Brand Standard, to ensure the food offering for visitors is high quality and safe. We will monitor success through an PI on the number of businesses achieving a FHR score of 5 and a PI which monitors movement between FHR bands in order to establish trends and target resources 01 E 02 |
| Ensure the procurement of the Waste and Related Services Contract sets standards of cleanliness for high tourism areas and the district in general which reflect the importance of a clean and tidy district to the Tourist offering and seasonal fluctuations 01 E 03 |
| Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives 01 E 04 |

Housing and Infrastructure

Increase the number of new homes built in the district (02 A)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|--|--|
| Number of new homes built of all tenures (annual) H 001 | Health of North Norfolk Measure. Review and report. | Review and report. Local Plan average target over 2001-2021 420 p.a. |
| Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008 | 444 | Review and report. Local Plan average target over 2001-2021 467 p.a. |

Action

Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development

02 A 01

Address housing need through the provision of more affordable housing (02 B)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|---------------------------------|--------------------------|
| Number of people on the housing waiting list - total (annual) H 004 | Health of North Norfolk Measure | Compare to previous year |
| Number of households from the housing register rehoused (monthly cumulative) H 005 | Health of North Norfolk Measure | Compare to previous year |
| Number of affordable homes built (monthly cumulative) H 007 | Review and report | Review and report |
| Number of affordable homes granted planning permission (monthly cumulative) HS 009 | Health of North Norfolk Measure | Review and report |

Action

Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives

02 B 01

Action**Monitor the need for temporary accommodation and ensure suitable provision****02 B 02****Reduce the number of empty properties (02 D)**

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|----------------|-------------------|
| Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009 | Monitor | Review and report |
| Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002 | Monitor | Review and report |
| Number of long term empty homes (6 months or more as at October each year) (annual) H 002 | Monitor | Review and report |

Action**Review long term empty (LTE) property management process, especially to consider earlier and more direct action to bring LTEs back into use. Provide regular updates to all Members (fortnightly) and to Cabinet (bi-monthly)****02 D 01****Improve the infrastructure needs of the district (02 E)**

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|----------------|-------------------|
| Number of settlements that have had Broadband upgraded (annual) J 008 | - | Review and report |

Coast and Countryside

Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations (03 A)

| Action |
|--|
| Continue to work with private sector partners on a scheme for Bacton and affected communities 03 A 01 |
| Refurbish coastal defences at Mundesley 03 A 02 |

Protect the wonderful countryside and encourage sustainable access (03 B)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|----------------|----------------|
| Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010 | 1,500 (annual) | 705 (annual) |
| Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011 | 1,900 (annual) | 1,380 (annual) |
| Number of Visitors to Parks and Countryside Events (quarterly cumulative) LE 010 + LE 011 | 3,400 (annual) | 2,085 (annual) |

| Action |
|--|
| Work with other agencies to maintain and improve the quality of local beaches, retain the district's six Blue Flag awards and host the national Blue Flag Awards Ceremony in May 2018 03 B 01 |
| Assess and implement requirements for new Green Flag Awards and work to retain existing awards 03 B 02 |

Continue to improve recycling rates and reduce the amount of waste material going to landfill (03 C)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|----------------|-------------------|
| Waste - Household - (recycling tonnage) (annual) ES 008 | - | Review and report |

Action

Procure new joint waste and related services contract with partners for commencement April 2020

03 C 01

Maximise trade and garden waste customers to maintain and improve income levels

03 C 02

Work with NWP to promote behaviour change for domestic waste where appropriate for North Norfolk

03 C 03

Improve the environment both in our towns and in the countryside (03 D)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|----------------|----------------|
| Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007 To discuss with Steve Hems | 80% | 80% |

Health and Wellbeing

Support local residents and their communities (04 A)

Action

Develop community support initiatives in anticipation of the reduction of external funding sources

04 A 01

Address issues leading to ill health and improve the quality of life for all our residents (04 B)

| Key Performance Indicators | | Target 2017/18 | Target 2018/19 |
|---|--|--------------------------------------|--------------------------------------|
| Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027 | | 20 calendar days (amber boundary 22) | 20 calendar days (amber boundary 22) |
| Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028 | | 14 days (amber boundary 16 days) | 14 days (amber boundary 16 days) |
| Number of Disabled Facilities Grants completed (monthly cumulative) HW 003 | | Review and report | Review and report |

Encourage participation in a range of sports and activities (04 C)

| Key Performance Indicators | | Target 2017/18 | Target 2018/19 |
|--|--|--------------------------|------------------|
| Participation at Council Sporting Facilities (monthly cumulative) LE 004 | | Annual target of 566,615 | 550,245 (annual) |

Action

Deliver new leisure management contract to commence April 2019

04 C 01

Deliver new leisure centre at Sheringham to replace Splash

04 C 02

Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham

04 C 03

Delivering Service Excellence

Help you to get what you need from the Council easily (05 A)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|--|----------------|-------------------|
| Visits to the Council website (monthly cumulative) WG 005 | - | Review and report |

| Action |
|--|
| Maintain progress on all projects within the Council's Digital Transformation Programme including implementing; Document Management System, Management Information System, Server Replacement Scheme, completion of the Planning BPR projects and starting the implementation of Phase 2 of the programme 05 A 01 |
| Ongoing HR Business Process Review 05 A 02 |
| Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency 05 A 03 |
| Rollout of universal credit in the District, working closely with the DWP 05 A 04 |
| Review our use of assets through the One Public Estate programme including completing the Options Appraisal and Master Plan exercise for future development of the Kelling Hospital campus 05 A 05 |

Ensure the Council's finances continue to be well managed and inform our decision making (05 B)

| Key Performance Indicators | Target 2017/18 | Target 2018/19 |
|---|----------------|----------------|
| Percentage of council tax collected (monthly cumulative) RB 009 | 98.5% (annual) | 98.4% |
| Percentage of non-domestic rates collected (monthly cumulative) RB 010 | 99.2% (annual) | 99.1% |

Action

Establish a £2m Property Investment Fund with any spend being dependent on agreement of the Asset Management Plan. To be funded from the New Homes Bonus reserve (£1m) and the Invest to Save reserve (£1m)

05 B 01

Consider the Business Plan for provision of solar panels on the Council offices

05 B 02

Value and seek to develop the Council's staff and Members (05 C)

Action



Deliver the IIP Re-Assessment – Winter 2018

05 C 01

DRAFT

Appendix 1 - Management Indicators

| Indicator | Objective | Target 2017/18 | Target 2018/19 |
|--|--|-------------------|---------------------|
| Grants awarded (£) (quarterly cumulative) J 025 | 01 A | Review and Report | Target under review |
| Number of businesses engaged via events (quarterly cumulative) J 021 | 01 A, 01 B | Review and Report | Target under review |
| Number of businesses supported (quarterly cumulative) J 022 | 01 A, 01 B | Review and Report | Target under review |
| Numbers on the housing waiting list (monthly) HO 006 | 02 B | Review and Report | Review and Report |
| Numbers on the Housing Register (monthly) HO 007 | 02 B | Review and Report | Review and Report |
| Numbers on the Housing Options Register (monthly) HO 008 | 02 B | Review and Report | Review and Report |
| Numbers on the Transfer Register (monthly) HO 009 | 02 B | Review and Report | Review and Report |
| Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024 | 02 B, 03 D, 02 A, 01 D, 01 A | 70% or more | 80% |
| Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025 | 02 B, 03 D, 02 A, 01 D, 01 A | Less than 10% | Less than 10% |
| Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a | 02 B, 03 D, 02 A, 01 D, 01 A | - | Not applicable |

| Indicator | Objective | Target 2017/18 | Target 2018/19 |
|--|--|---|--|
| Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001 | 02 B, 03 D, 02 A, 01 D, 01 A | 60% or more | 60% |
| Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002 | 02 B, 03 D, 02 A, 01 D, 01 A | Less than 10% | Less than 10% |
| Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a | 02 B, 03 D, 02 A, 01 D, 01 A | - | Not applicable |
| Number of Events Organized at Country Parks (monthly cumulative) LE 005 | 03 B | 30 (annual) | Archive. Replace with indicator below. |
| Income from events organised at Country Parks (quarterly cumulative) | 03 B, 05 B | - | £6,340 (annual) |
| Number of pollution enforcement interventions (quarterly cumulative) C 008 | 03 B, 03 D | Review and report | Review and report |
| Number of fixed penalty notices issued (quarterly cumulative) C 009 | 03 B, 03 D | Review and report | Review and report |
| Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005 | 04 A, Equality |  Review and report | Review and report |
| Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006 | 04 A, Equality |  Review and report | Review and report |
| Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002 | 04 B | Review and report | Archive |
| Number of Disabled Facilities Grants approved (monthly cumulative) HW 004 | 04 B | Review and report | Review and report |

| Indicator | Objective | Target 2017/18 | Target 2018/19 |
|---|-----------|---|--|
| Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005 | 04 B | Monitor | Review and report |
| Number of events for which NNDC provided financial support (annual) W 002 | 04 C | 2 | Archive. No longer relevant. |
| Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004 | 05 A | 90% | 90% |
| Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b | 05 A | Not applicable | Not applicable |
| Number of Ombudsman referral decisions (monthly cumulative) PA 001 | 05 A | Not applicable | Not applicable |
| Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002 | 05 A | Review and report | Archive. Low numbers of ombudsman complaints and decisions make assessing the percentage of no use. Replace with PA 003 below. |
| Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative) PA 003 | 05 A | - | Review and report |
| Unique Visitors to NNDC website (monthly cumulative) WG 006 | 05 A | - | Review and report |
| Number of Compliments (monthly cumulative) CS 050 | 05 A | Review and report | Review and report |
| Number of Complaints (monthly cumulative) CS 051 | 05 A | Review and report | Review and report |
| Number of MPs Letters (monthly cumulative) CS 052 | 05 A | Review and report | Review and report |
| Average wait time (minutes) - Customer Services (monthly) CS 057 | 05 A | 10 minutes (low is good) | 10.0 |
| Average transaction time (minutes) - Customer Services (monthly) CS 058 | 05 A | Review and report to Transformation Board | 10.0 |

| Indicator | Objective | Target 2017/18 | Target 2018/19 |
|--|-----------|---|---|
| Average wait time (minutes) - Housing Options (monthly) CS 059 | 05 A | 10 minutes (low is good) | 10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed. |
| Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053 | 05 A | Review and report to Transformation Board | 95% |
| Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054 | 05 A | Review and report to Transformation Board | 95% |
| Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055 | 05 A | Review and report to Transformation Board | 95% |
| Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056 | 05 A | Review and report to Transformation Board | 95% |
| Planning Income (£) (monthly cumulative) DM 023 | 05 B | Review and report | Review and report |
| Building Control income (£) (monthly cumulative) BC 001 | 05 B | 372,581 | 380,000 |
| Legal Services Fee Income (£) (monthly cumulative) LS 003 | 05 B | 72,000 (annual) | 72,000 |
| PM 32 Average Number of days Revenue Outstanding (Debtor Days) (monthly) RB 029 | 05 B | 41 (low is good) | 41 |
| Occupancy Rate of Council Owned Rental Properties (monthly) PS 006 | 05 B | 80% | 80% |
| Occupancy Rate of Council Owned Rental Properties – Industrial (monthly) PS 009 | 05 B | | New indicator. Target under review |

| Indicator | Objective | Target 2017/18 | Target 2018/19 |
|---|---------------|-------------------|------------------------------------|
| Occupancy Rate of Council Owned Rental Properties –Retail (monthly) PS 010 | 05 B | | New indicator. Target under review |
| Occupancy Rate of Council Owned Rental Properties – Concessions (monthly) PS 011 | 05 B | | New indicator. Target under review |
| Percentage of rent arrears on all debts 90 days and over (monthly) PS 008 | 05 B | | 5% (low is good) |
| Rate of Return – Industrial (annual) PS 012 | 05 B | | New indicator. Target under review |
| Rate of Return – Retail (annual) PS 013 | 05 B | | New indicator. Target under review |
| Percentage of assets that have a Stock Condition Survey Rating of A-B (annual) PS 014 | 05 B | | New indicator. Target under review |
| Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010 | 05 B, 03 D | Review and report | Review and report |
| Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015 | 05 B, 03 D | Review and report | Review and report |
| Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001 | 05 B | 80% | Under review |
| Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002 | 05 B | 100.0% | Under review |
| Percentage of audit days delivered (quarterly cumulative) V 004 | 05 B | 100.0% | Under review |
| Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007 | 05 C | 6 | 6 |

[Go to top](#)

MARKET TOWN INITIATIVE

- Summary: This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk’s inland market towns market towns.
- Options considered: This is a new project and no alternatives have been considered
- Conclusions: The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.
- Recommendations: It is recommended that;
- (1) That Cabinet to approve the Framework as set out in the report for the North Norfolk Market Town Initiative Programme.
 - (2) That Cabinet refer the further development of the Market Town Initiative to the Overview and Scrutiny committee in the terms set out in the report.

| | |
|---|---|
| <p>Cabinet Member(s): Cllr John Lee Cllr Nigel Dixon</p> | <p>Ward(s) affected Holt, Fakenham, North Walsham & Stalham</p> |
| <p>Contact Officer, telephone number and email: Emma Duncan, Head of Legal and Democratic Services ext 6045 Emma.duncan@north-norfolk.gov.uk</p> | |

1. Background

- 1.1 This report seeks Cabinet approval for the further development of a strategic Market Town Initiative across North Norfolk’s inland market towns in line with North Norfolk’s overall vision of “a better place” to live, work and visit.
- 1.2 North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies but all North Norfolk’s market towns still retain a historic core and are generally supported by seasonal tourism.

- 1.3 The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham and the District Council has recently committed significant additional expenditure recently, to ensure that the town infrastructure meets the needs of residents and visitors alike, together with investment in sporting and recreational facilities.
- 1.4 In common with many market towns in the UK, North Norfolk's four inland market towns (North Walsham, Stalham, Fakenham and Holt) are experiencing a number of challenges, including competition from major retail destinations and out-of-town shopping centres, increased online retailing, the closure of key services and decline in markets. Whilst each market town has its own unique character the challenges facing them are similar.
- 1.5 The focus of the Market Town Initiative is to help our rural town centres adjust to those changing use patterns by engaging with local communities to improve and develop their towns centres to encourage business, promote economic development, improve the visitor experience and to increase footfall.
- 1.6 Increasing the vibrancy of our market towns impacts positively on the rural areas surrounding them, by supporting our local producers and giving our residents an opportunity to shop, live, work and socialise locally.
- 1.7 Members will be aware that during the budget discussions (and subsequent approval at Council) funding was allocated to the Market Town Initiative, bringing the total budget allocation to £400,000.

2. Market Town Initiative Framework Summary

- 2.1 The Council has allocated £400,000 to the Market Town Initiative ("MTI"), with each market town allocated an outline budget of up to £100,000 to spend on locally owned and managed projects within the MTI scheme, intended to revitalise and enhance our town centres.
- 2.2 The intention of the project to build capacity and capability in the towns to select, manage and deliver projects so that in future years the towns have the skills to access external funding, manage and deliver projects themselves. Consequently, the model that is being proposed is that identifies small scale proven projects that have been successfully used to support town centres to deliver economic resilience, regeneration and footfall.
- 2.3 The projects have been selected using the following criteria;
 - Contributes either to footfall, regeneration or economic growth
 - Proven track record
 - No large overhead costs or complex delivery mechanisms
- 2.4 The projects have in part been selected for their "off the shelf" ability to be implemented quickly and not require additional resourcing to be delivered. They also have the benefit of the towns being able to build and develop capacity and capability in taking forward the ideas.

- 2.5 In terms of governance arrangements, it is critical that the selection and delivery of the projects is owned by all of the community, therefore a multi-agency delivery mechanism is suggested as a starting point.
- 2.6 The group delivering the project will involve not only the public sector through district and county councillors and the town councils but also engage businesses and business groups including the Chambers of Trade and Commerce, who are vital partners. Engagement and consultation with the community will be essential in moving the projects forwards.
- 2.7 The town councils, being publically accountable through the public sector accounting and transparency arrangements, seem ideally placed to be the accountable bodies for the projects and should be approached to perform that role.
- 2.8 To further develop the MTI and to engage with the community it is recommended that Cabinet refer the Market Town Initiative to a politically balanced Working Party of the Overview and Scrutiny Committee.

3 Scheme detail: Projects

- 3.1 The example project options have been identified through examination of national good practice and success in other areas of the country to achieve the stated aims of the Initiative using the following criteria; and there may be others that could be explored for inclusion on this basis.
- Contributes either to footfall, regeneration or economic growth
 - Proven track record
 - No large overhead costs or complex delivery mechanisms
- 3.2 The projects are identified below. Having a defined palette of projects from which each town can select maximises opportunities for the market towns to work across the district delivering the same projects and thereby increasing value for money, efficiency and learning.

| Project | Outline | Cost |
|---|---|----------|
| Support for locally devised community events and arts | Community events and arts can be invaluable in raising the profile of a market town; enhancing loyalty amongst local people and thereby footfall; improving the visitor 'offer' and visitor spend in the town, contributing to wider community cohesion and promoting local produce, arts, services, etc. Local authority support for community events is also a practical way of demonstrating support for town councils and other representatives groups with an interest in the success of market towns. | £5000 pa |

| | | |
|--|---|--|
| Retail Skills Training for market town retailers | It is recognised that local retailers need to develop a 'bricks and clicks' approach to retail if they are to sustain their business. However, many lack the skills necessary to optimise the use of social media, online marketing and sales, and crowd sourcing. This has an impact upon the success and longevity of businesses on the high street and can lead to void property, reduced footfall and less attractive use of retail units. Some authorities have offered training for retailers on key issues of interest to them and that will promote the overall success of the town centres. | £5,000 pa should provide a reasonable programme of training for retailers. This could be delivered jointly. |
| Digital | Towns can support local stakeholders to use digital technology from several perspectives. There is the physical public realm aspect of digital (way-finding signage, traffic controls, information displays, public Wi-Fi etc), the marketing and communications aspects that include websites and social media, and finally the customer-driven aspect of digital that is centred around the use of mobile devices in making social connections at the various points-of-interaction in the town centre journey and ultimately at the all-important point-of-sale. | The cost of the introduction of public wifi has reduced in recent years but an allocation of £10,000 would be appropriate which would also enable enhancement of existing digital infrastructure |
| Empty Shops | Empty shops do not assist town centres in projecting a positive image. In order to encourage new business into town centres it would be possible to take the lease of empty shops and lease the units back to local retailers at below market rates to encourage new business into town centres. This would encourage new businesses and enhance the town centre. | £10,000 pa would allow occupancy of one/two retail units for a year. |
| Buy local projects | The market towns have some very good local businesses and a very effective tool is known as 'Totally Locally'. Totally locally is a social enterprise and shop local movement, supporting independent retailers with free branding and marketing campaigns for their towns. Local teams are enabled to use the campaign to promote the value of shopping, celebrate their high street, create community events and ultimately lift their local economy. It supports each town to promote buying locally and how to work together to lift the town. Through Totally Locally, many towns have seen a dramatic reduction in empty shops and discovered a communal way to work together. Totally locally is essentially a community-led town centre management and regeneration kit. Although it costs nothing, it must be backed by local shops and businesses if it to be successful. Totally locally organisers ask for their expenses to be paid and for a voluntary donation to their organisation. Totally Locally started in Yorkshire and operates in Scarborough, it has also spread | It is anticipated that the cost of this scheme would require an estimated start up budget of circa £7,500. |

| | | |
|---------------------------|--|----------------------------------|
| | across the country to areas such as Leek, Buxton, Portsmouth, Tavistock and Penrith. | |
| Street scene enhancements | Street scene enhancements are small-scale improvements to the look/ feel of town centre shopping streets. They might include: re-paving, pedestrianisation, new/ replaced street furniture, new/ replaced street signage, enhancements aimed at disabled people and screening of different sorts for eyesore buildings and sites. Most authorities have programmes of street scene enhancements. | Suggested allocation of £10,000. |

4 Scheme details; Delivery

- 4.1 The funding would be given on the basis of delivery of a number of project “options” (see examples above) – each will be ascribed a cost and each town would be able to select as many options as they wished up to a maximum cost of £100,000. This will allow each town to choose the options that they feel suit them best and are confident to be able to deliver successfully.
- 4.2 In terms of a delivery mechanism, as the projects are “off the shelf” so that the funding can be directed towards the projects themselves rather than generating significant on-costs
- 4.3 Consultation and engagement with the local community but specifically engagement with local business, local elected members, heritage and regeneration groups is vital to the successful delivery of the town centre schemes.
- 4.4 In order to avoid the cost of duplicating governance structures the onward delivery of the projects could be via an existing structure such as one of the District Council Town Working Parties (engaging local members at all levels) or another structure. Any delivery mechanism put forward will need to demonstrate substantial and meaningful engagement with the business community. This group will propose and then manage the projects, with the town council acting as accountable body.
- 4.5 The most appropriate delivery vehicle may be different for each town and this will need to be recognised in the delivery of the scheme.

5 Scheme detail: Governance

- 5.1 Currently it is proposed that the town council be the accountable body for the funding because of the public sector accounting and transparency requirements and the ability and willingness to take on this role will need to be explored with the town councils.

6 Scheme detail; Engagement and Monitoring

- 6.1 Listening and engaging with our communities in the towns is important to making sure that the MTI is robust, transparent and fit for purpose and that the

projects are delivered successfully and there are number of areas within the scheme that would benefit from that engagement.

6.2 The Overview and Scrutiny Committee is ideally placed to do that work. Consequently, it is suggested that Cabinet refer of the scheme to Overview and Scrutiny Committee to undertake the following work;

6.3 In refining the MTI Framework;

- To engage with and receive evidence from the community as to whether they are any further projects that meet the MTI objectives that would be able to be included in the scheme and to make recommendations to Cabinet.
- To engage with and receive evidence from the community on the most appropriate delivery mechanisms that demonstrate engagement of the whole community at town level for the projects and to make recommendations to Cabinet on the form of those delivery vehicles.
- To engage with and receive evidence from the community as to the most appropriate and effective form of governance and to make recommendations to Cabinet.

6.4 In delivery and monitoring the scheme;

- Once the delivery vehicles are established in each town, to receive recommendations from them as to which projects they wish to pursue in line with the scheme's aim and objectives and to provide challenge and oversight to the selected projects, making recommendations to Cabinet to allocate funding.
- To monitor the implementation and effectiveness of the scheme and to report to Cabinet on their findings.

7. Conclusion

The Market Town Initiative represents a good opportunity for the Council to support its inland market towns during a period of change.

8. Implications and Risks - NONE

9. Financial Implications and Risks

The funding for the project has already been allocated within the budget for 2018/19

10. Sustainability - NONE

11. Equality and Diversity - NONE

12. Section 17 Crime and Disorder considerations - NONE

Appendix 1

Market Town Initiative Consultation Document

Market Towns Initiative Proposal Consultation (Draft)

Introduction

North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies but all North Norfolk's market towns still retain a historic core and are generally supported by seasonal tourism.

The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham and the District Council has recently committed significant additional expenditure recently to ensure that the town infrastructure meets the needs of residents and visitors alike, together with proposed investment in sporting and recreational facilities.

The nature of the use of the rural town centres (North Walsham, Stalham, Fakenham and Holt) is changing and the focus of the market town initiative is to help our rural town centres adjust to those changing use patterns.

We want to work with businesses, the Town Councils and forums in North Walsham, Stalham, Fakenham and Holt to provide funding, resources and expertise as part of the Market Towns Initiative. The aims of the initiative are to improve facilities, enhance the visitor experience and promote economic development to make the best of what our wonderful market towns have to offer. We want more people to visit our market towns and to come back time and time again.

By increasing footfall, we will improve the vibrancy of the towns, creating a better place to live and work, whilst improving the experience for our visitors.

We are consulting local members, business and regeneration groups and town councils in North Walsham, Stalham, Fakenham and Holt to help us design a trial programme which the District Council will fund to help reinvigorate our town centres and to develop capacity and capability within the towns to pump prime future regeneration initiatives. We want each town to take forward the initiatives rather than the District Council leading or managing them, so that they develop expertise in identifying and delivering good quality and effective schemes and so that we can ensure that funding goes directly into delivering the project rather than incurring unnecessary overheads.

What is proposed?

The Council will allocate each market town a budget of up to £100,000 for the financial year 18/19 to spend on locally owned and managed projects, intended to revitalise and enhance our town centres. We are proposing that the town Council be the accountable body for the funding because of the public sector accounting and transparency requirements.

The funding would be given on the basis of delivery of a number of project “options” (see examples below) – each will be ascribed a cost and each town would be able to select as many options as they wished up to a maximum cost of £100,000. This will allow each town to choose the options that they feel suit them best and are confident to be able to deliver successfully.

Consultation and engagement with the local community but specifically any local business, heritage and regeneration groups is vital to the successful delivery of the town centre schemes. The Council also expects genuine engagement with local District and County Councillors in relation to the choice and delivery of the projects moving forwards. We would like to avoid the cost of duplicating governance structures and are keen for the selection and onward delivery of the projects to be via an existing structure such as one of the District Council Town Working Parties or you could look to use another structure.

The accountable body for finance would then report back to the District Council in XXXX 2019 as to how successfully the outcomes have been achieved and this will inform any future funding initiatives moving forwards.

Consultation:

Qu 1:

Is the Town Council willing to be the accountable and reporting body for the funding or are there any other suitable vehicles?

Qu 2:

What is your preferred engagement and delivery mechanism?

How have you chosen the projects?

The example project options have been identified through examination of national good practice and success in other areas of the country; but you may have others equally appropriate and capable of delivering the stated aims.

The outcomes of the projects are intended to be visible to people using the town centres to demonstrate a commitment of funding to the town centre and produce a feel good factor about our local towns. The projects selected are intended to be quick and easy to deliver.

Acceptance of other projects would have to be considered in this context, as they do need to be focussed on how they will contribute to enhancing town centres and meet the project criteria. It would be possible to use the funding from the District Council to match fund in some cases.

Consultation:

Qu 3:

Looking at the example options list, are there any other costed options that you would like to add?

PROJECT OPTIONS

| Project | Outline | Cost |
|---|---|----------|
| Support for locally devised community events and arts | Community events and arts can be invaluable in raising the profile of a market town; enhancing loyalty amongst local people and thereby footfall; improving the visitor 'offer' and visitor spend in the town, contributing to wider community cohesion and promoting local produce, arts, services, etc. Local authority support for community events is also a practical way of demonstrating support for town councils and other representatives groups with an interest in the success of market towns. | £5000 pa |

| | | |
|--|--|---|
| Retail Skills Training for market town retailers | It is recognised that local retailers need to develop a 'bricks and clicks' approach to retail if they are to sustain their business. However, many lack the skills necessary to optimise the use of social media, online marketing and sales, and crowd sourcing. This has an impact upon the success and longevity of businesses on the high street and can lead to void property, reduced footfall and less attractive use of retail units. Some authorities have offered training for retailers on key issues of interest to them and that will promote the overall success of the town centres. | £5,000 pa should provide a reasonable programme of training for retailers. This could be delivered jointly. |
| Digital | Towns can support local stakeholders to use digital technology from several perspectives. There is the physical public realm aspect of digital (way-finding signage, traffic controls, information displays, public Wi-Fi etc), the marketing and communications aspects that include websites and social media, and finally the customer-driven aspect of digital that is centred round the use of mobile devices in making social connections at the various points-of-interaction in the town centre journey and ultimately at the all-important point-of-sale. | The cost of the introduction of public wifi has reduced in recent years but an allocation of £10, 000 would be appropriate which would also enable enhancement of existing digital infrastructure |
| Empty Shops | Empty shops do not assist town centres in projecting a | £10,000 pa would allow occupancy of |

| | | |
|---------------------------|--|---|
| | <p>positive image. In order to encourage new business into town centres it would be possible to take the lease of empty shops and lease the units back to local retailers at below market rates to encourage new business into town centres. This would encourage new businesses and enhance the town centre.</p> | <p>one/two retail units for a year.</p> |
| <p>Buy local projects</p> | <p>The market towns have some very good local businesses and a very effective tool is known as 'Totally Locally'. Totally locally is a social enterprise and shop local movement, supporting independent retailers with free branding and marketing campaigns for their towns. Local teams are enabled to use the campaign to promote the value of shopping, celebrate their high street, create community events and ultimately lift their local economy. It supports each town to promote buying locally and how to work together to lift the town. Through Totally Locally, many towns have seen a dramatic reduction in empty shops and discovered a communal way to work together. Totally locally is essentially a community-led town centre management and regeneration kit. Although it costs nothing, it must be backed by local shops and businesses if it to be successful. Totally locally organisers ask for their expenses to be paid and for a voluntary donation to their organisation. Totally Locally started in Yorkshire and operates in Scarborough, it has also spread across the country to areas such as Leek,</p> | <p>It is anticipated that the cost of this scheme would require an estimated start up budget of circa £7,500.</p> |

| | | |
|---------------------------|--|----------------------------------|
| | Buxton, Portsmouth, Tavistock and Penrith. | |
| Street scene enhancements | Street scene enhancements are small-scale improvements to the look/ feel of town centre shopping streets. They might include: re-paving, pedestrianisation, new/ replaced street furniture, new/ replaced street signage, enhancements aimed at disabled people and screening of different sorts for eyesore buildings and sites. Most authorities have programmes of street scene enhancements. | Suggested allocation of £10,000. |

What do I need to do?


Please respond to the Consultation questions by 2018.

What will happen next?

The Market Town Initiative and consultation responses will be passed to the Council’s Overview and Scrutiny Committee and then Cabinet for a decision in 2018.

If the recommendations are approved then we will be in contact with you in 2018.

North Norfolk District Council
Cabinet Work Programme
For the Period 01 April to 30 June 2018

| Decision Maker(s) | Meeting Date | Subject & Summary | Cabinet Member(s) | Lead Officer | Status / additional comments |
|-------------------|--------------------|---|-------------------|--|---|
| April 2018 | | | | | |
| Cabinet | 16 Apr 2018 | Disposal of land at Edgefield | Sue Arnold | Nicola Turner Housing Strategy & Community Manager 01263 516222 |  |
| Cabinet | 16 Apr 2018 | Annual Action Plan | John Lee | Helen Thomas <i>Policy & Performance Management Officer</i> 01263 516214 | |
| Scrutiny | 25 Apr 2018 | | | | |
| Council | 30 May 2018 | | | | |
| Cabinet | 16 Apr 2018 | Market Towns Initiative | John Lee | Emma Duncan Head of Legal 01263 516045 | |
| Scrutiny | 25 Apr 2018 | | | | |
| Cabinet | 16 Apr 2018 | North Norfolk Big Society Fund Annual Update | John Lee | Sonia Shuter <i>Health & Communities Team Leader</i> 01263 516173 | |
| Scrutiny | 25 Apr 2018 | | | | |
| Cabinet | 16 Apr 2018 | Financial Penalty Policy | Hilary Cox | Simon Hawes Senior Protection Officer 01263 516286 | |



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 April to 30 June 2018


| Decision Maker(s) | Meeting Date | Subject & Summary | Cabinet Member(s) | Lead Officer | Status / additional comments |
|-------------------|--------------|--|-------------------|---|-------------------------------|
| Cabinet | 16 Apr 2018 | Grove Lane, Holt – drawing down of funding for improvements | Richard Price | Duncan Ellis Head of Finance & Assets 01263 516330 | Possible exempt report |
| May 2018 | | | | | |
| Cabinet | 14 May 2018 | Appointments to Cabinet sub-committees & Working Parties and OB Reps | John Lee | Emma Denny Democratic Services Manager 01263 516010 | |
| Council | 30 May 2018 | | | | |
| Cabinet | 14 May 2018 | Community Governance Reviews for several parishes | John Lee | Steve Blatch Head of Paid Service 01263 516232 | |
| Scrutiny | 23 May 2018 | | | | |
| Council | 30 May 2018 | | | | |
| Council | 30 May 2018 | Land adjacent Splash site | Richard Price | Nick Baker Head of Paid Service 01263 516221 | Exempt information |
| Cabinet | 30 May 2018 | Update on the MRF Contract – financial implications | Hilary Cox | Nick Baker Head of Paid Service 01263 516221 | |



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

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

North Norfolk District Council
 Cabinet Work Programme
 For the Period 01 April to 30 June 2018

| Decision Maker(s) | Meeting Date | Subject & Summary | Cabinet Member(s) | Lead Officer | Status / additional comments |
|-------------------|--------------------|---|-------------------|--|---|
| June | | | | | |
| Cabinet | 16 Jun 2018 | Beach Road Toilet Site, Wells Next the Sea | Richard Price | Steve Blatch Head of Paid Service 01263 516232 |  |
| Cabinet | 11 Jun 2018 | Car Park Order | Richard Price | Karl Read Leisure & Localities Service Manager 01263 516002 | |



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

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

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

| Meeting | Topic | Lead Officer / Portfolio Holder | Objectives & desired outcomes | Time cycle |
|---|--|--------------------------------------|---|------------------------|
| April | | | | |
| Cabinet Scrutiny | Annual Action Plan | John Lee Helen Thomas | Committee to consider any key issues arising and assess layout and presentation | Annual |
| Cabinet Scrutiny | Market Towns Initiative | John Lee, Nigel Dixon Emma Duncan | Previously raised as a topic by O&S – now coming forward as a report through Cabinet. O&S could establish a T&F Group to feed into this project. | Requested by Committee |
| Scrutiny | Setting of Annual Work Programme | Karen Ward Emma Denny | | |
| May | | | | |
| Cabinet Scrutiny Council | Community Governance Reviews for several parishes | John Lee Steve Blatch | Committee to consider any key issues arising and make recommendations | |
| Scrutiny Council | Overview & Scrutiny Annual Report 2017/18 | Karen Ward Emma Denny | To agree the summary and overview of the Committee's work over the previous year and recommend to Council for approval | Annual |

**Overview & Scrutiny 21 March 2018
Decision List**

| | ACTION BY <i>(Additional comments in italics)</i> | PROGRESS / COMPLETION |
|--|---|---|
| <p><u>ITEM 8: CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER</u></p> <p>2. Homelessness</p> <p>DECISION RESOLVED</p> <p>To receive a further report in September</p> <p>3. Presentation by Housing Associations</p> <p>DECISION RESOLVED</p> <p>To invite a representative from Victory Housing Association to attend in May or June & request a written response from Broadland Housing Association</p> <p>4. Mental Health</p> <p>DECISION RESOLVED</p> <p>1. To remind members about training available on mental health</p> <p>2. To invite a representative from the Norfolk and Suffolk Foundation Trust to give a presentation to the committee</p> | <p>Emma Denny</p> <p><i>To review how Government funding is being used.</i></p> <ul style="list-style-type: none"> • <i>To ascertain whether any change to Victory Housing’s previous approach to disposals and impact of their strategy.</i> • <i>To receive an update on proposed merger with Flagship</i> • <i>To gauge HA’s views on Community Housing Fund</i> • <i>To ask Broadland HA to outline disposals policy and provide stats for the last 5 years</i> <p><i>Members must be clear about the outcome that they want from the presentation.</i></p> | <p>John Archibald has agreed to attend the May meeting of the Committee</p> |

| | | |
|---|------------------------------------|---|
| <p><u>ITEM 9: APPOINTMENT OF REPRESENTATIVE TO THE NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE</u></p> <p>DECISION RESOLVED</p> <ol style="list-style-type: none"> 1. That, dependent on her ratification by Full Council on 28 March as a Member of the Overview and Scrutiny Committee, Cllr Annie Claussen-Reynolds be appointed a representative on the Norfolk Health Overview and Scrutiny Committee. 2. That Cllr Mike Knowles be appointed a substitute on the Norfolk Health Overview and Scrutiny Committee. | <p>Emma Denny</p> | <p>Maureen Orr, Scrutiny Officer for NHOSC notified of appointments on 22 March 2018</p> |
| <p><u>ITEM 12: NORTH NORFOLK EARLY HELP HUB</u></p> <p>DECISION RESOLVED:</p> <ol style="list-style-type: none"> 1. The Committee recognises the benefit of the Hub and continues to support its ongoing development. 2. That information about the work of the Hub is circulated to parish & town councils via 121 magazine | <p>Sonia Shuter Emma Denny</p> | |
| <p><u>ITEM 13: ESTABLISHMENT OF TASK & FINISH GROUP FOR BEACH HUTS AND CHALETS</u></p> <p>DECISION RESOLVED that:</p> <ol style="list-style-type: none"> 1. The Task & Finish Group should comprise Mrs J English, Mr M Knowles and Mr B Smith, with input from Mr B Hannah, Mr N Pearce, Mrs A Fitch-Tillett and Mrs H Cox. 2. The Group aimed to meet ideally before the Overview & Scrutiny Committee on 25 April. 3. Terms of Reference should be drafted prior to 25 April, including frequency and method of reporting to Overview and Scrutiny, and timespan of the Group. | <p>Duncan Ellis Emma Denny</p> | <p>Initial meeting took place on 11th April – Terms of Reference drafted and schedule of future meetings agreed.</p> |

| | | |
|---|--|--|
| <p><u>ITEM 14: ASSET MANAGEMENT PLAN</u></p> <p>DECISION RESOLVED</p> <p>1. That the Overview and Scrutiny Committee should set up an Asset Management Working Group.</p> <p>2. To support the Asset Management Plan and recommend to Full Council to approve:</p> <p>8. Asset Management Plan as the basis for the strategic framework for asset management (Appendix A).</p> <p>9. The amendments to the Constitution as highlighted within (Appendix G).</p> <p>10. £2m allocated as a local property capital fund for acquisitions as described in the Acquisition Policy (Appendix C)</p> | <p>Cllr Karen Ward</p> <p><i>Establishment of Working Party will be taken forward to next meeting of the Committee for agreement</i></p> | <p>It is proposed that this item is taken to the May meeting of the Committee so that officer support can be provided if required</p> |
| <p><u>ITEM 15: MANAGING PERFORMANCE Q3</u></p> <p>DECISION RESOLVED</p> <p>That the Overview and Scrutiny Committee should receive in June a report on:</p> <ul style="list-style-type: none"> • The progress of the Local Plan. • The level and resilience of resources available. • The implications and risks of any delays. | <p>Emma Denny Mark Ashwell</p> | <p>Email sent Mark Ashwell on 22 March 2018 informing him of the request</p> |
| <p><u>ITEM 17: ENFORCEMENT UPDATE</u></p> <p>DECISION RESOLVED</p> <p>To recommend to Cabinet:</p> <p>a) That the temporary post in the Combined Enforcement Team is made permanent.</p> <p>b) To support the use of Reserves to fund the above, if necessary.</p> | <p>Cllr Karen Ward Emma Denny</p> | <p>Will be referred to Cabinet meeting on 16 April as a recommendation from the Committee</p> <p>Update – Cabinet agreed to support the recommendations.</p> |

| | | |
|---|--|--|
| c) To support the early use of Compulsory Purchase Orders. | | |
|---|--|--|