

Overview and Scrutiny Committee



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09 July 2018

A meeting of the **Overview and Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber** at the Council Offices, Holt Road, Cromer on **Wednesday 18th July 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 516047, 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, Mr N Lloyd, 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.

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AGENDA

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 20th June 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

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

RECOMMENDATIONS TO THE CABINET

9. RAPID REVIEW LOCAL PLAN

To consider the recommendations resulting from the Rapid Review of the Local Plan.

REPORTS FROM CABINET

10. DIGITAL TRANSFORMATION UPDATE

(page 22)

Note: This item is coming to the Committee for information only and will not be debated by the Committee unless there is a specific member request to do so.

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

Full Council has approved funding for the second phase of the Digital Transformation Programme. This will build on the

significant business benefits of the initial DTP and extend the technology improvements it delivers into all areas of both the Council's customer facing and back office services.

As we complete the projects which formed Phase 1, the Phase 2 Programme Plan is being developed to layout the major projects and associated timelines, based upon business benefits and operational priorities.

Funding was approved for additional IT staff to address risks and capacity issues arising from the Council's increased use of and dependency on IT systems. This will assist in improving the level of support IT are able to provide to both Members and officers across the Council.

The infrastructure technology refresh and improvement programme continues to progress well. Significant deliveries in this period include:

- 40 laptops to significantly improve the capability for agile working and business continuity.
- Council mobile phones have been refreshed and upgraded.
- The Customer Contact System has been enabled for "Webchat", allowing customers the opportunity to communicate in real time with the Council's Customer Services Team via their computer, laptop or other portable device.

The refresh of the Planning system software will allow the principles of the Business Process Review (BPR) developed in Planning Development Management to be extended across the whole service. After some initial delays, the project to deliver the system upgrade is moving forward, with a go-live scheduled for early 2019. The new system, "Uniform", will offer many opportunities to improve efficiency and customer service. Amongst these are "apps" to provide the Development Management, Building Control and Enforcement teams on-site access to and the recording of application related information on mobile tablet devices.

Conclusion: The Digital Transformation Programme business model remains viable and is broadly on track to deliver as planned.

The projects to deliver phase 2 are being defined and planned in accordance with the expected business benefits they will deliver and although not yet detailed, it can be reasonably expected they will deliver further significant savings and efficiencies as previously identified.

Recommendations: **1) That Cabinet notes the progress made on the Digital Transformation Programme.**

Reasons for Recommendations:

- 1) To provide appropriate governance and oversight of the Digital Transformation Programme.
- 2) To publicly detail the Council's plans in this area.

Cabinet member(s): Cllr John Lee
Ward member(s) All
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11. ANNUAL ACTION PLAN 2018/19 AND ANNUAL REPORT 2017/18

(page 31)

Note: The Annual Action Plan is coming back to the Committee following recommendations at the request of the Committee.

Summary: This report presents the Annual Action Plan for 2018/19 and the Annual Report for 2017/18 for final approval by Cabinet. Since the draft report of the Annual Action Plan was first presented in April, a number of changes have been made to reflect the views of members, including the Overview and Scrutiny Committee.

Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and Annual Report for 2017/18, with associated performance indicators, in order to report on and deliver the Council's priorities and objectives as laid out in the Corporate Plan 2015-2019.

Recommendations: **1) That the Annual Action Plan 2018-19 is approved, along with the management performance indicators as set out in Appendix 1 of the Plan.**
2) That the Annual Report is received.
3) That the Heads of Paid Service are authorised to amend any minor inaccuracies or matters of detail in either of the documents if they arise.

Reasons for recommendations: 1) To allow effective governance and member sign off of the work action priorities for the 2018/19 year.
2) To report on the outturn for 2017/18 year in terms of key areas of work for the Council.
3) To ensure that the documents, which will be publicly available, are as accurate as possible.

Cabinet Member(s) Cllr John Lee
Ward Member(s) All
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OVERVIEW & SCRUTINY TASK & FINISH GROUPS AND WORKING PARTIES

12. ASSET MANAGEMENT WORKING GROUP

1. To agree appointments to the Working Group.
2. To establish a meeting timetable.

13. BEACH HUTS AND CHALETS TASK & FINISH GROUP (page 112)

To receive an update from the Chairman of the Beach Huts and Chalets Task & Finish Group.

14. MARKET TOWNS INITIATIVE WORKING GROUP (page 118)

To receive an update from the Chairman of the Market Towns Initiative Working Group on progress to date.

WORK PROGRAMMES

15. THE CABINET WORK PROGRAMME (page 121)

To note the upcoming Cabinet Work Programme.

16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (page 123)

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme, training updates and to receive any further information which Members may have requested at a previous meeting (decision list attached at 126)

17. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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

OVERVIEW AND SCRUTINY

Minutes of a meeting of the Overview and Scrutiny Committee held on 20 June 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 M Knowles
Cllr A Claussen-Reynolds	Cllr N Lloyd
Cllr J English	Cllr R Reynolds
Cllr V Gay	Cllr E Seward
Cllr S Hester	Cllr B Smith
Cllr N Smith	

Officers in Attendance: The Corporate Director (SB), the Head of Legal and Democratic Services, The Head of Finance and Asset Management, the Democratic Services Manager, the Democratic Services Officer (Scrutiny) and the Democratic Services Officer.

Members in Attendance: Cllr A Fitch-Tillett, Cllr J Rest, Cllr M Prior, Cllr J Lee (Leader), Cllr D Young, Cllr R Price (Portfolio Holder for Property and Asset Commercialisation), Cllr B Hannah, Cllr N Pearce, and Cllr W Northam (Portfolio Holder for Finance, Revenue and Benefits).

1. CHAIRMAN'S OPENING ANNOUNCEMENT

Two reports – Treasury Management and Debt Recovery – were on the agenda as items for information. The Committee was requested to indicate whether they supported the recommendations to Council for these items. To aid with agenda management, the Chairman had agreed that there would not be a full debate on these reports unless Members requested one.

2. APOLOGIES

None.

3. SUBSTITUTES

None.

4. PUBLIC QUESTIONS

No public questions were received.

5. MINUTES

The minutes of the Overview and Scrutiny Committee held on 23 May 2018 were accepted as an accurate record and signed by the Chairman after the following

amendment was noted: Mr J Rest had been present as a Member in Attendance, not as a Member of the Committee as stated.

6. ITEMS OF URGENT BUSINESS

None.

7. DECLARATIONS OF INTEREST

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

8. PETITIONS FROM MEMBERS OF THE PUBLIC

None.

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

No items were submitted for consideration before the agenda was published and no item was raised at the meeting.

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

On 25 April, the Committee made recommendations to Cabinet in relation to the Annual Action Plan.

The recommendations were that the Plan should include the following:

- a) Clear outcome-based targets, where appropriate.
- b) Outcome-related results for areas that are "ambitions" rather than numerical targets.
- c) Clarity about previous performance.
- d) A narrative report attached to explain significant variances.
- e) Benchmark figures (when an authority of similar size and location is providing the same service)

A Cabinet meeting took place on 11th June and accepted these recommendations.

11. 2017/18 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

The report was introduced by Cllr W Northam, Portfolio Holder for Finance, Revenue and Benefits. He told the Committee that, in his time as Portfolio Holder, he had never had to make a negative report. Thanks to good financial control by staff, the Council was living within its means and had produced a healthy surplus without having to cut services. Furthermore, he stated the outturn report was upbeat and encouraging due to the hard work of the finance department.

The period 10 budget monitoring report was presented to Cabinet in February and covered the first 10 months of the year up to the end of January 2018. It forecasted a General Fund underspend of £273,000 with a further transfer from the Collection

Fund in relation to Business Rates of £564,000, giving an overall surplus of just over £837,000.

This report now presented the outturn position for the 2017/18 financial year and included a General Fund underspend of just over £249,000 and a transfer from the Collection Fund in relation to Business Rates of £745,000 giving an overall General Fund surplus of just over £994,000. Details were included within the report of the more significant year-end variances compared to the current budget for 2017/18. The report also made recommendations for contributions to reserves as applicable for future spending commitments. An update to the current capital programme was also included.

Whilst there were options available for earmarking underspend in the year, the report made recommendations that provided funding for ongoing commitments and future capital projects.

The final position allowed for £501,386 of budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget had been allocated in 2018/19. The position as reported would be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors Ernst and Young.

Written questions had been submitted by Cllr E Seward, the questions and answers can be found in Appendix A.

Discussion

Cllr E Seward stated that he had some additional questions following the summary of the report and emphasised that the report now showed what had happened, and was therefore not a prediction as had been given in February. He continued that apart from the stated surplus of £994k, the report revealed that there was an additional surplus of £1.5m being transferred to the Asset Management Fund. He then asked whether this meant that the surplus was larger than originally expected. The Head of Finance and Asset Management replied that there are 2 distinct parts to the budget process. The first is when the budget had originally been set back in February 2017; this showed an anticipated surplus of £1.046m of income over the base net budget of £14.6m and transfers were made at that time to the Asset Management Reserve (£905k), and the Enforcement Works Reserve (£141k). He added that the Outturn Report for the 2017/18 financial year now revealed an underspend of £994k against the net budget position of £14.6m. This had arisen due to the variances highlighted within the report, although there had been a one-off transfer as a result of collections and grants for benefits from the DWP of £227k, which would not be repeated in future years. He advised the Committee that this would be a one-off income, and that it had been added to the Council's reserves.

Cllr E Seward stated that the report had included a £2m surplus, which he explained was due to business rates relief. He then asked if it would be reasonable to assume that the same relief would be given again this year. The Head of Finance and Asset Management answered that the Council could assume that it would be given again, however it was important to note that the amount of relief could change. He added that the Council was using a new model to close down the Collection Fund as part of the annual accounts process. This had helped the Council publish the draft accounts by the new deadline at the end of May, with the new deadline for the completion of the audit and final publication of the accounts set for the end of July. It was also suggested that using the new CIPFA model to calculate accounts allowed for better

monitoring throughout the year, although there was still room for forecasting differences, as the gross income accounted for within the Collection Fund is around £27m.

Cllr N Lloyd brought attention to pages 37-38 of the report, and stated that it was concerning that economic growth and business encouragement remained low, then asked how the Council could ensure that reserve money would be well spent. The Head of Finance and Asset Management answered that careful budget monitoring would continue to highlight any budget underspend, and whilst there was money still available, the majority had been utilised to fund existing projects. Cllr D Young added that £450k had been removed from the capital programme for public conveniences, and asked what this money was originally going to be used for. The Head of Finance and Asset Management replied that it had been primarily allocated for Wells Beach Road, but as the amount was probably not now enough to cover the costs of the entire project it had been removed pending a more detailed report on any scheme proposals.

Cllr D Young asked whether the description for the previously earmarked housing reserves needed updating. The Head of Finance and Asset Management replied that the housing allocation from Central Government was a surprise that had been kept in reserve for general spending on the Community Housing Fund, and that the description would need updating. The Corporate Director (SB) added that some of the money had been allocated to Holt, Wells and Stiffkey, with the potential for more to be given to Wells in the future. Cllr D Young asked if the costs of the Housing Fund were taken from this reserve. The Corporate Director (SB) replied that it was funded by an element of the money. The Chairman added that an event would be held on the 5th of July to provide an update on the Council's housing schemes.

Cllr S Hester said he was pleased to hear of any finance training being provided in the future, then asked who set the rates on pensions and who scrutinised this process with reference to the £1.1m variance in pension costs on page 15. The Head of Finance and Asset Management replied that the LGPS arranged all pension rates, and added that the cited £1m was being held as a liability on accounts but there was no effect on the General Fund at present. He continued that he was unsure of the effect that the gender pay gap would have on the pension fund, but reiterated that money was in place as a contingency. The Chairman explained that within the BBC, if gender pay-gap claims were proven and the employer had underpaid/underfunded pensions, then the organisation was liable and funding would be required to resolve the issue. The Corporate Director (SB) advised the Committee that there were more female than male employees at NNDC, but there were more men employed in the top 25% of the organisation, though this had been different in previous years. He assured the Committee that pay equity for duplicate jobs was a statutory requirement for all authorities, and NNDC ensured the same rates of pay were given to all men and women employed in the same role.

Cllr E Seward asked whether an answer was available to his written question submitted to the Committee regarding vacancies at the Council. The Head of Finance and Asset Management stated that it was not possible to provide a response to the particular question posed as that information was not held, but he would ask Human Resources to see what could be provided.

Cllr E Seward asked if there were any more thoughts on asset commercialisation that related to certain sites, specific assets, efficiency savings, areas, staffing and contractors. The Corporate Director (SB) replied that the asset commercialisation plan had been outlined by the conservative administration in 2015 with a plan to

make the assets work harder for the Council. He continued that many Councils had now taken this approach, often selling off assets, but warned that this could only be done once. It was stated that Gleeds had been appointed to give advice on any assets that could generate greater return. Advice had been given to invest outside of the district to generate income, but there were reservations on spending funds that would not directly benefit the district. Gleeds had also suggested four revenue generating sites within the district, but the Council had chosen not to progress three of these due to difficulties arising from the controversial nature of the sites. It was also stated that the assets team would take a different approach on concessions going forward. The Corporate Director (SB) finished by stating that for the next twelve to twenty-four months NNDC was in a reasonably strong position, meaning at this stage that the future should be considered by elected members, and added that there were no predicted redundancies or service item reductions at present. The Leader stated that it remained the ambition of the current administration to make assets work for the Council, but they would continue to consult communities first. The Chairman asked for the NAO Asset Management Report to be circulated to members of the Committee.

The Chairman asked if recommendations could be taken en block. The recommendations passed.

RESOLVED

The Head of Finance and Asset Management to request details on the number of vacancies from each department at NNDC and provide a written response.

To note the Outturn Report and recommend the following to Full Council:

The provisional outturn position for the general fund revenue account for 2017/18;

The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2018/19 budget;

Transfer part of the surplus of £994,259 to the Capital Projects Reserve to support the capital programme;

The financing of the 2017/18 capital programme as detailed within the report and at Appendix D;

The balance on the General Reserve of £2.196 million;

The updated capital programme for 2018/19 to 2021/22 and the associated financing of the schemes as outlined within the report and detailed at Appendix E.

12. TREASURY MANAGEMENT ANNUAL REPORT 2017/18

The report was introduced by the Portfolio Holder, Cllr W Northam. It set out the Treasury Management activities actually undertaken during 2017/18 compared with the Treasury Management Strategy for the year. Treasury activities for the year had been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Investment activity: the Ministry of Housing, Communities and Local Government's (MHCLG) guidance on Local Government Investments required the Council to focus on security and liquidity, rather than yield when undertaking its treasury activities.

The Chief Technical Accountant and her team were congratulated for their work.

Discussion

The Chairman asked if there were any questions regarding the report. Cllr E Seward stated that the Council had gone over the limit on sums invested for over 364 days by £0.5m and asked what the implications of this overspend would be. The Head of Finance and Asset Management replied that the limit was only a guide, hence £0.5m over the guide of £30.0m was purely a risk management issue. As the Section 151 Officer he advised that this was not a big problem and added that the Council had made the move for longer term investments to help generate a greater return on its investments.

RESOLVED

That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2017/18 are approved.

13. DEBT RECOVERY 2017/18

The report was introduced by the Portfolio Holder, Mr W Northam.

This, an annual report, detailed the Council's collection performance and debt management arrangements for 2017/18. The report included:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding.
- Level of provision for bad and doubtful debts.

Writing off bad debts was a necessary function of any organisation collecting money. The Council was committed to ensuring that debt write-offs were kept to a minimum by taking all reasonable steps to collect monies due. There would be situations where the debt recovery process failed to recover some or all of the debt and would need to be considered for write off. The Council viewed such cases very much as exceptions and the report identified those debts.

The report summarized the Council's three main income streams and the level of debt associated with each, for the last four financial years. Write-offs for Council Tax, Business Rates and Sundry Income were lower than in the previous year.

Experience of using Enforcement Agents (EAs) for council tax and Non-Domestic (Business) Rates has proven that the threat of this action is often enough to generate the payments outstanding to NNDC.

When acting on behalf of the Council for recovery of housing benefit overpayments, currently a debt collection agency is instructed. It should be noted that in such cases, the agency has no legal powers to enforce collection. When a housing benefit

overpayment is prosecuted, this must be through the County Court and use of the Courts enforcement agents only is permitted. These are civil servants employed by Her Majesty Court & Tribunals Service (HMCTS) and are renowned for being ineffective. However, cases prosecuted via the County Court, can (if over £600 in value) be 'transferred up' to the High Court. This process then enables the authority to pass cases to High Court enforcement agents with powers to seize goods and secure the rights and interests of the authority. High Court Enforcement Officers (HCEOs) tend to have significantly higher collection rates for debt recovery than those of the County Court Bailiffs, who are salaried without any financial incentive to collect.

Discussion

The Chairman thanked Cllr W Northam for his summary of the report.

The Head of Finance and Asset Management added that training would be provided in September regarding the medium term financial strategy and the budget, and suggested that he would ask Council members what issues they would like to address in the training. He noted that one of the main challenges facing the Council was in relation to the new proposals around localisation of business rates which had already reduced from 100% retention to 75% since the proposals were originally announced. This meant that future forecasting predictions would be difficult until this reduction was clarified and a new scheme agreed. The Chairman thanked the Head of Finance and Asset Management for his explanation and stated that it was very useful to help understand the difficulties facing the Council in regard to making funding forecasts. She then asked members of the Committee if there were any questions or observations.

Cllr R Reynolds asked for an explanation as to why there was a prediction for possible business rates retention to fall to 75%. The Head of Finance and Asset Management replied that he didn't expect this would fall any further, but that it could if the Government sought any extra funding for items such as the NHS. He suggested that partial base line resets had been discussed, but there remained lots of unknowns at this stage. A new system of Check, Challenge and Appeal had been developed but the Valuation Office was currently behind on appeals and nationally the situation was very difficult to understand. It was stated that members should be reassured that the Council had a substantial business rates reserve to help mitigate any impact from this.

The Chairman asked if there had been any improvement in the delay of Council tax valuation appeals. The Head of Finance and Asset Management replied that unfortunately there had been no improvement with many cases still waiting to be addressed, and that a back-log of appeals had caused extensive delays in issuing refunds. He added that delays had a compound impact on refunds and it was possible that some appeals may be funded by Central Government in the future but that this was subject to further consultation.

Cllr S Hester asked if business rates could be kept if they were taken from renewable energy companies and stated that it was his understanding that provided planning permission had been granted then rates retention would be 100%. The Head of Finance and Assets confirmed that 100% of business rates could be retained if they came from renewable energy companies. The Corporate Director (SB) added that this was the case with solar farm projects up to 50MW, but above this rates were retained by Central Government. He also stated that the Council's objection to sites at Bodham and elsewhere on-land, had shown that the Council did not approve

projects purely for income purposes. It was also stated that the Council would not directly benefit from large new sites, but if Ørsted AC required a substation this would provide some income though NNDC was not the determining authority.

Cllr S Hester stated that a written explanation had been given regarding the £766K of benefits that had been overpaid, but asked if this would need to be repaid at some point. The Head of Finance and Asset Management replied that we receive 20,000 changes of circumstances reports annually and that at present these were taking an average of 14 days to process. This can then cause a lag between applications and changes, which in turn can mean that some customers are overpaid. Cllr E Seward conveyed that the Council had made provisions for overpayments, but asked if there was a distinction between this provision and the reserve that had been allocated for the DWP clawbacks. He also asked whether enforcement action was required in many cases. The Head of Finance and Asset Management replied that enforcement action wasn't often utilised on the basis that the Council saw this measure as punitive. He then informed the Committee that the provision for overpayment and the reserve fund were distinct from one another. Overpayments could often be clawed back from claimants, whereas generally the reserve was used if required following the end of year audit and primarily dealt with clawbacks if there were found to be any mistakes with benefit claims. It could also be used to help cover any shortfalls following the roll-out of Universal Credit, which was now on its seventeenth deferral for introduction. The Corporate Director (SB) added that following a recent report on Universal Credit, it was now scheduled for introduction in October, and the Council was in a better position than many, as it would be one of the last authorities to adopt the system. The Democratic Services Manager had informed the Council that there would be a pre-Council briefing on Universal Credit in July.

RESOLVED

To note the following and recommend to Full Council:

To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

To approve the updated Debt Write Off Policy (shown in Appendix 2)

To approve the updated Benefit Overpayment Policy and the use of High Court Enforcement Agents if considered necessary (shown in Appendix 4)

14. OVERVIEW & SCRUTINY COMMITTEE ANNUAL REVIEW 2017/18

The Chairman noted that she had added her comments to the annual review and asked if there were any calls for amendments. It was proposed that the review be recommended to Full Council which was agreed unanimously by the Committee.

RESOLVED

Recommend Overview and Scrutiny Annual Review to Full Council

15. ASSET MANAGEMENT WORKING GROUP

The Chairman stated that a politically balanced working party was being established

with a draft terms of reference provided, and added that requests had been sent to the group leaders to nominate members to the group. She informed the Committee that at the next meeting the members of the group would be announced and a timetable would be agreed. The Corporate Director (SB) added that there may be new projects coming forward for the Working Party to discuss in July, but they were not yet ready for review. The Chairman confirmed that she had agreed to set-up the Committee.

RESOLVED

To establish a politically balanced working group of 5 members (the Chairman should be a member of the Overview & Scrutiny Committee)

To delegate appointment to the Working Group to the Group Leaders

To agree the terms of reference for the Asset Management Working Group

16. MARKET TOWNS INITIATIVE WORKING GROUP

The Chairman asked for an update from the Chairman of the Working Group. Cllr S Bütikofer replied that the application form would be agreed later that day, and that the launch event was approaching, to be held on the 2nd of July.

Cllr M Prior questioned why a request had been made for non-members of the group to be excluded from meetings, and stated that she did not feel observers would have an adverse effect on the workload of the group. She continued that it was her understanding that the Working Group's Chairman had suggested that anyone was welcome to attend meetings. Furthermore, the Cllr believed that when observing prior meetings she did not add to delays, but had provided a useful contribution. She added that of the four inland market towns, it was unlikely that all local members would attend meetings, hence she was concerned why non-members were unwelcome and asked if there was a good reason for the exclusion as she felt it was unjustified. The Chairman replied that local member's input was welcome, but that once this had been sought it was necessary to exclude non-members in order for progress and decisions to be made, and this was easier in a small group. Cllr S Bütikofer sympathised with the Cllr's concerns, but added that it was important that the market towns received equal treatment, therefore it was necessary to exclude local members from the Working Group. She stated that she would call a vote on the issue of local member exclusion at the next meeting and report the decision back to Overview and Scrutiny. Cllr M Knowles stated that it was his understanding that none of the group members should be local members of the market towns involved in the project, and apologised if he had caused any offence when making a comment on the number of people attending meetings. Cllr A Fitch-Tillett stated that she had been an observer on the Beach Huts and Chalets Task and Finish Group, and that this had not caused any issue. Cllr M Prior then asked why observers had been allowed in one group but not others. The Chairman replied that Cllr A Fitch-Tillett had only attended the meetings as an observer and was not allowed to debate within the group unless invited to by the Chairman. Cllr M Prior stated that she was prepared to take the same role if allowed to attend future meetings. Cllr S Hester stated that this was a difficult situation due to the clear implications for a conflict of interest. He stated therefore, that the Working Group must be clear on the capacity of its attendees because having local members attend at this stage could make the meetings anecdotal. The Chairman reiterated that this issue must be discussed at the next meeting of the Working Group with the decision

reported back to Overview and Scrutiny.

RESOLVED

The Working Group to vote on the exclusion of non-members at the next meeting

17. BEACH HUTS AND CHALETS TASK & FINISH GROUP

Cllr M Knowles stated that whilst the meeting had marginally gone off-track, it had been a very good brain-storming session and clear progress had been made. He added that the project remained on track. The Chairman thanked the Cllr and stated that she was pleased to hear that the project remained on track.

RESOLVED

To note that the Beach Huts & Chalets Task and Finish Group remains on-track.

18. THE CABINET WORK PROGRAMME

The Democratic Services Manager stated that there would be an enforcement board update in the next cycle, and that other than this the Work Programme was up to date.

RESOLVED

To note the Cabinet Work Programme

19. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services Manager stated that the questions for the Scrutiny Rapid Review would be circulated to all members later that day. The Chairman added that the questions and answers had been discussed with the Planning Policy Manager and that the Q&A would be circulated in due course.

Cllr A Claussen-Reynolds stated that medical graduates coming to the UK were waiting months and in some cases up to a year for approval to work within the NHS. She informed the Committee that she had written a letter citing her concerns to be passed on to the Health Secretary. She added that written evidence had been provided on the matter by the Public Accounts Committee. On a final note she stated that CAPTA performance had been diabolical.

The Chairman stated that the Members Bulletin was very good, and anyone wishing to submit notices to the bulletin should contact the Democratic Services Officer.

The Democratic Services Manager Reminded members of the Committee that a Social Prescribing briefing would be provided on Wednesday at 3.30pm in the Council Chamber, with a drop-in session provided for members IT provision at 2.30pm in the Canteen.

RESOLVED

To note the Overview and Scrutiny Work Programme

The meeting ended at 10.55 am

Chairman

APPENDIX A

Overview and Scrutiny – 2017/18 Outturn Report (agenda item 10)

This response has been provided by officers following a series of questions received from the Shadow Portfolio Holder for Finance, Revenues & Benefits (Cllr Eric Seward) and has been shared for further discussion at the meeting of Overview and Scrutiny scheduled to be held on Wednesday 20 June 2018.

- 1) Given the funding gaps being reported for the three financial years commencing 2019/20 what work is planned to address these gaps and in particular produce a balanced budget for 2019/20? In particular, what are the possible areas where savings can be found/higher income generated to achieve a balanced budget?

The outturn report helps to inform the production of the Medium Term Financial Strategy which will be presented to Members in the autumn of 2018 which in turn supports the production of the 2019/20 budget.

If there are trends in terms of either additional income generation over and above the level previously budgeted or indeed reductions in spending these will be analysed in more detail to see if these trends are likely to continue and to what extent they can be relied upon to provide additional income and /or savings in future years.

For the 2018/19 financial year the majority of the surplus related to business rates and for the reasons outlined below in terms of things such as the payment of the Section 31 grant this income cannot necessarily be relied upon moving forward. In terms of the ongoing work in relation to the localisation of business rates the recent discussions have focused around 75% retention now as opposed to 100% retention which was originally planned and it would also seem that the baseline is likely to be reset as part of this process which would effectively mean the growth we have seen would be

removed in 2020/21. This is all still however subject to further discussion and consultation.

While planning income saw a significant increase compared with the base budget this was due to a number of large one-off planning applications and it cannot be assumed that this trend will necessarily continue, although this income source will be reviewed as part of the budgeting process.

There is a further update in relation to the anticipated increase for the waste contract below and again these changes will be factored in to the production of the next MTFS and budget forecasts.

The savings strategy at the present time continues to focus on some of those key underlying themes such as asset commercialisation, digital transformation and efficiency savings. At the present time, while £2m was agreed as part of the budget process to support a Local Asset Investment Fund and a further £940k was agreed as part of phase 2 of the digital transformation programme, no savings or additional income have as yet been factored into the budgets to reflect this investment and again this will be undertaken as part of the work on the MTFS and budget in terms of both the potential level of income/savings and the timing of them.

As outlined within the 2018/19 budget report the Government's assumption is that Councils will be increasing council tax year on year to help support their budgets. As the Council's Section 151 Officer this will continue to be my recommendation moving forward so that this income supports the base budget although ultimately this is a decision for Members to take as part of the annual budget and council tax setting process.

As has been discussed on a number of occasion, while the use of reserves to support the budget cannot be considered as a long term strategy for balancing the budget (as once they are spent they are gone), it does provide the Council with a short term means of funding any budget deficits which might arise due to timing issues with savings or the inability to deliver a particular saving/income stream.

Officers are looking to provide training during September in relation to the production of the MTFS and in relation to the budget setting process and we will be engaging with Members so that this training addresses the most relevant areas.

2) Business Rates:

(a) Given the favourable surplus of £744.6k in 17/18 which appears to have mainly arisen as a result of higher than expected Sec 31 grant is the Council expecting a similar favourable level of Sec 31 grants in the financial year 18/19?

It is not possible to tell with any certainty. Forecasting Section 31 grant levels is difficult, as this will be equivalent to the amount of certain reliefs (which the

Government has agreed to fund) granted to ratepayers during the year which will not be fully known until 31st March. Additionally, in the Autumn Statement, the Chancellor often announces additional relief for ratepayers which we cannot forecast, as we do not know which ratepayers it will affect or what the financial impact will be. Nationally, there is an upwards trend in Section 31 grant receipts coming into Local Authorities, although this should not be seen as income additional to Business Rates, because it is designed to replace income that is lost through giving relief. The impact of this lost income is not felt until the following year due to accounting requirements.

(b) When Is the application for mandatory business rate relief for NHS Trusts likely to be determined?

The application for mandatory rate relief for the NHS is not likely to be determined for several months. The process is currently working its way through the courts and the claim is being defended by Local Authorities. If this process is not successful for the Trusts, there is a private Members bill currently at its second reading stage which aims to give premises which are solely used by NHS Trusts for the provision of care an exemption from Business Rates. This would have the potential to have a larger ongoing impact, as this would completely exempt the properties from rates, rather than the 80% reduction currently being sought through the current legal action.

(c) If a determination is made in favour of NHS Trusts what is the sum that NNDC can be expected to refund to local NHS Trusts?

The financial impact on the Local Government Sector as a whole will be massive as many millions of pounds of funding are pulled from the Business Rates Retention System. The total cost of backdated relief is around £1.6bn, with an annual cost to the sector of £250m. North Norfolk District Council is in the Norfolk Business Rates Pool, which pools risk and reward from the Business Rates Retention Scheme across all Norfolk Councils. This means that any potential refunds due will be shared across the Councils, after the volatility fund (£1m) held within the Pool has been depleted. At the current time, we have not made any additional provision against this, as the LGA is still confident that the claim can be successfully defended. Any costs to NNDC would be met through the Business Rates Reserve.

3) General Fund: is the whole or part of the surplus of £944.3k being transferred to the Capital Projects Reserve? What will the balance be in this Reserve after such a transfer?

Yes the proposal is for the full surplus of £994k to be transferred to the Capital Projects Reserve. This would make the opening balance of this reserve as at 31 March 2018 £3.450m. There is already a budgeted contribution to come from this reserve to finance capital schemes during the 2018/19 financial year of £748k which would take the balance down to £2.702m as at 31 March 2019

assuming no slippage or changes to any of the proposed financing. The Council does however have two significant leisure developments to deliver in terms of the North Norfolk Sports Hub (£3.181m) and the Splash Leisure Centre provision (£10.667m). Use of this reserve to help part fund these schemes would reduce any borrowing requirements.

- 4) In the 18/19 budget what increase was provided for to address an extension of the Kier contract? Was it £1 million?

Yes the estimated requirement was budgeted at £1m from 2019/20 onwards. However as indicated at 9.5 at the time the main report was drafted the updated estimate was around £800k with the caveat that it was still subject to final agreement with Kier. Since that time negotiations have continued to progress and the current estimate is an increase of around £710k which represents a reduction of £290k compared with the original forecast. This is based on the 2018/19 base budget of £4.805m and the current revised price of £5.515m although as noted above this is still subject to final agreement.

This will be taken account of when the updated Medium Term Financial Strategy (MTFS) is produced and will then in turn feed in and support the budget preparation for 2019/20. Members should however also note para 9.6 which highlights the current issues in respect of the recycling income which could have a potential impact of around £100k for 2018/19 and may continue to impact in future years depending on how the market develops. Again this will be factored in to the MTFS as appropriate based on the best available information at the time.

- 5) Employee Costs:

- (a) What was the cost of overtime in the financial year 17/18?

The overtime cost for the 2017/18 year was £133k which is around £8k less than the two previous years. The main areas where this expenditure was incurred includes;

- Revenues and Benefits (£35k) - there has been staff turnover and delays in being able to successfully recruit to posts which impacts on workloads and the requirement for overtime to meet the targets for assessment of applications and changes of circumstances. New recruits require training and mentoring (approximately 6 months) before they are able to fully process claims independently. This means the mentors are less productive so service is impacted before coming back up to previous levels in terms of work completion.
- Property Services (£19k) - due to the nature of the service provided the Property teams are required to attend to a variety of issues outside of normal working hours, whether this is to address issues with public conveniences or to undertake works within the main Cromer office over the weekend etc.

- Planning (£20k) - as has been reported on a number of occasions we have had challenges recruiting staff in some areas, one of which is the planning department and therefore the current staff have supported in a number of areas by working additional hours to try and ensure work and applications continue to be progressed in a timely manner.

- (b) During 17/18 what was the average staff compliment and what was the average number of staff vacancies?

Budgeted staff compliment for 2017/18 was 314 (276.92 FTE - 258.74 office, 18.18 external), we do not hold or calculate information on the averages requested.

- 6) Planning Policy: what has caused the slippage in the planned spend of £71.9k relating to the Local Plan review?

The original budget for the local Plan was based on an estimate of likely costs mainly for external consultancy and examination. The total budget was profiled over a three year period based on likely predicted expenditure. Much of the evidence that is required for the Local Plan is being commissioned jointly with neighbouring authorities. This has saved money but has also resulted in some delays whilst agreement is reached with commissioning parties. Consequently it has been desirable to carry over underspends in the budget.

- 7) Benefits a Earmarked Reserve: what payments have been made as clawbacks to the Dept of Works & Pensions over the five financial years to 17/18?

The clawbacks over the last 5 years have been as follows;

2011/12 £102k
 2012/13 £185k
 2013/14 £-
 2015/16 £19k
 2016/17 £77
 2017/18 Final claim not audited yet

At present we are not clear what impact the move to Universal Credit may have on the service, this reserve would also help to provide short term support to the teams should this be required to help implement the changes.

- 8) Property Services; given the overspend in 17/18 what was the budget for the Strategic Development Partnership and how much in this financial year was paid to Gleeds?

The original budget for the 2017/18 financial year for the Strategic Development Partnership work with Gleeds was £40k. The actual spend in

relation to this area of work has been just over £11k with Gleeds and just under £4k with our land agents Pygott and Crone.

- 9) **Street Signage:** what is the reason for an underspend of £4750 in the financial year 17/18 when signs in some residential streets are falling into disrepair? In particular, is the underspend due to the threshold for the repair of street signs in residential areas being set too high?

Due to vacancies within the Environmental Services team for much of the last year the Council has not been able to undertake much in the way of surveying work. We have however continued to react to reports of damaged/missing signs and arrange for these to be repaired or replaced and also those that the team have noticed whilst they have been out and about. If there are specific signs/areas that Members are aware of that require attention then please let the Environmental Services team know. The team is now fully staffed and will be undertaking more proactive surveying work on the street signs in order to build up a database of the signs that the Council are responsible for and to identify any repair work needed.

Digital Transformation Programme (DTP) Update

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

Full Council has approved funding for the second phase of the Digital Transformation Programme. This will build on the significant business benefits of the initial DTP and extend the technology improvements it delivers into all areas of both the Council's customer facing and back office services.

As we complete the projects which formed Phase 1, the Phase 2 Programme Plan is being developed to layout the major projects and associated timelines, based upon business benefits and operational priorities.

Funding was approved for additional IT staff to address risks and capacity issues arising from the Council's increased use of and dependency on IT systems. This will assist in improving the level of support IT are able to provide to both Members and officers across the Council.

The infrastructure technology refresh and improvement programme continues to progress well. Significant deliveries in this period include:

- 40 laptops to significantly improve the capability for agile working and business continuity.
- Council mobile phones have been refreshed and upgraded.
- The Customer Contact System has been enabled for "Webchat", allowing customers the opportunity to communicate in real time with the Council's Customer Services Team via their computer, laptop or other portable device.

The refresh of the Planning system software will allow the principles of the Business Process Review (BPR) developed in Planning Development Management to be extended across the whole service. After some initial delays, the project to deliver the system upgrade is moving forward, with a go-live scheduled for early 2019. The new system, "Uniform", will offer many opportunities to improve efficiency and customer service. Amongst these are "apps" to provide the Development Management, Building Control and Enforcement teams on-site access to and the recording of application related information on mobile tablet devices.

Conclusion: The Digital Transformation Programme business model remains viable and is broadly on track to deliver as planned.

The projects to deliver phase 2 are being defined and planned in accordance with the expected business benefits they will deliver and although not yet detailed, it can be reasonably expected they will deliver further significant savings and efficiencies as previously identified.

Recommendations: **1) That Cabinet notes the progress made on the Digital Transformation Programme.**

Reasons for Recommendations: 1) To provide appropriate governance and oversight of the Digital Transformation Programme.

2) To publicly detail the Council’s plans in this area.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

DTP project plans

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

Digital Transformation Programme (DTP) Update

1. Introduction

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

It was agreed that six monthly progress reports would be submitted, along with updates on the workstreams within the Programme as these were developed. This is the latest of those updates. Covering the period January 2018 – June 2018

- 1.2 The Programme originally set out to deliver a range of IT infrastructure projects, on which later transformational changes to the Council's business could be built. These changes continue to be identified through a series of service level and process reviews across the Council. The outcomes of these reviews are designed to take advantage of the enhanced capabilities of the infrastructure and will be continued through Phase 2 of the DTP.
- 1.3 The guiding principles of the Programme are as follows:
- Making our processes digital by default, but with alternative access channels where appropriate
 - Building in automated features, to enable customers to self-serve as far as possible
 - Developing an integrated IT platform, thus enabling better sharing of information and data across the Council, and ensuring that our digitised systems are seamless to the user
 - An assumption that the "front office", or Customer Services, function will become wider, thus ensuring that as many contacts are dealt with as efficiently as possible, at the first point of contact.
- 1.4 Phase 1 of the DTP had an approved budget of £1.6m to support the delivery of a number of projects with resultant, year on year savings of £375k. Each project required Cabinet approval for the drawdown of funds from within the overall budget. All projects in Phase 1 are either completed, or in the commissioning and rollout phase. This drawdown arrangement will continue for Phase 2 of the DTP Programme.
- 1.5 Importantly, the recent approval of additional staffing resources in IT will help to mitigate risks arising from the increased dependency on, and use of IT across the Council. Notably, this will allow a greater level of user support to Members and Officers, especially as new systems are rolled out.
- 1.6 Many of the technology and infrastructure improvements, initially identified as enablers to business process improvement, have now been delivered and are being utilised in the BPR's of Planning and Environmental Health. These improvements and associated learning will also form the basis of further BPR work across both other services and individual processes. The availability of further enabling technologies will be monitored and any that offer business benefits to the Council will be identified and incorporated into the Council's infrastructure.
- 1.7 The technology landscape is one of continual change and therefore requires ongoing review to ensure we are making best use of enhancements to existing technology and identifying opportunities in new technology to deliver continual improvements in service quality and efficiency.

2. General Progress to Date

In the period covered by this report Officers have primarily focused on the following activities and projects:

- 2.1 Using the Council's web forms development tool, a system to allow **on-line payments** to be made for all types of transaction has been developed and deployed. Since go-live in February 2018 this facility has been used to make approximately 6000 payments with a total value of over £1,000,000.
- 2.2 At the time of writing this report, the facility for **On-line Direct Debits** to pay for Council services has been developed and is about to be rolled out. Initially this is specifically for the Garden Waste Service, but will then be utilised for other areas.
- 2.3 A 24/7, self-serve, **Activities Booking On-Line** system has been developed and is now deployed, allowing customers to book and pay for leisure activities organised by the Council. Again, it is likely that this facility will be replicated for other services.
- 2.4 The **Geographical Information Systems (GIS) Project** continues, with new data layers being added to the system and existing data cleansed. We are currently recruiting for staff in this area to ensure that the GIS can continue to support wider business functions across the Council.

Additional resources have been made available to speed progress and interactive web mapping will shortly be available across a number of Service areas.

Significant effort has been undertaken to cleanse, standardise and update all of the data used in the Council. Once complete processes will be in place to ensure the data used across the Council is maintained accurately and effectively for the future.

- 2.5 The **Back Scanning** project is progressing well with the scanning of paper archives being outsourced using a service provided under an approved procurement framework. The returned document images are being uploaded in the Council's "SharePoint" Document Management System, to make them easily retrievable, subject to security and privacy controls. This is being planned to ensure that the storage facility at Stonehill Way can be released at the end of the lease which will deliver a significant annual revenue saving.
- 2.6 The roll out of technology to enable the **Agile Working** policy has continued, with a significant change in the balance between fixed location, desktop PC's, and laptops, which can be used wherever the business need arises. Over 40 laptops have replaced the same number of desktops in recent months.

Importantly, whilst not in itself a cashable financial saving, this change is already increasing capacity and improving the Council's resilience. Notably it significantly reduced the impact on service delivery of the extreme weather conditions experienced earlier this year, where we had over 100 employees working from home, the highest level ever experienced. Whilst this has also given us some challenges in meeting demands for technical support, it enabled the Council to maintain largely, "business as usual", when many others closed completely for the period in question.

- 2.7 The enhancement of the **Website** continues, with additional facilities now in place to support self-serve access to the Council's services. As well as those already identified above, we have now enabled Revenues and Benefits change of address and tenancy to be advised digitally, covering currently, over 20,000 business transactions a year.

There are a number of services, currently "in test" which will go-live in the coming weeks:

- Beach Huts weekly bookings
- Multiple Environmental Health reporting forms
- "Offer to Pay" form for Council Tax and Business Rates debts.

The work to review, update and migrate the remaining information from the old website (which is currently running in parallel to the new website) is approaching completion. Following this, the site will be decommissioned.

- 2.8 The **Management Information System, "In Phase"**, has been procured and installed. Work is now in progress to configure the system and connect the data inputs, to launch the system ready later this year. This will allow relevant progress against objectives and performance data to be easily provided at all levels of the organisation, thus driving improved working and efficiency.

- 2.9 Following procurement of the replacement hybrid **Print Solution** and subsequent equipment installation, the off-site mail solution continues to be implemented. This is already complete for "bulk" print and post runs with significant cost and time savings arising. Work is continuing to deliver the final element, which will allow all users to send individual documents to be printed and posted off site at significantly lower costs than can be achieved internally. This element is currently being tested and will be rolled out to all users once testing is complete.

3 Business Process Review

3.1 Implementation in Planning

Implementing the outcomes of the BPR in Planning continues to progress, although this project has been much slower than originally planned, due to the increased demand in Planning and the difficulties in staff recruitment in both Planning and IT.

Lessons from this project, which have been previously reported have been around early resourcing of projects and of balancing change projects' progress with maintaining business as usual services, both within the Council and in those which are externally facing. These are being rolled into future projects.

- 3.1.1 The trial of paperless working in the Householder Applications Team is complete and laptops to support the new way of working are currently being rolled out. This will improve the timeliness of the information officers receive and deliver significant production cost and staff time reductions.

- 3.1.2 The on-line Pre-Application service has been enhanced to include requesting advice on applications that affect protected trees and listed buildings. Future facilities will include registering for Pre-App advice on Major Developments.

- 3.1.3 The mapping system to allow the public to identify the planning constraints on any parcel of land within North Norfolk will shortly be added to the existing web based tool identifying what documents are required for each type of application. Work will then commence on integrating the two, to assist with the submission of applications, which are complete and able to be validated. This will improve the turn-around times of applications and improve the efficiency of their processing.
- 3.1.4 Building on the changes in process delivered by the Planning BPR to date and the additional IT capability delivered by the new Planning system, further improvements to business processes in all Planning teams will be implemented as part of the “Uniform” system replacement project over the coming year.

3.2 BPR in Environmental Health (EH) Service Area

- 3.2.1 The BPR of the Environmental Health Service area continues to progress to plan. The outcomes of the BPR work are now being implemented in line with the rollout of the new EH system software.
- 3.2.2 Trials are ongoing of a Food Hygiene inspection “App” which has been deployed on tablet computers for field officers in the Public Protection Team. This will be followed by “Apps” covering a number of other EH team activities. These applications will contribute significantly to the accuracy and efficiency of work that is carried out at customer premises and in other locations.
- 3.2.3 The first significant business change is an online facility to manage Garden Waste bins, as noted earlier in this report. This will allow customers to renew an existing subscription and to order a new Garden Waste service. Both facilities include on-line payments for the service, including the setup of a digital Direct Debit mandate, which will significantly reduce the cost of managing the service in the future.

There have been some delays in delivering this service enhancement, but it was considered critical to ensure that a service which handles nearly £1m of income from c20,000 customers, was delivered correctly, first time. Council staff have been helping in piloting this service before it was released to external customers and the first “live” batch of invoices, saw 60% of customers switching to the new system.

- 3.2.4 Enhancements to the general IT infrastructure arising from the BPR in Planning and from general IT updates and improvements will also be utilised to deliver improvements in EH. These include Agile working, Hybrid Printing, on-line payments and web forms amongst others.

4 Proposed Future Work Activity

- 4.1 The projects detailed above, and those to come in DTP phase 2, will continue to provide the focus the digital work in the coming months. This will enable the continued parallel development of a secure, flexible IT infrastructure and improvement of business processes. This will deliver a sustainable capability to improve current services and meet the needs of future changes more quickly and effectively by the application of appropriate technologies.

- 4.2 In addition, we will continue to work to encourage channel shift so that more customers will choose to interact digitally with the Council for as many of their contacts as is practical for them. This will be delivered in a manner that fully recognises the Council's responsibilities to not digitally exclude any individuals or groups that access the services provided by the Council.

We will continue to identify methods and approaches that encourage take up of digital services so that we maximise the return on investment, both in terms of improvement in access to services and in delivering efficiencies, arising from the investment in the underlying technology platform and systems.

- 4.3 Work continues on tracking, and making visible, the benefits that are being realised through the Programme. This is more problematic as the benefits become the more numerous incremental benefits arising from the maturing programme rather than the smaller in number but more significant in value benefits of the initial projects.
- 4.4 Phase 1 of the DTP will be concluded in March 2019 and will have delivered more than the anticipated savings and service improvements. Following the Council's approval of the budget for Phase 2 of the DTP, a more detailed and prioritised plan of the projects and their business cases is already being developed to ensure similar outcomes of Phase 2 of the DTP.
- 4.5 The projects currently planned for delivery in Phase 2 of the DTP are:

- Member IT re-provision for the new member cohort in 2019
- Revenues and Benefits Service Processes BPR
- Corporate Document and Records Management System based on Sharepoint.
- E-Learning Management System
- Wider roll out of mobile and agile working
- Locality and Leisure Services Processes BPR
- Further Channel Shift in Customer Services front office
- Other BPR projects eg Tree works, Building Control, Democratic Services, Corporate Administration
- Database matching and integration – Elections, Council Tax and Street Naming and Numbering
- Enhanced hybrid/cloud storage
- Upgrade to desktop software suite for the Council

These projects are still in the planning phase and the detail will be developed in the months before the end of DTP phase 1, along with financial drawdown requests to Cabinet as required.

5 Financial Implications

- 5.1 As previously reported, Phase 1 of the DTP saw the £1.6m DTP budget spent and digitally enabled savings delivered totalling £428,000 per year. In addition, the projects within this phase, which are still to be completed, will deliver some further cashable savings.
- 5.2 It is believed that a broadly similar return on investment will be achieved in Phase 2 of the Programme, for which full Council approved a budget of £940K to be spent over the next three years with anticipated revenue savings of £345k per annum.

As has been described earlier in the report, the Phase 2 projects are still being developed, so the exact mix of expenditure and savings for each project are not yet available. As this detail is developed it will be used to inform the Medium Term Financial Strategy which will be reported to Members in autumn of 2018.

- 5.3 As well as the cashable savings, it is anticipated that there will be a large number of non-cashable efficiency and capacity building gains arising from the DTP Phase 2 projects. Wherever possible, these too will be identified and reported.

6 Risks

- 6.1 There is always the risk that the Council will be unable to deliver the savings contained within the business case for Phase 2 of the DTP.

We will mitigate this risk by examining the business case before Cabinet approval for the drawdown of project funds. In addition, we will regularly review the expectations of savings as each project progresses.

We will also prioritise for delivery those projects which deliver the most significant opportunities for savings.

Additionally, during the period covered by Phase 2 we will actively identify new opportunities to improve business process efficiency based on advances in new technology or enhancements to those technologies already in use within the Council.

- 6.2 Difficulty in recruiting experienced specialist technical staff in IT in a timely manner, remains a cause for concern.

This presents the risks to project timelines and consequently, the business benefits which they are planned to deliver or enable.

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

Additionally, significant effort will be made to develop staff by use of Apprenticeships, Technical training in additional technology areas and maximising the use of existing staff development programmes.

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

In order to mitigate this risk, the programme and the projects within it will be managed using standard governance and programme management tools and techniques. This will include the tracking of the potential benefits and indeed, risks, through the life of each project, right through to delivery.

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

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

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

7 Equality and Diversity

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

8 Section 17 Crime and Disorder considerations

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

9 Conclusion

- 9.1 The Digital Transformation Programme business model remains viable and the savings and efficiency outcomes of the Phase 1 investment have exceeded expectations.
- 9.2 Phase 2 of the DTP will build on technology improvements already delivered and implement additional capabilities to extend the Councils ability to deliver improved business processes. These process improvements can be expected to deliver the savings identified in the business case for DTP 2.

Agenda Item No__13_____

ANNUAL ACTION PLAN 2018-19 AND ANNUAL REPORT 2017-18

Summary: This report presents the Annual Action Plan for 2018/19 and the Annual Report for 2017/18 for final approval by Cabinet. Since the draft report of the Annual Action Plan was first presented in April, a number of changes have been made to reflect the views of members, including the Overview and Scrutiny Committee.

Conclusions: A rigorous development process has resulted in a balanced and effective Annual Action Plan for 2018/19 and Annual Report for 2017/18, with associated performance indicators, in order to report on and deliver the Council’s priorities and objectives as laid out in the Corporate Plan 2015-2019.

- Recommendations:
- 1) That the Annual Action Plan 2018-19 is approved, along with the management performance indicators as set out in Appendix 1 of the Plan.**
 - 2) That the Annual Report is received.**
 - 3) That the Heads of Paid Service are authorised to amend any minor inaccuracies or matters of detail in either of the documents if they arise.**

- Reasons for recommendations:
- 1) To allow effective governance and member sign off of the work action priorities for the 2018/19 year.
 - 2) To report on the outturn for 2017/18 year in terms of key areas of work for the Council.
 - 3) To ensure that the documents, which will be publicly available, are as accurate as possible.

Cabinet Member(s)	Ward(s) affected
Cllr John Lee, Leader of the Council	All
Contact Officer, telephone number and email: Louise Cowell, 01263 516202, Louise.cowell@north-norfolk.gov.uk	

ANNUAL ACTION PLAN 2018-19 AND ANNUAL REPORT 2017-18

1. Annual Action Plan 2018/19

1.1 This report presents the Annual Action Plan and 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 for the period 1 April 2018 to 31 March 2019.

1.2 Some actions in the Annual Action Plan for this year have been slightly amended to take account of changing circumstances, new opportunities that have arisen or new milestones that are intended to be achieved, and take account of comments received from members of Cabinet, and Overview and Scrutiny Committee, since the draft Plan was first presented in April.

Overview and Scrutiny also requested benchmarking data when other similar sized councils are providing the same services. However, given that almost all of the services we provide are also provided by some or all other councils, it is recommended that such data is only provided in specific cases of additional examination or comparison; for example, if a service was perceived to be significantly underperforming.

1.3 The Annual Action Plan 2018/19 attached as Appendix 1 is the result of these updates.

1.4 As previously advised, 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 2018/19. These indicators, where a target or improvement can be evaluated, allow an assessment of the delivery of the actions and or objectives, which are seen as adding to the delivery of the strategic Corporate Plan priorities.

The second group of indicators; management indicators, allow the Council to assess whether it is on track to deliver the objectives at a more operational level and are regularly reviewed by senior managers within the Council. These are presented as an Appendix to the Annual Action Plan.

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

2.1 The Annual Action Plan will be monitored by applying the Performance Management Framework. Implementation of the framework is under continuous review and improvement as required by Cabinet and Management Team. A new performance management software system is being introduced during this year, which will allow a much better style of reporting. Regular progress reports will be provided to members through the quarterly reports to Cabinet.

3. Annual Report 2017/18

- 3.1 The Annual Report details the Council's performance against the previous year's Action Plan. There is significant detail contained in the report as it follows the historic format for the Plan, which has now been changed for the coming year.

Individual officers contribute to the TEN Performance Management system. Therefore, style varies throughout and this will be made more consistent with the new performance management system this year.

It should be noted that many of the general indicators are not fully under the Council's control. These have subsequently been addressed in the Annual Action Plan for the year ahead

- 3.2 The report shows significant progress against all areas of the council's service delivery.
- 3.3 The Annual Report is set out at Appendix 2 of the report.

4. Conclusion

- 4.1 A rigorous development process has resulted in a more balanced and effective Annual Action Plan for 2018-19 and associated performance targets to deliver the objectives laid out in the Corporate Plan 2015-2019.

5. 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.

6. 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.

7. Sustainability

There are no direct implications for sustainability in this report.

8. 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.

9. Section 17 Crime and Disorder considerations

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

Annual Action Plan 2018/19

Introduction

This document is the third Annual Action and details how North Norfolk District Council will deliver actions in support of its priorities during the forthcoming 12 months as set out in the Corporate Plan 2015-2019.

The Annual Action Plan includes key performance indicators, these are set out 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 measured, 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 an appendix.

North Norfolk District Council's Corporate Plan guides business decisions to ensure that the Council is well-run and makes effective use of its financial resources; it sets out our shared vision and values that contribute to making North Norfolk a better place to work, live and visit. The priorities are as follows:

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

The [Corporate Plan 2015-19](#) is available online at the Council's website.

June 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, support start-ups and help businesses expand (01 A)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of new jobs created (annual) J 027	-	99 (2017/18)	Monitor and report jobs created
Number of employed and self-employed people (annual) J 010	42,000 (March 2016)	40,300 (2017/18)	The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
Non-Domestic (Business) Rates Base - total number of properties (annual) J 013	6,674 (April 2016)	6,910 (2017/18)	Aim to support the continuing rise in the rates base
Number of VAT registered businesses (annual) J 006	4,990 (March 2017)	5,040 (2017/18)	Improve compared 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

Action

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
- A 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
- A review of planning obligation standards
- Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife.

01 A 05

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual) J 009	45 (March 2017)	65 (2017/18)	Assess the reasons for a change in numbers in the last three years.

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 uptake of allocated employment land across the district (01 D)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Business Expansion / land developed / premises filled (sqm) (annual) J 026	-	8,906 (2017/18)	Monitor and report developments

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

Action

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	Previous year's outcome	Latest data	Performance management note
Number of visitors to North Norfolk (annual) J 028	7,950,700 (2015/16)	8,308,500 (2016)	Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year
Value of visitors in North Norfolk (£) (annual) J 029	484,756,033 (2015/16)	£490,357,250 (2016)	Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%) is £510,559,969. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year

Action

Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination with the promotion of the Deep History Coast project.

01 E 01

Provide support to food businesses, beyond that offered through the Food Standards Agency Brand Standard, to ensure the food offering for visitors is of a high quality and safe. We will monitor success by the number businesses achieving a Food Hygiene Rating of 5.

01 E 02

Action

Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.

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

DRAFT

Housing and Infrastructure

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of new homes built of all tenures (annual) H 001	442 (2016/17)	547 (2017/18)	Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
Number of homes granted planning permission of all tenure types (monthly cumulative) HS 008	1,280 (2016/17)	544 (as at Feb 2018)	Review, report and recommend action against 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	Previous year's outcome	Latest data	Performance management note
Number of people on the housing waiting list - total (annual) H 004	2,479 (2016/17)	2,644 (2017/18)	Review, report and recommend action where appropriate
Number of households from the housing register rehoused (monthly cumulative) H 005	391 (2016/17)	376 (2017/18)	Review, report and recommend action where appropriate
Number of affordable homes built (monthly cumulative) H 007	83 (2016/17)	90 (2017/18)	Review, report and recommend action where appropriate
Number of affordable homes granted planning permission (monthly cumulative) HS 009	196 (2016/17)	73 (Feb 2018)	Review, report and recommend action where appropriate

Action

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

02 B 01

Monitor the need for temporary accommodation and ensure suitable provision.

02 B 02

Reduce the number of empty properties (02 D)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of very Long Term Empty (LTE) homes (homes empty for two years or more as at first working day of each month) (monthly) H 009	127 (March 2017)	137 (March 2018)	Review, report and recommend action where appropriate
Number of Long Term Empty homes (homes empty for six months or more as at first working day of each month) (monthly) H 002	566 (March 2017)	725 (March 2018)	Review, report and recommend action where appropriate
Number of Long Term Empty homes (6 months or more as at October each year) (annual) H 002	504 (Oct 2016)	603 (Oct 2017)	Review, report and recommend action where appropriate

Action

Review 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 (six monthly).

02 D 01

Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.

02 D 02

Improve the infrastructure needs of the district (02 E)

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Number of settlements that have had Broadband upgraded (annual) J 008	32 (2016/17)	23 (2017/18)	Review, report and recommend action where appropriate

DRAFT

Coast and Countryside

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

Action
<p>Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities.</p> <p>03 A 01</p>
<p>Refurbish coastal defences at Mundesley.</p> <p>03 A 02</p>

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
<p>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 010</p>	2,248 (2016/17)	1,093 (Q3 17/18)	<p>705 (annual)</p> <p>2017/18 1,500 (annual)</p>
<p>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 011</p>	2,883 (2016/17)	1,560 (Q3 17/18)	<p>1,380 (annual)</p> <p>2017/18 1,900 (annual)</p>
<p>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 013</p>	5,131 (2016/17)	2,653 (Q3 17/18)	<p>2,085 (annual)</p> <p>2017/18 3,400 (annual)</p>
<p>Following a review of the events which were being run by the countryside service it was agreed by the team and senior colleagues that we would focus more on providing a fewer number of quality events, rather than 'events for events sake'. It was agreed to drop the 'number of events' target and replace with an income target. Going forward we will be looking to increase these targets annually as we establish our events programme.</p>			

Action
<p>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.</p> <p>03 B 01</p>
<p>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</p> <p>03 B 02</p>

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

Key Performance Indicators	Previous year's outcome	Latest data	Performance management note
Household recycling tonnage (annual) ES 008	8,354.44 (2016/17)	9,233.30 (2017/18)	Review, report and recommend action where appropriate


Action
Procure new joint waste and related services contract with partners for commencement April 2020. 03 C 01
Maximise the number of trade and garden waste customers to maintain and improve income levels. 03 C 02
Work with Norfolk Waste Partnership 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	Previous year's outcome	Latest data	Performance management note
Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative) C 007	68.00% (2016/17)	64% (2017/18)	80%

Health and Wellbeing

Support local residents and their communities (04 A)


Key Performance Indicators		Previous year's outcome	Latest data	Performance management note
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		37 (2016/17)	30 (2017/18)	Review, report and recommend action where appropriate

Action

Deliver community support initiatives

04 A 01

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

Key Performance Indicators		Previous year's outcome	Latest data	Performance management note
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		558,395 (2016/17)	551,310 (2017/18)	550,245 (annual)

Action

Deliver new leisure management contract to commence April 2019.

04 C 01

Continue to work on project to 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	Previous year's outcome	Latest data	Performance management note
Visits to the Council's website (monthly cumulative) WG 005	563,502 (2016/17)	601,559 (2017/18)	Archive. Due to the implementation of GDPR it is no longer possible to accurately collect this data.
Transactions made via the Council's website (monthly cumulative) WG 010	-	-	Monitor and review in line with Customer Service Strategy.
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	22.0 (2016/17)	20 (2017/18)	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	22.0 (2016/17)	14 (2017/18)	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	140 (2016/17)	124 (2017/18)	Review, report and recommend action where appropriate

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

Progress HR Business Process Review.

05 A 02

Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency.

05 A 03

Action

Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.

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	Previous year's outcome	Latest data	Performance management note
Percentage of council tax collected (monthly cumulative) RB 009	98.70% (2016/17)	98.71% (2017/18)	98.4%
Percentage of non-domestic rates collected (monthly cumulative) RB 010	99.36% (2016/17)	99.37% (2017/18)	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 a 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

Facilitate the Investors in People re-assessment – winter 2018.

05 C 01

Appendix 1 - Management Indicators

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	-	Monitor and report
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	542 (2017/18)	400. Held two large launch networking events in 2017/18. Events of this size are not anticipated for 2018/19.
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	223 (2017/18)	200
Numbers on the housing waiting list (monthly) HO 006	02 B	2,479	2,644*1 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Housing Register (monthly) HO 007	02 B	321	319 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,714 (2016/17)	1,845 (2017/18)	Review, report and recommend action where appropriate
Numbers on the Transfer Register (monthly) HO 009	02 B	444	480	Review, report and recommend action where appropriate
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	-	95.0% (2017/18)	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	-	0.5% (2017/18)	Less than 10%

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
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	-	13 (2017/18)	Not applicable
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	-	92.4% (2017/18)	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	-	0.0% (2017/18)	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	-	0.0 (2017/18)	Not applicable
Number of events organised at Country Parks (monthly cumulative) LE 005	03 B	34 (2016/17)	30 (2017/18)	Archive. Replace with indicator below.
Income from events organised at Country Parks (quarterly cumulative) LE 012	03 B, 05 B	-	New indicator	£6,340 (annual)
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	39 (2016/17)	22 (2017/18)	Review, report and recommend action where appropriate
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	13 (2016/17)	20 (2017/18)	Review, report and recommend action where appropriate

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	273,818 (2016/17)	188,995 (2017/18)	Review, report and recommend action where appropriate
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	121 (Feb 2017)	104 (Feb 2018)	Archive
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	137 (2017/18)	Review, report and recommend action where appropriate
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	77,736	Review, report and recommend action where appropriate
Percentage of people active in North Norfolk (annual) W 001	04 C	32.1% (2016/17)	64.9% (2017/18)	Review, report and recommend action where appropriate
Number of events for which NNDC provided financial support (annual) W 002	04 C	2 (2015/16)	1 (2016/17)	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	92.0% (2016/17)	95.0% (2017/18)	90%
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	654 (2016/17)	663 (2017/18)	Not applicable
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	2 (2016/17)	3 (2017/18)	Not applicable

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	100.0% (2016/17)	67.0% (2017/18)	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	2 (2016/17)	2 (2017/18)	Review, report and recommend action where appropriate
Unique visitors to NNDC website (monthly cumulative) WG 006	05 A	382,046 (2016/17)	430,356 (2017/18)	Archive. Due to the implementation of GDPR it is no longer possible to accurately collect this data.
Number of compliments (monthly cumulative) CS 050	05 A	93 (2016/17)	7 (2017/18)	Review, report and recommend action where appropriate
Number of complaints (monthly cumulative) CS 051	05 A	56 (2016/17)	154 (2017/18)	Review, report and recommend action where appropriate
Number of MPs letters (monthly cumulative) CS 052	05 A	225 (Feb 2017)	278 (Feb 2018)	Review, report and recommend action where appropriate
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	3.92 (2016/17)	5.32 (2017/18)	10.0
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	7.42 (2016/17)	10.0 (2017/18)	10.0
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	4.86 (2016/17)	7.39 (2017/18)	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.0% (Q4 16/17)	100.0% (Q4 17/18)	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	100.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	94.0% (Q4 16/17)	100.0% (Q4 17/18)	95%
Planning income (£) (monthly cumulative) DM 023	05 B	626,483 (2016/17)	869,660 (2017/18)	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	402,805 (2016/17)	371,307 (2017/18)	380,000
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	323,536 (2016/17)	326,310 (2017/18)	72,000
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	33 (Mar 16/17)	50.0 (Mar 17/18)	41
Occupancy rate of Council-owned rental properties (monthly) PS 006	05 B	82.0% (2016/17)	84.8% (2017/18)	80%
Occupancy rate of Council-owned rental properties – Industrial monthly) PS 009	05 B	-	New indicator	85%

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Occupancy rate of Council-owned rental properties – Retail (monthly) PS 010	05 B	-	New indicator	78%
Occupancy rate of Council-owned rental properties – Concessions (monthly) PS 011	05 B	-	New indicator	90%
Percentage of rent arrears on all debts 90 days and over (monthly) PS 008	05 B	5.0% (Feb 16/17)	5.0% (Feb 17/18)	5%
Rate of Return – Industrial (annual) PS 012	05 B	-	New indicator	New indicator. Interim target of 4% will be reviewed after six months
Rate of Return – Retail (annual) PS 013	05 B	-	New indicator	New indicator. Interim target of 4% will be reviewed after six months
Percentage of assets that have a Stock Condition Survey rating of A-B (annual) PS 014	05 B	-	New indicator	80%
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	645 (2016/17)	880 (2017/18)	Review, report and recommend action where appropriate
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	529 (2016/17)	1,002 (2017/18)	Review, report and recommend action where appropriate

Indicator	Objective	Previous year's outcome	Latest data	Performance management note
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	41.7%	67.0% (2017/18)	There were only nine important recommendations made last year. Only a small number of these not being implemented on time (3) had a large impact on the performance figure. This does not have a significant impact on services therefore to ensure the target is achievable it should be reduced from 80% to 70%.
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	No urgent recommendations were made.	No urgent recommendations were made.	100%
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100% (2016/17)	100% (2017/18)	100%
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6.35 (2016/17)	5.88 (2017/18)	6

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New Logo

Annual Report

Version 0.4

Any queries please contact Policy and Performance Management Officer, Helen Thomas
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Introduction

The year ended 31 March 2018, was an extremely successful one for North Norfolk District Council.

We made good progress across a number of initiatives, recorded very high levels of customer satisfaction and maintained a strong financial position, as we continue to offer local residents and businesses good value for money with services further improved, alongside sound financial management to ensure we still work within our means.

The Economic Growth Plan was drawn up last year, that helps us plan and deliver a range of projects to help local business grow and sustain jobs for local people. This was highlighted by our leadership of the response to the closure of Oyster Yachts in Hoveton, where we supported the workforce following an Administrator sale with jobs and business secured.

At a community level, we funded a Market Town Initiative to improve the outlook for our inland towns and supported events to encourage the provision of Apprenticeships for our younger people, leading by example with 8 Apprentices now employed at the Council. In the health sector, the Council also enabled new development through its use of assets, with construction of the new medical centre in Cromer commencing to accommodate the additional growth in the area.

The District's business success was reflected in our inaugural North Norfolk Business Awards, held to promote the quality and diversity of the district's business base, with seven businesses of all sizes and sectors taking home winners' trophies.

North Norfolk continued to be the only Council in the County to deliver all of its planned affordable homes, with 90 affordable homes built in the district in the year. The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of a further 91 affordable and market homes on 5 sites across North Norfolk. We started to use the Government's Community Housing Funds and are working with local organisations to support housing provision in those areas most affected by second homes. The Core Strategy target to deliver an average of 400 dwellings per year has been exceeded in each of the last four years with completions over this period totalling 1,970 net additions compared to 1,600 target. This year there were 547 new dwellings built of which 90 were affordable dwellings. These are amongst the highest recorded annual figure over the last twenty years. The forward trajectory suggests high completion rates can be expected for the next two/three years as development proceeds on the larger allocated sites.

Our service delivery continued to be excellent across almost all areas, with completion of Planning Application approvals at its highest level ever, despite difficulties in recruiting qualified staff, and with the service going through a long period of significant and transformational change.

We achieved good results in dealing with fly tipping offences, even though our initial response was slower than we would like, and greatly improved litter collection in the main tourist towns with the introduction of new "big belly" bins.

Our Revenues Team achieved their highest ever rate of Council Tax collection; one of the highest in the whole country, and our Leisure and Localities Team ensured the Council had its most successful result ever, when we secured six Blue Flags – at East and West

Runton, Cromer, Mundesley, Sea Palling and Sheringham – where we provide lifeguard services, better facilities and cleaner beaches. It meant we now have nearly 10% of all the Blue Flag beaches in England, and no district has more. Inland, we also achieved three Green Flag Awards, for Holt Country Park, Sadler's Wood and Pretty Corner Woods.

Governance remained strong at the Council too, with all of our audits achieving satisfactory or substantial rating with no major recommendations arising. Our HR Team improved their recruitment processes and we achieved the lowest sickness absence level ever, dipping below 6 days a year for each member of staff. Our Democratic Services team achieved another national award with Eastlaw, our Legal Services Team, being shortlisted for another, and further increasing their income from external work.

We launched a number of major projects in the year too. A £20m landscaping project will protect the Bacton Gas Terminal and nearby villages, whilst the Council commenced a £11m project to replace the Splash Leisure Centre in Sheringham and a £3m indoor tennis centre as part of the new Community Sports Hub in Cromer, with satellite tennis sites also being improved. We procured a new contract for the Management of Cromer pier and commenced procurement of a new Leisure Management Contract and a Waste and Cleansing Contract with two other councils.

Across our wellbeing services, we achieved our highest ever spend, of almost £1m on Disabled Facility Grants, processing almost double the number of applications from three years ago and enabling more people to stay independent in their own home. 30 grants totalling almost £200,000 were made by our Big Society Fund during the year to support community projects, and our Community Sports Team delivered a programme of low impact exercise for older people in rural communities.

The North Norfolk Sporting Centre of Excellence is proving a great success, with its offer to young people from North Norfolk secondary schools, for specialist coaching at Gresham's School.

Our Digital Transformation Programme delivered its savings target of £350,000 a year early whilst significantly improving customer service. Use of the Council's website increased by 12% and the launch of the web payments form, which allows online payments, means Council customers can make payments at a time that suits them rather than being restricted to office hours. The rollout of mobile working has also helped with service delivery, with over 100 people operating from home during the bad weather in February and helping to keep the Council open.

2017-18 saw our new management team really bedding in and driving the organisation forward and the Council saw real progress made across a range of initiatives; improving our environment, providing excellent service and good value for money for our residents and businesses, and helping to make North Norfolk a better place.

Cllr. John Lee – Leader of the Council

Nick Baker and Steve Blatch – Heads of Paid Service

01 - Jobs and the Local Economy

Strategic Overview

Ten of our 16 projects are on target and four have completed successfully (88%)



Fourteen of the 16 activities are on track, four have successfully completed and only two have had a problem in delivery identified.

67% of our indicators are improving





Performance against four of the indicators are improving and two are worsening.

Objectives

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of new jobs created (annual) J 027	-	-	99	2017/18	Review and Report	
Number of economically active - employed & self-employed people (annual) J 010	43,900 (March 2015)	42,000 (March 2016)	40,300	March 2017	-	
Non-Domestic (Business) Rates Base (total number of properties) (annual) J 013	6,426 (April 2015)	6,674 (April 2016)	6,910	April 2017	-	

2017/18 Projects	Status	Progress/ Action Note
<p>Report on business engagement programme outputs</p> <p>01 A 01</p>	<p>On track</p>	<p> Coffee Means Business (CMB) SME engagement events have continued to generate consistently strong number of attendees across the district due in part to hosting at a range of locations which includes North Walsham, Fakenham, Cromer and Holkham which has allowed business owners to access the events at a convenient local venue and avoid additional travel.</p> <p>The format of the events has been updated with additional resource provided via the NALEP Growth Hub advisory team taking a prominent place and providing free in depth information to the attendees on the range of grant schemes available.</p> <p>Marketing and communications of the events remains a joint programme of social media including both Facebook and Twitter posts as well as an E-zine / on line digital newsletters via both MENTA and the council allowing us to reach the widest potential audience. This is supplemented through regular updates with both local and regional Chambers of Commerce as well as other strategic business support organisations including FSB, EEF and NWES.</p> <p>In addition to the regular monthly CMB events, a dedicated Business Marketing Conference was held at Northrepps Cottage County Hotel with guest speakers presenting workshops on how to use Google for business, email marketing and social media for business and generated in excess of 60 attendees.</p> <p>MENTA are due to launch a series of free Business Support workshop events within the district as part of an ERDF funded programme which will see them offer new and early stage businesses the opportunity to receive advice, information and tools to focus upon business planning, marketing and basic bookkeeping and self-assessment tasks at venues including both North Walsham and Fakenham. These events will be promoted across the district via the Councils internal Communications team and also through the day to day activities of the Economic Growth team.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>Report on business support/ grants provided by third parties in North Norfolk</p> <p>01 A 02</p>	On track	 <p>This year there has seen a significant uplift in funding to local businesses in North Norfolk. Particular progress has been made with the rural grant (LEADER) which has seen £525,778.28 awarded to local businesses. This has been further supported through a programme of bid writing workshops delivered by the Council which supports businesses and community groups who require practical guidance on writing grants and funding applications.</p>
<p>Review our current procurement guidance and support local procurement</p> <p>01 A 03</p>	On track	 <p>The review and update of the Council's procurement strategy, guidance and associated policies is scheduled for completion during the 2018/19 financial year. The Procurement Officer is also looking to try and set up some 'meet the buyer' type events to try and engage with more local suppliers, specifically in the building trades as historically we have only managed to attract quite a small pool of local contractors and we want to better understand what the barriers or issues are in tendering for these works.</p>
<p>Develop a forward programme of funding opportunities and regularly promote to the business community. To produce a Council list of schemes with potential match funding</p> <p>01 A 04</p>	Completed successfully	 <p>The Council website has been updated with regard to funding advice and a 'top tips' guide has been produced and uploaded to the website. Funding advice is given to businesses and coastal towns via Coastal Community Teams (CCTs) and Town Councils.</p> <p>A funding toolkit has been prepared. This helps businesses to support their business growth aspirations and to seek out the most appropriate sources of funding.</p> <p>A Project Enabler was appointed within the Economic Growth Team to support the development of projects.</p>
<p>Monitor future roll out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis</p> <p>01 A 05</p>	On track	 <p>To the end of March 2018 the second contract has implemented 55 new fibre cabinets across North Norfolk District Council which have provided access to fast broadband for over 7,500 North Norfolk District Council properties.</p> <p>21 more cabinets have begun implementation in North Norfolk District Council and a further 24 surveys have been completed.</p>

Other achievements

The first North Norfolk Business Awards were held – with seven businesses of all sizes and sectors taking home winners’ trophies. One of the main purposes of the awards was to promote the quality and diversity of the district’s business scene which the winners truly represent.

- Agriculture: Sands Agricultural Machinery
- Business Development & Innovation: Structure-flex (heavy-duty thermoplastic coated technical textiles)
- Business Growth: PSS (steering for trucks, buses, vans and military vehicles)
- Environment: Woodfruits (organic shiitake mushrooms)
- New Business: Amber's Rose (flower preservation)
- Tourism & Hospitality: Thursford Christmas Spectacular
- Young People & Skills: Bill Cleyndert & Company (custom-made furniture)

The awards were organised by the Council and were hosted by Chris Sargisson, chief executive of Norfolk Chamber of Commerce. The awards were supported by Anglian Water, eastlaw, Fakenham & Wells Times, New Anglia Local Enterprise Partnership, Norfolk Hideaways, North Norfolk News, Spire Solicitors and Start&Grow.

The Council ensured that nearly another 700 North Norfolk businesses benefited from more than £370k in rate relief in 2018/19. The largest chunk of money will come in the form of the Local Discretionary Revaluation Relief scheme. This fund has awarded more than £720,000 in North Norfolk over the two years since its introduction in 2017/18. It is designed to help businesses that received steep rises in their bills following the rate revaluations in 2017. The bulk of this cash – more than £500,000 was awarded last year – and is tapered over a four-year period awarding another £220k this year. There are over 500 businesses that benefit from relief and will see their rate increases cut. Supporting Small Businesses Relief is also aimed at helping businesses that were hit by the recent change in rateable values. It is specifically targeted at businesses that saw the loss of small business rates relief or rural rate relief as a result of the revaluation process. More details can be seen in the table below. The figures are for the end of the 2017/18 year and the start of 2018/19.


Type of Revaluation Relief	2018/19	2017/18	Notes
Supporting small business	£93,825.56 (80 properties)	£117,472.69 (94 properties)	This relief is government funded to local authorities so that they can provide relief for businesses that had a Rateable Value (RV) increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence lost Small Business Rates Relief or Rural Rate Relief. This relief will limit any increase to £600 per year for the next 5 years, subject to state aid rules. Amount of Relief The amount of relief will limit these rate increases to £600 per year, so there will be a maximum of £3,000 rates to pay in total over the next 5 years.
Pub Relief	£60,000.00 (60 properties)	£62,711.13 (67 properties)	The Pub Relief was a one off payment however at the Budget on 22 November 2017 the Chancellor announced the Government would extend the relief scheme for public houses for another year until 31 st March 2019. The scheme will be available to eligible occupied properties with a rateable value up to £100,000 for 2018/19. Under the scheme, eligible public houses will receive up to a £1,000 discount on their bill for the 2018/19 financial year.

Local Discount Discretionary Relief	£219,875.00 (549 properties)	£501,677.72 (628 properties)	<p>This relief is based on a local NDR Scheme which has been government funded to local authorities so that they can provide relief for businesses that had an increase from 1 April 2017 caused by the 2017 NDR revaluation and as a consequence per year for the next 5 years, subject to state aid rules.</p> <p>This relief will be based on a banded system awarding businesses that have seen an annual increase in their rates from 1 April 2017 by more than £250. This scheme has been worked out to maximise the number of businesses in North Norfolk based on the government's funding. This funding will be phased out over the next 4 years. The amount of award will be based on the amount of the increase in rates per year for the next 4 years, subject to state aid rules from 1 April 2017.</p>
Total	Value £373,700.58 (689 properties)	Value £681,186.54 (789 properties)	

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




Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of VAT registered businesses (annual) J 006	4,985 (March 2016)	4,990 (March 2017)	5,040	March 2018	-


2017/18 Projects	Status	Progress/ Action Note
Review funding and implement a new business start-up scheme from September 2016 01 B 01 (2016/17)	Completed successfully	 The business start-up scheme is now in place as a part of a package of support delivered under the New Anglia LEPS Growth Programme. The Council will continue to support, promote and host elements of this programme.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of Job Seeker Allowance claimants (JSA) 18 - 24 year olds (annual) J 009	90 (March 2016)	45 (March 2017)	65	March 2018	-

2017/18 Projects	Status	Progress/ Action Note
Ensure that information on apprenticeships is included within all business engagement activity 01 C 01	On track	 There have been a number of significant national changes to apprenticeship support within the last year to which the Council has taken a strong role in disseminating and supporting. Much of this has been delivered directly through 1-2-1 support to local businesses. To support this further an Apprenticeships event for Employers was held on 25 April at The Atrium in North Walsham which saw over 30 attendees.





2017/18 Projects	Status	Progress/ Action Note
<p>Explore opportunities for further apprenticeships within the Council as an employer</p> <p>01 C 02</p>	<p>On track</p>	<p> We currently have 9 apprentices across the Council in IT, Recreation, Revenues and Benefits and Building Control. One of our apprentices was recently awarded a college apprenticeship of the year award. A photo event is being held on the 2nd May 2018 between the Vice Principal of the college, our apprentice and Corporate Directors to ensure that we celebrate and promote this huge success. Further success has been achieved by one of our apprentices being awarded outstanding achiever of the year, as part of the Councils achievement awards.</p> <p>At the beginning of the year CLT reviewed the apprenticeship bids that had been made for the year. These came from HR, Communications and the IHAT team. All bids were successful and recruitment to these posts will commence at the end of June to ensure the Council attracts the widest pool of candidates.</p> <p>First reporting on the apprenticeship target for the period 1st April 2017 - 31st March 2018 is due by 30th September 2018. The target requires public bodies to employ 2.3% of their headcount as new apprentices over the period from 1st April 2017 - 31st March 2021. Having 9 apprentices are current percentage of new apprentices is 2.8%. Looking forward to next year we will concentrate on ensuring we are utilising our apprenticeship levy monies to best effect. We aim to do this by reviewing the training currently approved by the Institute of Apprenticeships and providing training to our existing staff as well as to new apprentices.</p>
<p>To co-ordinate all of the interested bodies and put together an action plan for North Norfolk to ensure skills match needs and jobs</p> <p>01 C 03</p>	<p>On track</p>	<p> Supported school careers events. Visited a number of employers and raised school engagement at every meeting. Arranged NNCEIAG meeting location at Bill-Cleyndert in Hoveton on 14 March to develop relationship with local schools. Encouraging local manufacturing and engineering companies to be involved in the North Norfolk Skills & Careers Festival at Paston College on 10 July.</p> 

2017/18 Projects	Status	Progress/ Action Note
<p>We will consider the conclusions of the feasibility study to test the most effective model of delivery of a North Norfolk centre for science, technology, engineering and maths (STEM) and develop an appropriate outline business case, with identified potential funding sources</p> <p>01 C 04</p>	<p>Completed successfully</p>	<p> The findings of the Business Case for a new STEM Enterprise Centre have been considered and discussed with North Walsham Ward members (the town in which it was suggested to be located). While support to STEM activity (together with local schools and other STEM providers) will continue to be provided, the case for a major capital investment in a new facility such as that proposed is not considered to be sufficiently strong. We will continue to explore options with third parties.</p>



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

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Business Expansion / land developed / premises filled (sqm) (annual) J 026	-	-	8,906	2017/18	Review and Report

2017/18 Projects	Status	Progress/ Action Note
Produce a quarterly report of projects to be included in the LEP Project Pipeline and other sources such as Norfolk Business Rate Pool 01 D 01	Completed successfully	 A pipeline of potential projects for future delivery continues to be maintained. Close liaison is maintained with the New Anglia Growth Hub and its local Growth Advisor.
Construct service plots of land and market for development at Egmere Enterprise Zone 01 D 02	Some problems	 Discussions continue with Walsingham Estates in relation to establish an agreement to develop the land. Investigations regarding other potential sites within the Zone are being undertaken.
Construct warehouse & office premises and secure tenant at Egmere Enterprise Zone 01 D 03	Some problems	 The lease for the proposed tenant at Egmere Business Zone cannot proceed until the legal agreement for the land is completed. Negotiations with Walsingham Estate continues along with investigations regarding an alternative location within the Zone that is in different ownership.
Develop an Inward Investment Strategy for business growth to North Norfolk specifically to promote the designated Enterprise Zones and improve pre-application planning advice 01 D 04	On track	 The 'Space to Innovate' prospectus promotes the Enterprise Zone opportunities at Scottow Enterprise Park (SEP) and at Egmere. Input has been made into the new inward investment approach to be operated for NALEP and Norfolk. SEP has its own pro-active approach to attracting inward investment and Egmere EZ has been promoted to specific businesses operating within the relevant sector.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of visitors to North Norfolk (annual) J 028	7,996,600 (2014/15)	7,950,700 (2015/16)	8,308,500	2016/17	Review and Report	
Value of visitors in North Norfolk (£) (annual) J 029	470,017,033 (2014/15)	484,756,033 (2015/16)	490,357,250	2016/17	Review and Report	

2017/18 Projects	Status	Progress/ Action Note
Ensure any projects such as the Cromer West Prom project will capitalise on the Deep History concept and findings 01 E 01	On track	 Support has been given to Coastal Communities Teams at Wells, Blakeney, Sheringham and the Deep History Coast in support of the tourism economy in coastal locations leading to the submission of bids to the Coastal Communities Fund and other funds.
Continue to support the Destination Management Organisation (DMO) and explore opportunities to increase its effectiveness and financial sustainability 01 E 02	On track	 The Visit North Norfolk (VNN) Board has recently agreed a way forward which will hopefully prove a financially sustainable model. It will continue to operate as an independent organisation and will fund its core costs through membership, sponsorship and exploring other commercial opportunities. The Council will continue to actively engage with VNN to support the tourism agenda and support tourism businesses as required.

Other achievements

The Council commissions a 'Volume and Value' report each year which examines the economic impact of tourism within North Norfolk. The 2016 report has recently been received. The figures suggest a positive picture across most of the metrics compared with the previous year (which was itself a strong year). The number and value of spend of day trips has increased, as have the number of overnight trips and their value. The number of tourism jobs has also increased by 1.4% against 2015 figures.

97.22% of food businesses have proved broadly compliant with the Food Hygiene Rating Scheme.

02 - Housing and Infrastructure

Strategic Overview

9 of our 10 projects are on target (90%)

9 of the 10 activities are on track, one has had a problem in delivery identified, one has not started as it has been subsumed into another activity and one has been cancelled as it is no longer required.

100% of our targets met or exceeded



against all four of the targeted performance indicators are above or on target.


Performance against two of the indicators is improving and eight are worsening.




Commentary is provided to indicate action considered to address the 'general health' actions.

Objectives

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of new homes built of all tenures (annual) H 001	479 (2015/6)	442 (2016/17)	547	2017/18	400	
Number of homes granted planning permission (all tenure types) (monthly cumulative) HS 008	632 (2015/16)	1,280 (2016/17)	570	Mar 17/18	444	






2017/18 Projects	Status	Progress/ Action Note
Support the development of neighbourhood plans by aligning the wishes of towns and parishes with the local plan review 02 A 01	On track 	A revised Housing Incentive Scheme was Introduced in April. The scheme is programmed to stay open until the completion of Local Plan review and adoption of new policies. A number of neighbourhood plans are progressing, North Norfolk District Council specific guidance has been issued which identifies the strategic policies which neighbourhood plans (NP) are required to be in general conformity with. Dialogue is also encouraged in relation to emerging Local Plan approaches. Corpusty have submitted their plan for formal examination which will include a period of public consultation.


2017/18 Projects	Status	Progress/ Action Note
Identify new housing sites through the local plan review process 02 A 02	On track	 Site appraisal work is nearing completion and the Planning Policy Working Party is currently identifying 'provisional' options for future allocation in the new Local Plan. These options will be subject to public consultation in January 2019.
Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development 02 A 03	On track	 The first loan to a Housing Association was issued in January 2018 and is supporting the delivery of 91 affordable and market homes on 5 sites across North Norfolk. Future opportunities and mechanisms to support housing delivery are subject to ongoing discussions.
Undertake a survey and analysis of specialist housing needs and feed the outcomes of this into the 'Property Investment Strategy' and local plan review 02 A 04 (2016/17)	Cancelled	 This action has been cancelled as an updated Strategic Housing Market Assessment has now been completed providing overall housing need information. As additional information requirements are identified which cannot be met from existing sources, the appropriate methodology will be used to ensure timely provision of the housing needs information.




Other achievements

The Development Management Service in the Planning department has continued to improve; the highest level ever recorded has been achieved for the turnaround of planning applications.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target											
Number of people on the housing waiting list - total (annual) H 004	2,346 (2015/16)	2,479 (2016/17)	2,644	2017/18	Health of North Norfolk Measure											
<p>The numbers on the waiting list are increasing, this could be due to many factors being a change in person's circumstances i.e. breakdown in relationships, loss of employment. but also the cost of private rental is making this an unaffordable option for customers. As a service we are finding the demands on the private rented market is increasing, customers are finding it harder to secure private rented due to the high rental charges, and are looking to social housing as this offers them more security. Customers also do not have to find in some cases 6 months to a year rental up front that private landlords are requesting especially if a customer has had difficulty in previous tenancies or a bad credit rating.</p> <p>Number of Housing Waiting list as at 31 March 2018</p> <table> <tr> <td>Priority Card</td> <td>2</td> </tr> <tr> <td>Housing Register Band 1</td> <td>165</td> </tr> <tr> <td>Housing Register Band 2</td> <td>152</td> </tr> <tr> <td>Transfer</td> <td>480</td> </tr> <tr> <td>Housing Options</td> <td>1845</td> </tr> </table>							Priority Card	2	Housing Register Band 1	165	Housing Register Band 2	152	Transfer	480	Housing Options	1845
Priority Card	2															
Housing Register Band 1	165															
Housing Register Band 2	152															
Transfer	480															
Housing Options	1845															
Number of households from the housing register rehoused (monthly cumulative) H 005	336 (2015/16)	391 (2016/17)	376	2017/18	Health of North Norfolk Measure	 										
<p>In comparison to last year (2016/2017 391) the number of relets are down but are up from financial year 2015/16 when they stood at 336. This will be due to a number of factors being some social landlords are continuing with their disposal programme, customers not moving as frequently out from social housing, delays with housing development in Fakenham. There is no trend and this will always fluctuate each financial year.</p>																
Number of affordable homes built (monthly cumulative) H 007	66 (2015/16)	83 (2016/17)	90	2017/18	Review and Report	 										

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of affordable homes granted planning permission (monthly cumulative) HS 009	76 (2015/16)	196 (2016/17)	85	2017/18	Health of North Norfolk Measure	


2017/18 Projects	Status	Progress/ Action Note
Continue to negotiate sufficient affordable housing through S106 agreements from planning applications 02 B 01	On track 	The Community Housing team is engaging with parishes in the target area to support the delivery of community led housing schemes to address the impact of second and holiday homes with consultation events to seek wider community views held in two parishes in 2017/18. A review of second and holiday home data has shown only one parish now has now second or holiday homes. Work is ongoing in partnership with Housing Associations to deliver new affordable homes to buy and rent to meet both general and local housing need. The viable amount of affordable housing on market sites is secured through Section 106 Agreements to ensure timely delivery of completed affordable dwellings.
Continue the 'housing enabling' work and engagement with local communities on a pipeline of 'rural exceptions' schemes 02 B 02	On track 	The Community Housing Team have attended a number of parish council meetings to discuss the opportunity presented by the Community Housing Fund and are focused on engaging with communities where at least 10% of all dwellings are second or holiday homes. This forms part of work to support the delivery of exception housing schemes to meet the local housing need of parishes across North Norfolk, although work in parishes which are not in the target area is responsive not proactive due to staff capacity.
Purchase additional temporary accommodation for homeless households 02 B 03	On track 	The need for temporary accommodation is regularly reviewed. Discussions are ongoing to procure more properties for temporary accommodation to include two further properties suitable for a wheelchair user.

Other achievements

By the end of March, 90 additional affordable homes had been completed. This was less than the 117 expected in February due to adverse weather and issues re utility connections. The completion of 27 affordable dwellings slipped into the 2018/19 financial year. In March, five affordable homes for rent at Great Ryburgh were completed.




North Norfolk is the only council in Norfolk to complete all of its housing targets and secured more affordable housing than any other district in the county.


Ensure new housing contributes to the prosperity of the area (02 C)

2017/18 Projects	Status	Progress/ Action Note
Produce draft Local Plan and carry out public consultation 02 C 01	Some problems	 Work on the overview of development management policies has started but progress is slower than desirable. Completion of site appraisal work is expected to improve capacity to undertake this work over the next quarter.

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Reduce the number of empty properties (02 D)




Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Number of very long term empty homes (2 years or more as at 1st working day of each month) (monthly) H 009	119 (March 2016)	127 (March 2017)	137	March 2018	Monitor	
Number of long term empty homes (6 months or more as at 1st working day of each month) (monthly) H 002	637 (March 2016)	566 (March 2017)	725	March 2017	Monitor	
Number of long term empty homes (6 months or more as at October each year) (annual) H 002	500 (Oct 2015)	504 (Oct 2016)	603	Oct 2017	Monitor	
<p>Following steady increase month on month of the number of empty properties across the district the Combined Enforcement Team, supported by field officers from Environmental Health have carried out a targeted inspection of analysis and review of all properties empty in excess of 6 months. The quality of the information provided by owners of recently occupied former empty homes and/or renovated 'second' homes was found to be poor leading to inaccuracy in the reported numbers of long-term empty homes. Following the action the numbers of long-term empty properties have significantly reduced and are to a level comparable or better than previous years.</p>						

2017/18 Projects	Status	Progress/ Action Note
<p>Provide a fortnightly update on Enforcement Board Matrix actions to all Members and a six monthly update on Enforcement Board actions/progress to Cabinet and Overview & Scrutiny Committee to bring empty properties back into use</p> <p>02 D 01</p>	<p>On track</p>	<p> More long term empty properties have been returned to use following the intervention of the Enforcement Board. 10 George Street Sheringham has been empty since 2013 and is now renovated and occupied by a young couple following intervention to bring about a change in ownership. Eastview at Walcott is a unique property built around a former railway carriage. The near derelict property has been transformed by new occupiers following action by the Enforcement Board to bring about a change in ownership. Many other long-term empty properties on the Enforcement Board agenda are at various stages of renovation.</p>

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Improve the infrastructure needs of the district (02 E)

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of settlements that have had Broadband upgraded (annual) J 008	33 (2015/16)	32 (2016/17)	23	2017/18	-

2017/18 Projects	Status	Progress/ Action Note
<p>Work with relevant partners to take forward recommendations within the recently completed Bittern Line Development report</p> <p>02 E 01</p>	On track	<p> The Greater Anglia franchise have confirmed they will be replacing their entire existing rolling stock fleet with brand new trains in 2019/20.</p> <p>The Council will continue to work with Greater Anglia and local stakeholders to deliver platform extension improvements at Sheringham Station to accommodate the additional carriage.</p>
<p>Officers to bring forward a paper regarding car parking at North Walsham Railway Station</p> <p>02 E 02</p>	On track	<p> Negotiations to acquire the car park site (subject to cabinet consent), are finalising and anticipated to be agreed. Further discussions with Great Anglia have been held regarding developing a ramped access to the platform and management of their existing car park. Agreement in principle by them is still being sought to these proposal, before detailed design work and costings are undertaken.</p>
<p>Consult and then obtain agreement on a process for securing contributions towards road infrastructure from development proposals in the district known as section 106 agreements</p> <p>02 E 02 (2016/17)</p>	Not started	<p> The Council's approach to Section 106 obligations will be considered as part of the Local Plan review.</p>
		<p>Coverage for North Norfolk provided via the Better Broadband for Norfolk rollout has now reached 85%.</p>

03 - Coast and Countryside

Strategic Overview



Ten of our 12 projects are on target (83%)





Activities and outcomes are being delivered against this priority. Eleven of the twelve activities are on track, one has been completed successfully and none have had a problem in delivery.

We are awaiting audited information on two targets. A further two were changed mid-year and will be measured from April 2018 and one indicator has worsened.

Objectives




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

2017/18 Projects	Status	Progress/ Action Note
Supporting fishing and agriculture in North Norfolk through accessing suitable funding streams such as LEADER programmes 03 A 01	On track	 The North Norfolk Commercial Fishing Forum continues to remain a valuable group which this Council supports as an important business sector and to which support is provided for projects and funding as required.
Continue to develop and promote the Norfolk & Suffolk Coastal Partnership 03 A 02	On track	 The Coastal Partnership East (CPE) Management Team are developing a resourcing plan in order to ensure targeted appointments to the team to enable delivery of Coastal Partnership East three-year business plan and develop longer term team resilience. Coastal Engineering Manager has been developing cross authority procurement mechanisms for coastal management consultancy, monitoring and works in order to streamline the procurement processes whilst ensuring compliance and value for money. Successful allocation of LEP funds and Anglian Water funding to coastal management schemes through joint working with Coastal Partnership East Funding Manager. ICT across the councils has been explored further, no easy solutions to ICT needs but some improvements developing.

2017/18 Projects	Status	Progress/ Action Note
<p>Continue to work with private sector partners on a scheme for Bacton and affected communities</p> <p>03 A 03</p>	<p>On track</p>	<p> £1,050,000 New Anglia LEP funding has been allocated to the Bacton to Walcott Sandscaping Project. Concept note submitted to EU Interreg 2 Seas programme with Dutch and Belgian partners to seek funding for the Sandscaping Scheme and develop future monitoring. Other EU funding streams are under consideration. Planning and Marine licence applications are under development for submission in late June. The Expression of Interest for Main Works Contractor has been publicised. A Local Liaison Group has been set up to assist communication with local representatives and communities.</p>
<p>Implement the Cromer West Prom plans to redevelop sea front property assets in Cromer following completion of the major Cromer Defence Scheme. This will include development of the 'Deep History Coast' concept</p> <p>03 A 04</p>	<p>Completed successfully</p>	<p> The west prom works are now substantially complete. The future use of the vacant space currently within the Art Deco block is still being considered and an options appraisal is underway in terms of various options for future use. The Deep History Coast has its own performance indicators and is now being treated as a separate project in its own right. The future of the Art Deco block will also be treated as a separate project.</p>
<p>Refurbish coastal defences at Mundesley</p> <p>03 A 05</p>	<p>On track</p>	<p> Mundesley Outline Business Case for Flood and Coastal Erosion Risk Management Grant in Aid near finalisation and to be submitted to Environment Agency in due course. £250,000 Anglian Water Funds allocated to Mundesley Coastal Management Project. Coast Protection Notification to be publicised soon.</p>
<p>Analyse criteria for funding requirement from the emerging £90m coastal community fund</p> <p>03 A 02 (2016/17)</p>	<p>On track</p>	<p> A list of funding opportunities and relevant projects is being maintained and advice is routinely provided to local businesses (including those involved in fishing and agriculture) on current business support and funding opportunities (particularly the current LEADER programme operating across the area). The North Norfolk Commercial fisheries Forum, representing the local fishing sector and related activities, is the means by which activities affecting the local fishing sector can be coordinated.</p>

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


Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	1,728 (2015/16)	2,248 (2016/17)	1,118	2017/18	1,500
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	2,312 (2015/16)	2,883 (2016/17)	1,616	2017/18	1,900
<p>Following a review of the events which were being run by the countryside service it was agreed by the team and senior colleagues that we would focus more on providing a fewer number of higher quality events. It was agreed to drop the 'number of events' target and replace with an income target. Going forward we will be looking to increase these targets annually as we establish our events programme.</p>					

2017/18 Projects	Status	Progress/ Action Note
Undertake reviews of Holt Country Park, Pretty Corner Woods and North Lodge Park to help ensure these assets are sustainable for the future 03 B 01	On track	 Further work has now been undertaken and feedback received via external organisations as to what improvements could be made.
Work with other agencies to retain four of the district's Blue Flags for the quality of the beaches and to achieve quality coast awards elsewhere 03 B 02	On track	 Blue Flags have been awarded at all six beaches. The Council also hosted the national Keep Britain Tidy Blue Flag Awards ceremony on Cromer Pier on 17 May 2018.
Assess and implement requirements for new Green Flag Awards and work to retain existing awards 03 B 03	On track	 Green Flag applications for 2018 have now been submitted.

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

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


Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Percentage of household waste sent for reuse, recycling and composting (monthly cumulative) ES 001	42.20% (2015/16)	42.04% (2016/17)	42.00% (Provisional data only)	2017/18	Review and Report
Waste - All Household - (tonnage) (annual) ES 020	43,424 (2014/15)	39,661 (2015/16)	41,409 (Provisional data only)	2016/17	Annual review in October when accurate information is available



2017/18 Projects	Status	Progress/Action note
<p>The Norfolk Waste Partnership (NWP) Board continues to work on the following four work streams to maximise recycling:</p> <ul style="list-style-type: none"> • Collection frequency and food waste collections • Develop reuse, repair and recycling systems • Develop a Communications Strategy to encourage the public to help in reducing waste sent for disposal • Infrastructure review for depots and Recycling Centres <p>03 C 01</p>	<p>On track </p>	<p>The NWP's communications and marketing strategy has been developed. Comms activity has focussed on anti-contamination and plastic packaging.</p> <p>The Community Fridge in Fakenham has been the most successful of all Norfolk's community fridges. There will be no impact on NNDC as a result of depot rationalisation, however, other aspects of this as a wider work stream could come into play as part of the new waste contract.</p>

Other achievements

The Council launched the "Give Your Recycling a Little Bit of Love" campaign. This campaign's primary focus is to let residents know the '3 simple rules' to recycling: Clean, Dry and Don't Bag It.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target	
Target response time to fly tipping and all other pollution complaints (within 2 working days) (monthly cumulative) C 007	80.00% (2015/16)	68.00% (2016/17)	64.00%	2017/18	80.00%	
<p>There has continued to be issues with response times to fly-tipping. Measures have been agreed with Kier to help deal with this and we have also increased our environmental ranger team to enable a faster response.</p>						

2017/18 Projects	Status	Progress/ Action Note
Through the work of the Council's Enforcement Board take appropriate action across all services to address properties which create eyesores 03 D 01	On Track 	<p>The current case load of the Enforcement Board is around 35 and a recent inspection and analysis of long-term empty properties has identified more properties to add to the caseload over the next 12 months.</p> <p>The first two properties proposed for Compulsory Purchase Order at Sculthorpe have been completed and are currently with Property Services to agree a marketing plan to maximise income from the resale.</p>
Review and monitor our approach to environmental enforcement and give community engagement schemes more power to act on the Council's behalf 03 D 02	On track 	<p>Community Engagement schemes have continued throughout the year. There are several active community dog wardens who undertake regular patrols and provide information into the Department. Around litter there are regular community litter picks undertaken throughout the year across the district. The two-minute beach clean has been extended to additional sites and has been successful in encouraging resident and visitors alike to collect rubbish when walking on our beaches.</p> <p>Work was undertaken to review the ability to pass more of our enforcement powers to community groups. Due to the sporadic spread of groups geographically and identified issues related to authorisations of individuals not employed by the Council this has not been progressed. The Team have instead re-profiled the officer cohort to include two Environmental Rangers who undertake enforcement activity in the communities and direct community engagement work.</p>

Other achievements

The Council held the annual Greenbuild event which attracted over 6,500 visitors and will be held at Felbrigg again next year on 8 and 9 September 2018.

Development Management's focus remains firmly on exceeding the Government targets for major and non-major applications. Our last figure for majors is 95.00% (Government target is 60%) and for non- majors 92.40% (Government target is 70%).

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04 - Health and Wellbeing

Strategic Overview

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

Nine activities are on track and one has been completed successfully.






We met or exceeded 67% of our targets

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

Performance against three of the indicators are improving and two are worsening.

Objectives



Support local residents and their communities (04 A)

2017/18 Projects	Status	Progress/ Action Note
Promote and monitor the Big Society Fund throughout the year 04 A 01	On track	 In 2017/18, a total of 30 Big Society Fund grants were approved totalling £188,944.86 to support a range of community projects across North Norfolk. 
Consider the Business Plan for provision of solar panels on the Council offices 04 A 02	On track	 The first stage of the tender process in relation to the replacement glazing and glulam beam repairs has now been completed and a preferred supplier has now been selected. The second stage of the tender process is now to arrive at a firm price for the works. The provision of solar panels will be considered alongside this process and any implementation will be dependent upon the outcome of the business case.
Monitor the operation of the advice and information service in North Norfolk, ensure suitable engagement and report on its outcomes 04 A 03	On track	 The contract through which advice and information services are provided across North Norfolk is regularly monitored. There is good communication and engagement with the contractor and no issues or concerns with service provision. 

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027	18.0 (2015/16)	22.0 (2016/17)	20.0	2017/18	20.0			
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028	14.0 (2015/16)	22.0 (2016/17)	14.0	2017/18	14.0			
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003	79 (2015/16)	140 (2016/17)	124	2017/18	- - -			

2017/18 Projects	Status	Progress/ Action Note
Implement a Community Resilience Planning programme to increase uptake amongst local communities so that communities are able to help and support each other in the face of a common crisis 04 B 01	On track	All opportunities to engage with communities are taken to engage and discuss the benefits of local community resilience planning. This has been delivered recently and Overstrand and Cromer are in the process of creating draft plans. Overstrand are actively engaged with the Civil Contingencies Team in developing their plan. Hindringham Parish Council have been in contact as they wish to devise their own plan.




2017/18 Projects	Status	Progress/ Action Note
<p>Continue to work with a wide range of partners to develop and extend the Early Help Hub to provide early intervention and preventative support to vulnerable families and older people</p> <p>04 B 02</p>	<p>On track</p> 	<p>There is a steady increase in the number of referrals to the Hub in respect of children, families and adults of all ages. Multiagency engagement with the Hub and attendance at the weekly collaboration meetings has expanded. There has been an increase in co-ordination and partnership working which has improved outcomes for cases referred to the Hub for both the client and the organisations involved. New Help Hub publicity leaflet for professionals has been designed and distributed.</p> 







Other achievements



On the back of the successful exercise Flying Fish II in October 2017 it was recommended that this style of exercise is rolled out to other local at risk flood areas.

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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Participation at Council sports facilities (monthly cumulative) LE 004	558,102 (2015/16)	558,395 (2016/17)	551,310	2017/18	566,615			

2017/18 Projects	Status	Progress/ Action Note
<p>Capitalise on the North Norfolk Sporting Centre of Excellence initiative and extend the range of opportunities within it, to encourage talented young people to aim for and reach the highest possible level in their sport</p> <p>04 C 01</p>	On track	 <p>Now delivering term three. The programme continues to be successful, with many youngsters representing Norfolk.</p> 
<p>Implement the work streams contained in the leisure facilities strategy; consider options for the new leisure contract and the future of the Splash leisure facility in Sheringham, lead the feasibility for an indoor tennis facility, work with local clubs to support a purpose built gymnastic facility in North Walsham, work with the community to realise the reopening of the Fakenham academy pool</p> <p>04 C 02</p>	On track	 <p>The new leisure facility at the Splash site is on target, as is the new Community Sports Hub at Cromer incorporating the indoor tennis centre. The North Walsham gymnastic club has now found a new facility and so that element has been completed.</p> 
<p>Complete new football pitch and changing facilities at Cabbell Park</p> <p>04 C 03</p>	On track	 <p>The Council continues to advise on the new facility. The Council is working with Cromer Town FC to revise their current licence to help their sustainability.</p>
<p>Develop a framework for which events the Council support, recognising the sporting and economic benefits realised for the district</p> <p>04 C 04</p>	Completed successfully	 <p>Framework complete.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>Support communities to develop and sustain Sports Clubs and Hubs</p> <p>04 C 05</p>	<p>On track</p>	<p> The project continues to be successful, and make those hard to reach communities more fit and healthy.</p> <p> There is a new running club being set up at Stalham. Seated exercise has now been set up in Holt, Cromer and Sheringham. A total of 10 community sports hubs have now been set up. This is the fourth and final year of this project and so we are offering support in order to make those hubs sustainable in the longer term.</p>

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05 - Delivering Service Excellence

Strategic Overview

Eighteen of our 21 projects are on target or completed successfully (86%)

Fifteen of the 21 activities are on track, four have been completed successfully and only two have identified a problem in delivery.

We are on or above target for 77% of our performance targets


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



Performance against ten of the indicators are improving and five are worsening.





Objectives




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

Key Performance Indicators	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target
Visits to the Council website (monthly cumulative) WG 005	453,272 (2015/16)	563,502 (2016/17)	601,559	2017/18	-

2017/18 Projects	Status	Progress/ Action Note
Maintain progress on all projects within the Council's Digital Transformation Programme 05 A 01	On track 	<p>The go-live of the web payments form which allows online payments represents a significant step forward in channel shift for payment transactions. In the first two months of availability there have been over 5,000 payments made via this service. Many of them have occurred out of normal business hours which would not have been possible before this service was made available. This means that Council customers can make payments at a time that suits them rather than being restricted to office hours.</p> <p>The Business Process Review in Environmental Health (EH) continues in line with the rollout of the new EH system and as a part of this officers are trialling Food Hygiene inspection completions in the field using an "App" on a portable tablet.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>Complete the implementation of the Business Process Review (BPR) in the Planning Service</p> <p>05 A 02</p>	<p>Some problems</p> 	<p>Progress is being made on the web-based mapping tool but has been slightly delayed by the need to data cleanse all of the information held on the GIS. Phase 2 of the pre-application project is planned to go live in July 2018. This will help form a comprehensive 'self-serve', web-based tool for customers. It should be noted that this project has needed to be balanced against the requirement to manage change while delivering business as usual services in Planning.</p>
<p>Ongoing HR Business Process Review</p> <p>05 A 03</p>	<p>On track</p> 	<p>Leave management (self-service for all leave and absence requests) has been in use since November 2017. All personnel files have been scanned and HR is currently piloting the use of SharePoint as part of the Digital Transformation programme of work.</p> <p>We have recently agreed a three-year extension to our contract for the HR IT system which will mean that further self-service developments can now be planned and implemented.</p> <p>The Web Recruitment module is planned for later this year which will allow for an effective applicant tracking service where prospective employees can register an interest, be notified about current positions and apply for vacancies online. Once this module has been successfully implemented, the next planned module is Talent which will enable the Council to identify talent and development needs for succession planning.</p> <p>We are increasingly using e-learning to support staff training and development, for example during staff induction but also to support wider corporate training such as in emergency planning and GDPR.</p>





2017/18 Projects	Status	Progress/ Action Note
<p>Ongoing Environmental Health Business Process Review to redesign services around the customer and use technology as a driver for efficiency</p> <p>05 A 04</p>	<p>On track</p>	<p> All of the in scope service areas within Environmental Health (EH) have completed the review cycles and identified the desired future models for the processes in their areas. This work has been completed more quickly than originally anticipated.</p> <p>Implementation of the new IT system in EH continues to progress with the Licensing Team live on the system, further system updates are expected shortly which will add to the functionality including the interaction with license applicants. The food mobile testing identified some improvements were needed to ensure we offered the same quality of correspondence as before and we are working with the software supplier to deliver these.</p> <p>The Garden Bin renewal project has not yet gone live due to difficulties in the web form which offers the ability for customers to renew via direct debit; it is anticipated that this will be resolved shortly. Despite this it is expected that, when live, customers will be able to self-serve much more effectively than before and that the processes around renewal will be easier and quicker for customers.</p> <p>The next set of build cycles are being planned and these are predominantly linked to the Environmental Health IT implementation so that we maximise the benefits around efficiency and effectiveness.</p>
<p>Implement the outcomes arising from the Communication Strategy approved by Cabinet February 2017</p> <p>05 A 05</p>	<p>On track</p>	<p> For the first time in the Council's history, a joint appointment to the role of Communications and PR Manager has been made and progress is being made to strengthen the use of communications channels, specifically to improve the use of digital comms. An exercise to revise the Council's corporate identity has been undertaken. A new logo, strapline and strengthened identity have been introduced to ensure Council's comms are consistent and professional. A similar exercise has been conducted for Cromer Pier to reflect NNDC's proud custodianship of a significant asset.</p>
<p>Promote and optimise the use of social media and our website for those communicating and doing business with the Council</p> <p>05 A 06</p>	<p>On track</p>	<p> Increased diversity of social media posts have included corporate news, external Council activity, job adverts, economic growth information, cultural and sporting events, advocate news and supportive news for partners.</p> <p>Increase in Twitter followers of 19% year on year between April 2017 and April 2018.</p>
<p>Maintain and develop the Council's website to enable better transactional activity for all customer groups</p> <p>05 A 07</p>	<p>On track</p>	<p> A new channel communications approach has been adopted by the Digital Transformation Board and individual service objectives have been assigned in appraisals. A planning process for website development is being put in place.</p>




2017/18 Projects	Status	Progress/ Action Note
Use pro-active and promotional campaigns linked to the Council's priorities 05 A 08	On track	 Campaign work has included the Antiques Roadshow visit to Cromer, the Council hosting the Blue Flag national awards, Orchestras Live series of concerts and workshops, sports provision, #2minutebeachclean boards along the coast and proposed new leisure facilities
Monitor rollout of Universal Credit in the District, working closely with the Department of Work and Pensions (DWP) 05 A 09	On track	 The preparations for the roll-out of Full Service remains on track for roll out later this year and into 2019. The Council continues to liaise with the DWP and other stakeholders to ensure the successful implementation of these changes.
Review our use of assets through the One Public Estate (OPE) programme 05 A 06 (2016/17)	On track	 The OPE Board made the submission for the OPE phase 6 bidding round, which included Kelling Hospital. £80,000 was received for the Kelling Hospital Masterplanning exercise.





Other challenges

The Government has put in place a process to transfer responsibility for land charges from local government to the Land Registry. The first phase of migration is taking place in 2018, but there is no timescale for migration of other local authorities as yet. This could result in substantially reduced fee income and increased costs. A careful watch to assess the impacts of this development is taking place.

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

Key Performance Indicators	Same year last	period before	Same last year	period	Latest Data	Time Period	Latest Data Target		
Percentage of council tax collected (monthly cumulative) RB 009	98.56%		98.70%		98.71%	2017/18	98.50%		
	(2015/16)		(2016/17)						
Percentage of non-domestic rates collected (monthly cumulative) RB 010	99.32%		99.36%		99.37%	2017/18	99.20%		
	(2015/16)		(2016/17)						

2017/18 Projects	Status		Progress/ Action Note
Procure new Pier Management Contract 05 B 01	Completed successfully		<p>The contract has been awarded and reported through Cabinet. New contract documentation has been agreed and completed.</p> <p>The new contract commenced on 1 February 2018 and will see both local events and the Pier Show secured for the future and a wider programme of maintenance works on the Pier.</p>
Continue procurement of Contract for Waste and Related Services 05 B 02	On track		<p>Work on a joint procurement with Breckland Council and the Borough Council of Kings Lynn and West Norfolk is progressing to timetable. As part of this a one-year extension has been negotiated with Kier Environmental Services in order to reflect feedback from the market around congested procurement and length of contracts.</p> <p>Officers from each Council are working together and with Technical and Procurement consultants to ensure that the documentation which is sent out to tender, not only attracts the greatest competition but delivers the best opportunity for avoided costs through a single joint contract.</p>
Develop and Implement Asset Management Strategy 05 B 03	Completed successfully		<p>The newly updated Asset Management Plan (AMP) was finally approved by Full Council in March 2018, the suite of supporting documents includes a Commercial Property Investment Strategy. As part of the 2018/19 budget setting process and following agreement of the AMP a £2m Local Property Investment Capital Fund was also approved.</p>

2017/18 Projects	Status	Progress/ Action Note
Take forward a range of property investment opportunities 05 B 04	On track	 Capital investment into vacant property has recently been agreed by Cabinet. This funding will be used to bring the properties back into use and generate income to the Council. Two of these vacant properties are expected to be let within the next two - six months and the remainder will be reviewed later this year.
Develop a Public Services Hub at North Walsham and Fakenham 05 B 01 (2016/17)	Completed successfully	 A service hub at North Walsham has been created. Fakenham Connect is utilised as a service hub and there is additional space available for other service providers at this hub. The Council works collaboratively with other Local Authorities and public services as part of One Public Estate and will consider opportunities as they arise.
Review the provision of public conveniences and identify any redevelopment opportunities 05 B 03 (2016/17)	On track	 Designs and the business case preparation are on-going. Architects have been appointed to develop some concept drawings for the conversion of two public conveniences. One of these facilities has become redundant following the opening of a newly constructed purpose built public convenience facility at the West Prom, Cromer. The architects are seeking to establish if the building could be converted to commercial/retail use (subject to planning consent) and be brought back into use. There is the potential to convert another other public convenience, subject to planning consent, into holiday let accommodation and provide brand new and improved replacement facilities nearby. Business cases will be prepared showing the potential income generation for both opportunities for Members to consider.
Publish quarterly and monitor any new requirements of the Government's transparency agenda 05 B 05 (2016/17)	On track	 The quarter 4 review of data published is completed. The review shows a small number of information sets are overdue - to be reported to Management Team.

Other achievements

Of the 17 assurance audits completed within the year, all resulted in a positive assurance, with no Priority One (or "urgent") recommendations, and 7 out of 17 audits received a 'substantial' audit opinion (which is the highest it is possible to achieve). This represents over 40% of the audits completed This reflects a positive position in terms of the Councils internal governance arrangements.

Levels of Freedom of Information requests continue to remain high with the Council receiving 663 requests in the year, 95% of those were dealt with within the 20 days allowed.




Other challenges


The Ministry of Housing, Communities and Local Government (MHCLG) has reiterated its commitment to allow Local Authorities more control over the revenue they raise locally through Business Rates. England will move towards a scheme of 75% Business Rates Retention from April 2020, which will coincide with the outcomes of the Fair Funding Review. The current intention is to once again bid for a Norfolk wide pilot for the 100% scheme

in 2019-20, as the pilot authorities from 2017-18 were shown to benefit from significant extra income being retained locally. The design of the system is still very much a work in progress, and could potentially have a large impact on the financial sustainability of the Council. Officers continue to work with MHCLG around this.

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

2017/18 Projects	Status		Progress/ Action Note
<p>To work with the Staff Focus Group to implement 'Wider Wallet' a staff reward and recognition portal</p> <p>05 C 01</p>	Completed successfully		<p>The successful launch of the Staff Achievement awards saw employees being rewarded and recognised across a number of categories: Employee of the Year, Team of the Year, Volunteer of the Year, Outstanding Achiever and Change and Innovation.</p>
<p>To ensure 100% completion rate of annual and mid-year appraisals in the context of wider staff development</p> <p>05 C 02</p>	Some problems		<p>A positive staff survey that was carried out in July 2017 reported that 77% of staff agreed that we are effective at building capability and 87.5% agreed that we empower and involve people. However, it was recognised that too many staff had not had an appraisal. We are aiming for a 100% return rate in 2018/2019 and the Staff Focus Group is currently looking at the appraisal process and ways in which it may be improved.</p> <p>This project has been extended from just looking at achievement of appraisal targets to the wider staff development environment. The HR service has introduced a Manager as Coach programme to further this objective. Four cohorts of Managers have now been trained. Going forward we are looking at the development of a coaching pool and how we can further embed coaching and mentoring into the Council.</p>
<p>To design and deliver against a corporate training programme for 2017/18 based on the Corporate Plan and individual learning and development needs as identified through the appraisals</p> <p>05 C 03</p>	On track		<p>The HR service has provided a range of learning and development opportunities over the last year. Some training and development has focused on developing our future managers and leaders. For example, Institute of Leadership and Management level 3 and level 5 programmes and Manager as Coach. Other courses support staff development, such as Time Management, Report Writing, Safeguarding, PREVENT, Dealing with Difficult People and other training is available to support our staffs competency development, such as courses in change and innovation and commercial acumen. We have also run a number of courses to help and support staff with their general health and wellbeing, including wellbeing workshops and Mental Health First Aid. Our learning is complemented by trained coaches and an e-learning portal.</p> <p>We will continue to invest in the ongoing development of our staff and the corporate training programme and calendar has been developed for 2018/19 in response to identified training needs, this is available for all staff and managers on the intranet.</p>

2017/18 Projects	Status	Progress/ Action Note
<p>To work with the Members' Development Group to offer an ongoing programme to develop Members' skills and knowledge</p> <p>05 C 04</p>	<p>On track</p>	<p> Member Development Group continues to support member training and development. The Group is now focussing on Members' IT needs ahead of the 2019 election and preparation has begun in earnest for the Prospective Candidates event in mid-September. Recent training on Overview and Scrutiny has been well attended.</p>

Other achievements

The Council launched a new Intranet in November 2017 providing improved access to Council information for staff, a corporate calendar of events and improved access to corporate documents.

The Council adopted a Volunteering policy which has been successfully implemented leading to a range of group volunteering efforts including beach cleaning and other environmental improvement projects as well as individual volunteering for community benefit.

The way that local authorities can access financial services changed in January 2018 as a result of the second Markets in Financial Instruments Directive (known as MiFID II Client Categorisation of Local Authorities). North Norfolk District Council is now registered as a Professional client with all relevant investment counterparties to preserve access to services and lower transaction costs.



Equalities

Strategic Overview

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

Eleven of the twelve activities are on track and one has been cancelled.

We met or were close to achieving all of our targets

Performance against two of the four performance indicators achieved the targets, one is close to target and one is below target.

Three indicators are improving and three are worsening.

Financial summary

The Council finished the 2017/18 Financial Year in a strong financial position, with an overall budget surplus of over £990,000 achieved. The Council maintained a balance on its general reserves of over £2m, above the minimum recommended threshold of £1.85m.

Elsewhere, within the Revenues and Benefits section, collection rates for Council Tax and Business Rates continue to exceed targets, and are at record highs. The collection rates for 2017/18 were 98.74% for Council Tax and 99.40% for Business Rates.

The Council collects Council Tax and Business Rates on behalf of a number of public sector bodies in Norfolk. For every £1 of Council Tax our residents pay, North Norfolk District Council retain approximately 9p. Here is what it was spent on in 2017/18:

For every pound retained by the Council in 2017/18:

20p was spent on Environmental Health, this includes services such as household waste collection, rural sewerage schemes, environmental protection and cleansing.

17p was spent on Finance and Assets, this includes things such as audit, and the corporate finance team and looking after the Council's assets such as public conveniences.

11p was spent on Customer Services and ICT, this includes things such as collection of local taxes and benefit administration, provision of tourist information centres and business transformation.

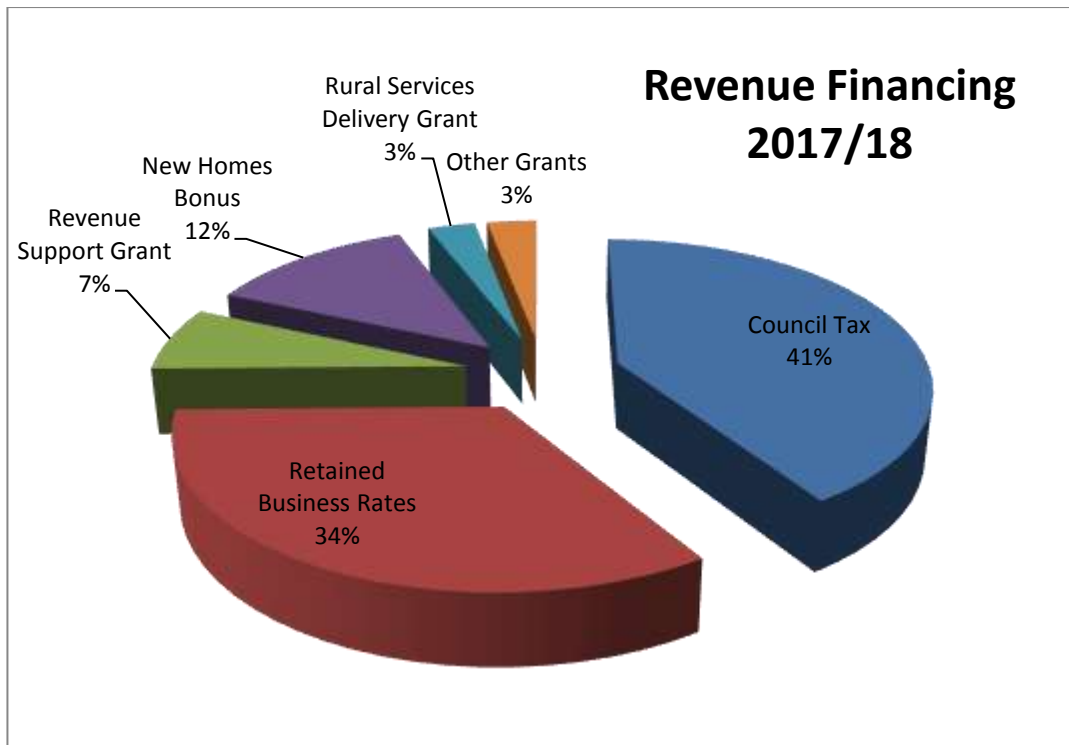
35p was spent on Community services, Economic Development and Coastal, this includes things such as car parks, markets, sport and leisure complexes, parks and open spaces, management of coastal protection, tourism and economic growth.

11p was spent on Planning, this includes things such as enforcement of building regulations, land charges and property searches, as well as planning policy and development management.

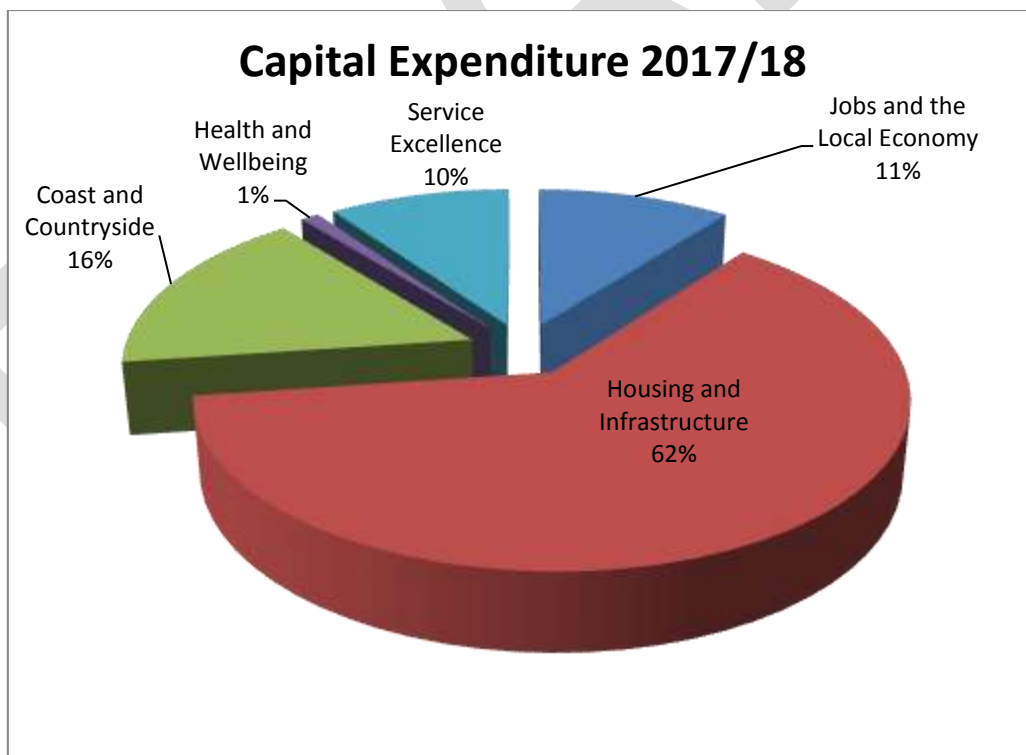
4p was spent on Democratic and Legal services, this includes things such as support for Members and Committee Administration, as well as the Council's Legal team.

2p was spent on Corporate functions and the Leadership Team, this includes things such as human resources and payroll, performance management and elections administration.

The Council improves its financial position by making use of a number of different funding sources in addition to Council Tax and Business Rates. The chart below shows the breakdown of funding for 2017/18:










Each year, the Council spends money on items which are expected to be useful for more than one year – these are called Capital items. Examples of this include equipment, buildings or grants to outside bodies. This is how the Council spent its Capital budget in 2017/18:









Targets Key

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



	Target achieved or exceeded
	Close to target
	Below target
Direction of travel measures show the change in the data from the previous year. This method of assessment is used where the Council has a low level of control over the outcome but aims to move in a positive direction.	
	Improving compared to the same period last year
	Close to the same period last year's result
	Worse compared to the same period last year
	Signifies a target achieved that has an outcome which meets our equalities objectives.





Actions Key






Activity Status	Symbol	Description
Completed Successfully On Track	 	Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Cancelled		The activity is no longer required. Reasons for the cancellation are given.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
		Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.




Appendix 1 – Management Indicators


Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	-	717,501.29	Q4 17/18	-	M	-
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	-	-	542	Q4 17/18	-	M	-
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	-	-	223	Q4 17/18	-	M	-
Numbers on the housing waiting list (monthly) HO 006	02 B	2,346	2,479	2,644^{*1}	Mar 17/18	-	M	-
Numbers on the Housing Register (monthly) HO 007	02 B	311	321	319	Mar 17/18	-	M	-
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,625	1,714	1,845	Mar 17/18	-	M	-
Numbers on the Transfer Register (monthly) HO 009	02 B	410	444	480	Mar 17/18	-	M	-






Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
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	-	-	95.0%	Mar 17/18	70.0%		-
Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025	02 B, 03 D, 02 A, 01 D, 01 A	-	-	0.5%	Mar 17/18	10.0%		-
Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	-	-	13	Mar 17/18	-	M	-








Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
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	-	-	92.4%	Mar 17/18	60.0%		-
Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	-	-	0.0%	Mar 17/18	10.0%		-
Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	-	-	0	Mar 17/18	-	M	-
Number of events organised at Country Parks (monthly cumulative) LE 005	03 B	43	34	30	Mar 17/18	30		
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	25	39	22	Q4 17/18	-	M	-






Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target			
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	1	13	20	Q4 17/18	-	M	-	
Number of garden waste customers as at 1st October (annual) ES 014	03 C	18,408	18,797	19,500	2017/18	19,400			
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005	04 A, Equality	26	37	30	Q4 17/18	-	M	-	
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality	154,438	273,818	188,995	Q4 17/18	-	M	-	
Number of Disabled Facilities Grants outstanding (monthly snapshot) HW 002	04 B	89 (Feb 2016)	121 (Feb 2017)	104	Feb 2018	-	M	-	
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	-	-	137	Mar 17/18	-	M	-	




Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	-	-	77,736	Mar 17/18	-	M	-
Disabled Facilities Grants approved (£) (annual) HW 006	04 B	-	-	984,594	2017/18	-	-	-
Percentage of people active in North Norfolk (annual) W 001	04 C	66.4%	62.1%	64.9%	2017/18	-	-	-
Number of events for which the Council provided financial support (annual) W 002	04 C, Equality	2	1	0	2017/18	2	-	
There is no longer a need to provide support for the two events each year. Both Wells Triathlon and Pedal Norfolk have sufficient participants to ensure they remain self-sustainable.								
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	80.0%	92.0%	95.0%	Mar 17/18	90.0%		

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	588	654	663	Mar 17/18	-	M	-
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	3	2	3	Mar 17/18	-	M	-
Percentage of Ombudsman referrals successful outcomes for the Council (monthly cumulative) PA 002	05 A	67.0%	100.0%	67.0%	Mar 17/18	-	M	-
Unique visitors to the Council website (monthly cumulative) WG 006	05 A	299,774	382,046	430,356	Mar 17/18	-	M	
Number of compliments (monthly cumulative) CS 050	05 A	95	39	7	Mar 17/18	-	M	-
Number of complaints (monthly cumulative) CS 051	05 A	62	56	154	Mar 17/18	-	M	-
Number of MPs letters (monthly cumulative) CS 052	05 A	278	236	298	Mar 17/18	-	M	-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	3.27	3.92	5.32	Mar 17/18	10.00		
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	5.70	7.42	10.00	Mar 17/18	-	M	
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	5.52	4.86	7.39	Mar 17/18	10.00		
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	94.00%	100.00%	100.00%	Q4 17/18	-	M	-
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	98.00%	100.00%	100.00%	Q4 17/18	-	M	-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	96.00%	100.00%	100.00%	Q4 17/18	-	M	-
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	98.00%	94.00%	100.00%	Q4 17/18	-	M	-
Planning Income (£) (monthly cumulative) DM 023	05 B	903,226	626,483	869,660	Mar 17/18	-	M	
Building Control income (£) (monthly cumulative) BC 001	05 B	370,254	402,805	371,307	Mar 17/18	372,581		
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	223,140	323,536	326,310	Mar 17/18	72,000		
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	54.0	33.0	50.0 ^{*2}	Mar 17/18	41.0		

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Occupancy Rate of Council Owned Rental Properties (monthly) PS 006	05 B	82.0%	82.0%	84.8%	Mar 17/18	80.0%		
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	287	645	880	Mar 17/18	-	M	-
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	212	529	1,002	Mar 17/18	-	M	-
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	62.0%	41.7%	67.0%	Q4 17/18	80.0%		
<p>The final cumulative position was 67% completion, this is based on 9 recommendations being raised during the year and 6 being completed within the timescales originally identified. It should be noted that it is a very positive position to be in to only have 9 important recommendations raised.</p>								
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0%	100.0%	100.0%*3	Q4 17/18	100.0%		-

Performance Indicators	Objective	Same period year before last	Same period last year	Latest Data	Time Period	Latest Data Target		
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100.0%	100.0%	100.0%	Q4 17/18	100.0%		-
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	6.05	6.35	5.88	Q4 17/18	6.00		

*1 Snapshot as at 31 March 2018.

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

*3 No urgent recommendations made.

*4 Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year.

*5 Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%). Actual results due to be released in September 2018. n.b. 2017 values based on full year not financial year.

M – Management information for monitoring purposes.

Appendix 3 – Workforce Profile

This will be added to the final version of the report.

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BEACH HUTS & CHALETS TASK & FINISH GROUP

Minutes of the meeting of the Beach Huts and Chalets Task & Finish Group held on Wednesday 6 June 2018 in the Board Room at Council Offices, Holt Road, Cromer at 10.00 am

Members Present: Ms J English
Mr M Knowles (Chairman)
Mr B Smith

Also attending: Mrs A Fitch-Tillett

Officers in Attendance: Mrs M Collis - Property Project and Programme Manager
Mrs E Denny – Democratic Services Manager
Mr M Stembrowicz - Democratic Services & Governance Officer

4. APOLOGIES FOR ABSENCE

Apologies received from Mr R Young – Head of Economic and Community Development

5. MINUTES

The Minutes of the last meeting held on 9th May 2018 were signed as a correct record by the Chairman.

6. DECLARATIONS OF INTEREST

None.

7. OVERVIEW OF CURRENT POSITION

- a) The Property Project and Programme Manager gave a brief overview of the issues facing the Council's beach huts and chalets and outlined the issues that required attention. It was noted that the upkeep of the huts and chalets had been inconsistent, which alongside inconsistent pricing did not represent the level of service that the Council aimed to provide. The Property Project and Programme Manager asked what could be done to mitigate the impact that storm surges had on the huts and chalets during the winter season, and indicated that taking steps to protect the chalets as far as possible would lead to less repairs being required in the future. As a solution, she suggested that the Art Deco block on the West Promenade had aluminium shutters fitted that were expensive, but had provided good weather protection since the storm surge in 2013. Cllr J English replied that if the shutters did provide good protection from the elements, then despite their cost they would provide good value over time by decreasing the maintenance costs of the beach huts and chalets.
- b) The Property Project and Programme Manager questioned whether the Council was making the best use of good weather, with bookings remaining

low outside of the main season. Cllr J English responded noting that improving weekly bookings should be the group's priority, but that pricing also needed consideration. The Property Project and Programme Manager stated that price comparisons were very difficult to make with other coastal regions due to the variable provisions available in and around beach huts. She added that it was probably important to ensure we did not out-price ourselves and that NNDC's beach huts and chalets did not surpass the pricing of Southwold's offerings for example. She suggested that to support pricing decisions a matrix could be considered that could offer an effective and transparent solution to pricing calculations in the future.

- c) Cllr J English stated that an online booking system was necessary for weekly lets in order to improve the ease of booking in a bid to increase lettings. The Property Project and Programme Manager replied that the IT department were not far-off a workable solution to this problem that was based on the existing system for leisure provisions. She added that the service had not yet been perfected, but that it allowed users to check availability, make a booking and agree to the letting terms and conditions. The Chairman asked what marketing would be provided for the online booking service once it went live. The Property Project and Programme Manager stated that work would be required on the publicity aspect, and could be carried-out by Administration Officer Penny Sands if other process streamlining was introduced to lighten her work load. Cllr J English asked whether the previously mentioned online booking system would be online this summer, to which the Property Project and Programme Manager replied that it would not, due to the fact that pricing had not yet been agreed. She added that there was an assumption that there would not be any major price increases, but that it could not be confirmed until the budget had been finalised. Cllr J English replied that it was a key role of the group to develop a pricing strategy for the beach huts and chalets. The Chairman reiterated this point and confirmed that the group was required to make clear pricing recommendations.
- d) The Property Project and Programme Manager brought attention to occupancy levels and stated that even in peak season occupancy was only at sixty percent, meaning the issue clearly needed to be addressed. Cllr J English requested that weekly letting posters in the beach huts and chalets were updated, as they showed clear signs of age. The Property Project and Programme Manager replied that she would recommend their replacement to the Administration Officer. The Chairman proposed that a large issue with occupancy levels was that people were unaware that weekly lets were available, and stated that he himself had been unaware despite living in the area. The Property Project and Programme Manager responded by saying that clearly more work needed to be done to market weekly lets. Cllr J English suggested that such marketing would not need to be expensive. Cllr A Fitch-Tillett asked if a press release could go out for the upcoming online booking system that included details of beach hut availability. The Chairman questioned whether a press release would be appropriate at this stage, considering the online booking system was not yet live. Cllr A Fitch-Tillett responded, noting that she did not think it would be a problem unless the service became too busy. Cllr J English stated that bookings were still required towards the end of the season. The Property Project and Programme Manager suggested that she invite the Communications and PR Manager to the next meeting to help develop a long-term marketing strategy. The Chairman said that he was generally happy with July and August bookings, but the rest of the year clearly needed to be addressed.
- e) Cllr J English asked whether a demonstration of the online booking system would be available. The Property Project and Programme Manager replied that she would send a link for a trial mode to members of the group.

- f) Cllr B Smith asked if any protection had been provided to stop the ingress of water through the beach hut and chalet doors. The Property Project and Programme Manager answered that stones were the biggest problem to the huts and chalets with the force of the sea and size of stones knocking doors through, and added that metal panels could be used to safeguard against this issue, but that this could limit out-of-season occupancy. Cllr J English proposed that if shutters could increase protection, would it be possible to get quotes for installation. The Property Project and Programme Manager replied that the shutters on the Art Deco block on the West Promenade had been installed to test their effectiveness and longevity. The Art Deco shutters cost between £13K-£14K but had remained functional over the past five years. She added that the cost of installing the shutters could lead to rent increases for the huts and chalets.
- Cllr A Fitch-Tillett asked whether members of the public had in any way complained about the current pricing. The Property Project and Programme Manager answered that weekly let customers had not complained to her knowledge, but that annual Hut site licence holders had expressed some grievances in respect to yearly price increases. She added that those renting in Overstrand in particular had been frustrated by price increases, but a large waiting list remained.
- g) The Chairman proposed that aluminium shutters and better marketing could improve winter lettings figures. The Property Project and Programme Manager agreed and suggested that shutters could be fitted to a single block of huts or chalets for a trial period, and that she would get quotes. She also asked whether Heras temporary fencing could be used as a contingency plan to protect the huts and chalets during storms. Cllr A Fitch-Tillett responded by questioning who would be responsible for putting up such defences, to which it was agreed that the Assets and Property Programme Manager could be asked to include it in the contract as part of contingency planning.
- h) The Property Project and Programme Manager suggested that they could consider requesting the removal of beach huts during the winter. Cllr B Smith stated that Mundesley had the best provision for moving huts during the winter, and suggested that other sites could replicate the process. The Property Project and Programme Manager agreed that whilst moving the huts was one of the best solutions, it could be difficult in some locations. Cllr A Fitch-Tillett stated that this was definitely the case in Overstrand. Cllr B Smith asked whether the Council owned any land for hut storage in Overstrand, but it was noted that apart from the car park there is no suitable NNDC land holding in Overstrand. The Chairman stated that annual let owners would need to be notified if a surge was forecast and moving the Overstrand huts became a genuine issue. Cllr A Fitch-Tillett reminded the group that protecting the coastal environment remained a highly important issue, and considering that damaged huts had contaminated the environment in the past, moving the huts should be a priority for the coming winter. The Property Project and Programme Manager asked if anyone knew why people did not move huts themselves to avoid damage. Cllr A Fitch-Tillett replied that often owners did not move the huts as insurance covered any damage. Cllr J English added that moving beach huts would be difficult for licence holders as special equipment would be required. Cllr A Fitch-Tillett suggested that it would be good to utilise local service providers to move the huts as it would help generate work out of season.
- i) The Property Project and Programme manager asked if the group felt if it was the Council's responsibility to notify owners to move their beach huts when severe storms were predicted. Cllr B Smith agreed and added that it was also the Council's responsibility to warn owners against the threat of coastal damage.

Cllr J English asked if the email address or other contact details of renters were available for the Council to make contact. The Property Project and Programme Manager replied that most owners contact details were available. Cllr A Fitch-Tillett asked how many beach hut owners were local to the area, to which the Property Project and Programme Manager replied that very few lived outside of the district.

- j) The Chairman suggested that the only solution to the risk of environmental damage was to make winter hut relocation compulsory. Cllr J English raised the point that warning all owners would mean a great deal of extra responsibility, but suggested that it may be possible to satisfy this requirement by issuing an annual newsletter. Cllr A Fitch-Tillett suggested that the newsletter notify owners of the environmental impact that the huts can have on beaches. The Property Project and Programme Manager proposed that the best date for a newsletter would be at the end of September.
- k) The Property Project and Programme Manager requested that the group's discussion moved to chalets and asked members for their thoughts. Cllr B Smith stated that he thought the chalets should be left as they are, but added that weekly lettings could be made more attractive to the public. The Property Project and Programme Manager suggested that another option they could consider would be for weekly lets to be ended in favour of annual lets with increased rents for those who chose to offer a weekly let. Cllr J English indicated that this may be difficult to police but suggested that letting a group of chalets to a business might resolve the issue if sub-letting was permitted. Cllr A Fitch-Tillett noted it was her understanding that Southwold's beach huts were managed and let by estate agents. The Chairman raised the point that allowing the chalets to be sub-let would require new licenses. Cllr B Smith added that sub-letters would be expected to carry-out maintenance, and that he believed chalets had greater potential for this style of letting. The Chairman advised that providing annual lets would help to decrease the overall workload in relation to the chalets. The Property Project and Programme Manager took this point into account, and recalled that the two foreshore officers worked part time, seasonally, and during peak times and if weekly lets took off once online booking was available then there could likely be a resource issue. As a result, she added that permitting subletting in Overstrand and Mundesley, for example, would increase the offer to visitors, test the process and bring in additional funds.
- l) Cllr J English reminded the group that weekly let chalets were the main issue, and that efforts should be made to address this first. The Chairman suggested that the risk of changes to weekly beach huts lettings was minimal as the occupancy was already disappointing. The Property Project and Programme Manager suggested that it could be possible to offer two different licences simultaneously – one to permit subletting (at a premium) and one which did not. The Chairman responded by asking if the Council were to permit to sub-letting, would this resolve the issue. Cllr J English answered that a test run would be needed to determine if this would be the case. The Property Project and Programme Manager advised that running a trial period would not help alleviate the frustrations faced by customers on the waiting list, and that the process would be complicated.
- Cllr B Smith reminded the group that the Council was struggling to keep up with maintenance costs for chalets and suggested that selling them might be a worthwhile consideration, then added that ground rents could become a new source of revenue. He stated that this would be less feasible with beach huts because they remained mobile, and as such weekly letting remained the more viable option. The Democratic Services Manager reminded the group that once the chalets were sold, any future income revenue would be lost.

The Chairman agreed that the capital would be gone if this were the case. Cllr J English responded suggesting that the chalets could be sold under leasehold agreements, allowing for the eventual return for resale in the future. The Property Project and Programme Manager stated that these suggestions were all good ideas but may not be a palatable choice and would seek the thoughts of the Estates section.

- m) The Chairman asked whether changing the letting arrangements could damage next year's plan. The Property Project and Programme Manager answered that it may be possible to contact existing leaseholders to offer an extension of their lease to match any new letting agreements that had been proposed. Cllr B Smith added that waiting lists were not the main concern of the group, and that maintaining profitability was key. The Property Project and Programme Manager suggested that a staged switch to subletting may be possible, but suggested it would be prudent to test the online booking system first for one to two years first to determine if bookings increased. She added that the current £24K per year in repairs and maintenance fees was not a large amount of money, and that a significant rise in bookings would negate the costs making the weekly lettings more viable. The Property Project and Programme Manager then informed the group that funding for disability access to the listed chalets on Cromer's west prom had been applied for, and that the outcome of the bid would be known in approximately one month's time. It was hoped this may improve the offer to customers with limited mobility.
- n) The Property Project and Programme Manager asked the group for their thoughts on the pricing of the Council's beach huts and chalets, noting that rental prices had almost equalised for the different offerings. Before the group were able to respond, it was noted that licence holders were responsible for the internal décor of chalets, whilst NNDC was responsible for external upkeep. Additionally, annual pricing at present had not been based on any process, further highlighting the need for a pricing matrix to be introduced. The Democratic Services Manager asked whether annual bookings were payable on a monthly basis, to which the Property Project and Programme Manager confirmed that a direct debit payment plan was available. The Chairman raised the point that £595 did not seem enough for an annual letting fee, and added that long waiting lists were an indication of a good market position, suggesting that pricing must be revisited each year. The Chairman also brought attention to the fact that in other areas not all leaseholders payed the same ground rents, with prices often double for new customers in comparison to longstanding leaseholders. It was agreed that the establishment of a fair market price would be the best possible solution to this issue. The Property Project and Programme Manager suggested that any improvements to facilities carried out by the Council would be a good means of justifying price increases to existing leaseholders. The Democratic Services Manager suggested that people on the waiting list could be asked for their views on price increases without causing concern to the existing leaseholders.
- o) The Chairman questioned whether lighting and electricity might be available throughout all of NNDC's beach huts and chalets. The Property Project and Programme Manager suggested that this may take one to two seasons, but noted it was a complicated and difficult process, with Cromer's East Promenade being an exceptionally difficult and costly area to deliver electricity to.
- p) The Chairman requested that the Property Projects and Programme Manager produce the previously mentioned pricing matrix for the beach huts and chalets, and it was agreed that this would be completed for the next meeting. The Property Projects and Programme Manager asked if there were any

suggestions on price increases, under the stipulation that increases would reduce the size of the waiting list. She added that it would be necessary to show how the prices were calculated, and that the pricing matrix would be ideal for this task. The Chairman suggested that pricing projections for the next five years would be very useful, and added that it would enable the Council to offer five year licences alongside pricing information. The Property Project and Programme Manager suggested that it may be necessary to consider allowing shared licences if costs were raised, but was not currently permitted by the Council. She added that she would talk to legal services about the possibility of producing shared licences and report back to the group.

- q) The Chairman asked whether profit reports would be available for the daily let sub-lettings offered to seafront retailers. The Property Projects and Programme Manager answered that they would be available, but warned that they would not be accurate as the Council only takes a twenty-five percent share of their declared profits, and the project had not yet run for a full financial year.
- r) Cllr J English requested the costings for a potential new site at Weybourne. Cllr B Smith responded suggesting that a Weybourne site would be too remote and does not have the infrastructure to support such a development, and added that it would be better to stick to more populated areas. The Chairman suggested the Weybourne could be a viable site for development if ownership of the road that led to the beach became available, or if the area was developed for example with the Deep History Coast Project. The Property Project and Programme Manager suggested that the East Runton site was ready to be pushed forward, but that Overstrand required better facilities. Cllr A Fitch-Tillett stated that Anglian Water had been consulted on improving the water supply at Overstrand, but had decided that it was not feasible at the time. The Property Project and Programme Manager suggested that Cart Gap may have potential, whereas the Chairman proposed that West Runton would be a good site, but NNDC had little land holding at that site.
- s) The Property Project and Programme Manager introduced the topic of forward planning and asked if the group wanted to create a five year plan to send to the Overview and Scrutiny Committee, and suggested that it could follow format of the brochure developed by Tendring District Council. The Chairman agreed that a brochure with a five year plan would be ideal, and aimed to have this ready by October, but noted that some tweaking may be necessary.
- t) Cllr A Fitch-Tillett questioned whether there could be a discount arranged for local residents. The Property Project and Programme Manager suggested that such a discount for weekly lets could be possible based on post-code and utilised as a marketing tool, but effectively local advertising or offers through social media would bring forward local users who could take advantage of ad-hoc offers. Cllr A Fitch-Tillett stated that the Assets portfolio holder would need to be consulted to make a decision on being able to provide 'offers' or reduced rates when booking numbers were low. The Chairman added that the ability to alter charges for marketing purposes could be carried out through delegated authority providing a policy was written to permit it. Cllr A Fitch-Tillett requested that the minutes be sent to members.

The meeting ended at 12.00 pm

Chairman

MARKET TOWNS INITIATIVE WORKING GROUP

Notes of a meeting held on 20 June 2018 at 11.30am in Meeting Room 3, Council Offices, Holt Road, Cromer.

Members Present:

Working Group:

Mrs S Bütikofer
Mr N Dixon
Mr S Hester
Mr M Knowles
Mr D Young

Also in Attendance:

Officers in Attendance

The Head of Legal, the Democratic Services Manager, the Head of Economic & Community Development, The Democratic Services Officer (Scrutiny)

1. APOLOGIES

None received

2. NOTES OF LAST MEETING

The Chairman made reference the issue of town centres and said it would be helpful if the Group could agree on the eligibility of applications relating to the wider town. She said that 'whole town benefit' could be a way forward. Mr S Hester said that he felt it might be necessary to have a boundary in place to limit applications to the town itself. The Head of Economic & Community Development said that it must be clear whether applications must be restricted to the town centre only or the town as a whole.

The Head of Legal said that as long as the applicants could demonstrate that the town centre would benefit from any funding then taking a wider approach would open up the process.

The Chairman agreed, saying that applicants must be able to demonstrate clearly on the form that the funding would benefit the whole town.

3. APPLICATION FORMS

The Group looked at application forms for several community-based funds and agreed that the Council's Big Society Fund grant application form would be a good starting point. The Head of Economic & Community Development agreed saying that it had been developed over several years. Mr Hester asked whether applicants would be able to get any support in completing the forms. The Head of Legal said that the Project Enabler may be able to provide some support as she was already doing this for Fakenham. The Democratic Services Manager said that her team could deal with initial enquiries and

refer any that they were not able to respond to. She added that there would be an opportunity for questions at the launch event on 2nd July. The Chairman added that the Head of Economic & Community Development would be compiling some 'Frequently Asked Questions' which he would run through at the launch event.

The Group then worked through the Big Society Fund application form. The following comments were made:

- a) The Head of Legal said that it was important to ask that applicants had effective governance arrangements in place.
- b) Mr N Dixon commented that it was vital that there was evidence of engagement with the community and stakeholders – before submission and afterwards so that it was clear there was also support around project delivery
- c) The Chairman said that it must be made clear that if all the funding was not allocated in the first round then any remainder would be offered back to the town initially for further applications. She added that encouragement should also be given to larger projects to come forward – even if they were only in the early stages.
- d) Mr Hester commented that the towns could be encouraged to host workshops. The Head of Legal replied that it might be easier to encourage engagement between groups once the applications were submitted and once any cross-over or similarity between projects was clear.
- e) Mr D Young said that he was concerned that asking the town councils to administer the process could be problematic if any other groups wished to make an application. The Head of Economic and Community Development said that an alternative would be to put a funding agreement in place between NNDC and the project.
- f) The Head of Legal said that it may not be possible for the town council to administer the scheme if there were issues within the town. The Group could choose to make direct funding if they preferred. It was agreed that this would be preferable.
- g) The Democratic Services Officer said that it would be helpful to include a clause in the supporting documentation about overspends and no further budget being offered. The Chairman agreed, saying suggested that any supporting documentation should also cover underspends.

RESOLVED

That projects would be directly funded by North Norfolk District Council.

4. ANY OTHER BUSINESS

The Chairman raised the issue of other Members attending working group meetings and how they should be accommodated going forward. She said that as the Group would be making decisions around funding criteria and project assessment from now on it would not be appropriate to have local members from the four towns present.

Mr Hester said that he did have some concerns about the previous meeting as non-Working Group members had participated fully in the discussions and it had not been clear to others attending the meeting who belonged to the working group and who was attending in an observer capacity.

The Head of Legal said that it was important that the Working Group must be able to focus on the issues before them and that this may not be possible if other Members were able to take part in lengthy discussions at meetings. Attending as observers would

address this problem. She agreed that from now on it would not be appropriate for local members from the four inland towns to be in attendance as future meetings were likely to include discussions of individual bids. However, it was important that the Working Group was open and transparent.

AGREED

1. That Members would be invited to attend meetings of the Market Towns Initiative Working Group as observers.
2. That, as the Group had reached the stage of discussing individual bids, it was not appropriate for local members (from the four inland towns) to attend the meetings of the Market Towns Initiative Working Group.


5. DATE OF NEXT MEETING

It was agreed that the next meeting would be held after 4th July to review the launch event and any associated issues.

The meeting concluded at 13.20pm.

Chairman

**North Norfolk District Council
Cabinet Work Programme
For the Period 01 August to 31 Oct 2018**

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
July					
September					
Cabinet	03 Sep 2018	Budget Monitoring P4	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	19 Sep 2018				
Cabinet	03 Sep 2018	Performance Management Q1	John Lee	Helen Thomas Policy & Performance Mgt Officer 01263 516214	
Scrutiny	19 Sep 2018				
Cabinet	03 Sept 2018	Egmere Business Zone – negotiation of lease terms	Nigel Dixon	Renata Garfoot Estates & Assets Strategy manager 01263 516086	 Possible exempt appendices
October					
	01 October 2018	Financial Strategy	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	

**North Norfolk District Council
Cabinet Work Programme
For the Period 01 August to 31 Oct 2018**

Cabinet	29 Oct 2018	Budget Monitoring Period 6	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				
Cabinet	29 Oct 2017	Treasury Management Half Yearly report	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/2019
Annual Work Programme

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
June 2018				
Scrutiny Council	Overview & Scrutiny Committee Annual Report 2017/18	Karen Ward Emma Denny	Committee to approve and recommend to Council	
Cabinet Scrutiny Council	Debt Management Annual Report	Wyndham Northam Sean Knight	To make recommendations to Council (update item only)	Annual
Cabinet Scrutiny Council	Out-turn report	Wyndham Northam Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report	Wyndham Northam	To make recommendations to Council (update item only)	
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
Scrutiny	Beach Huts and Chalets Task & Finish Group	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
Scrutiny	Establishment of Asset Management Working Group		To establish a politically balanced Working Group and to agree terms of reference	
July				
Scrutiny 4 th July	Local Plan – Scrutiny in a day	Mark Ashwell Sue Arnold	Rapid Scrutiny review to include: <ul style="list-style-type: none"> - challenges to rural businesses - improvement of market towns - progress against the project plan timetable (from a performance management perspective) 	<i>Questioning Skills training will be provided ahead of this session using Local Plan Scrutiny as an example</i>
Cabinet Scrutiny	Performance Management – Annual Report	John Lee Helen Thomas	To make any recommendations to Cabinet	
Cabinet Scrutiny	Digital Transformation Update	John Lee Sean Kelly	<i>To receive for noting only - unless specific issues highlighted.</i>	
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
Scrutiny	Beach Huts and Chalets Task & Finish Group	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	
September				
Scrutiny (Date tbc)	Housing – Scrutiny in a day			
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	

Scrutiny	Beach Huts and Chalets Task & Finish Group	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	
Cabinet	Budget Monitoring P4	Wyndham Northam Duncan Ellis		
Scrutiny				
Cabinet	Performance Management Q1	John Lee Helen Thomas		Quarterly
Scrutiny				
Cabinet	Financial Strategy	Wyndham Northam Duncan Ellis		Annual – in advance of the Budget setting process for 2019/20
Scrutiny				
Council				
November				
Scrutiny	Recycling – Scrutiny in a day			
Scrutiny	Market Towns Initiative Working Group	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
Scrutiny	Beach Huts and Chalets Task & Finish Group	Mike Knowles Maxine Collis	To keep the Committee updated on the progress of the Task and Finish group	

**Overview & Scrutiny 20 June 2018
Decision List**

	ACTION BY <i>(Additional comments in italics)</i>	PROGRESS / COMPLETION
<p><u>ITEM 10: 2017/18 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)</u></p> <p>DECISION RESOLVED</p> <p>To recommend the following to Full Council:</p> <p>a) The provisional outturn position for the general fund revenue account for 2017/18;</p> <p>b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2018/19 budget;</p> <p>c) Transfer part of the surplus of £994,259 to the Capital Projects Reserve to support the capital programme;</p> <p>d) The financing of the 2017/18 capital programme as detailed within the report and at Appendix D;</p> <p>e) The balance on the General Reserve of £2.196 million;</p> <p>f) The updated capital programme for 2018/19 to 2021/22 and the associated financing of the schemes as outlined within the report and detailed at Appendix E.</p>	<p>Duncan Ellis</p>	<p>Full Council 27 June 2018</p>

<p><u>ITEM 11: TREASURY MANAGEMENT ANNUAL REPORT 2017/18</u></p> <p>DECISION RESOLVED</p> <p>That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2017/18 are approved.</p>	<p>Lucy Hume</p>	<p>Full Council 27 June 2018</p>
<p><u>ITEM 12: DEBT RECOVERY 2017/18</u></p> <p>DECISION RESOLVED</p> <p>1) To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.</p> <p>2) To approve the updated Debt Write Off Policy (shown in Appendix 2)</p> <p>3) To approve the updated Benefit Overpayment Policy and the use of High Court Enforcement Agents if considered necessary (shown in Appendix 4)</p>	<p>Sean Knight</p>	
<p><u>ITEM 13: OVERVIEW & SCRUTINY COMMITTEE ANNUAL REVIEW 2017/18</u></p> <p>DECISION RESOLVED</p> <p>To recommend to Council:</p> <p>The Overview & Scrutiny Committee Annual Review for 2017/18</p>	<p>Emma Denny</p>	<p>Full Council 27 June 2018</p>

<p><u>ITEM 15: ASSET MANAGEMENT WORKING GROUP</u></p> <p>DECISION RESOLVED</p> <ol style="list-style-type: none"> 1. To establish a politically balanced working group of 5 members (the Chairman should be a member of the Overview & Scrutiny Committee) 2. To delegate appointment to the Working Group to the Group Leaders 3. To agree the terms of reference for the Asset Management Working Group 	<p>Emma Denny</p>	<p>First meeting will review the Terms of Reference and put together a Work Programme. The Group will meet as required.</p>
<p><u>ITEM 16: MTI WORKING GROUP</u></p> <p>DECISION RESOLVED</p> <p>The Working Group to vote on the exclusion of non-members at the next meeting</p>		