

# Overview and Scrutiny Committee



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3rd December 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 12<sup>th</sup> December 2018 at 9.30am.**

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours.

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

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

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

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

To: Mr P Bütikofer, Mrs A Claussen-Reynolds, Ms. P Grove-Jones, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mr R Reynolds, Mr N Smith, Mr B Smith,

All other Members of the Council for information.

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



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

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

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

## A G E N D A

### **1. TO RECEIVE APOLOGIES FOR ABSENCE**

### **2. SUBSTITUTES**

### **3. PUBLIC QUESTIONS & STATEMENTS**

To receive questions / statements from the public, if any.

### **4. MINUTES**

(Page 6)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 19<sup>th</sup> September 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 Democratic Services Manager with seven clear working days' notice, to include an item on the agenda of the Overview and Scrutiny Committee.

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

None received.

### **10. ONLINE SCAMS UPDATE**

An update to be provided to the Committee by the Norfolk Police and Crime Commissioner Lorne Green, on online scams within the district. The PCC will be accompanied by Will Hewlett-Case, Norfolk Constabulary Cyber Security Advisor.

### **11. CRIME AND DISORDER UPDATE**

An update to be provided to the Committee by Superintendent Chris Harvey on crime and disorder within the district.

## 12. COUNCILLOR CALL FOR ACTION

The following 'Councillor Call for Action' was submitted to the Overview & Scrutiny Committee by Cllr J Oliver:

*'Regarding the serious situation caused for residents living in and around the vicinity of the Primary School in Sheringham by parking issues resulting from school traffic'.*

## 13. RAPID REVIEW OF THE LOCAL PLAN - UPDATE (Page 12)

To report and record the progress made in relation to Overview and Scrutiny recommendations on the rapid review of the Local Plan.

## 14. MANAGING PERFORMANCE QUARTER 2 – 2018/19 (Page 17)

**Summary:** The purpose of this report is to give a second quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

**Options considered:** Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

**Conclusions:**

1. The majority of the 38 actions are on track (32). Only two have identified some problems and one is delayed. One action has completed successfully. Two reports are awaited. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 31 monthly and quarterly performance indicators where a target has been set 24 are on, above or close to target and five below target. Data is currently awaited for three indicators.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

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

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

Cabinet Member(s): Eric Seward

Ward(s) Affected: All

Contact Officer, telephone number and email:  
Nick Baker, 01263 516221, [Nick.Baker@north-norfolk.gov.uk](mailto:Nick.Baker@north-norfolk.gov.uk)

**15. TREASURY MANAGEMENT HALF YEARLY REPORT 2018/19 (Page 52)**

Summary: This report sets out the Treasury Management activities actually undertaken during the first half of the 2018/19 Financial Year compared with the Treasury Management Strategy for the year.

Options Considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

Conclusions: Treasury activities for the half year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Recommendations: That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2018/19 is approved.  
That the Council be asked to APPROVE changes to the Counterparty Limits.

Reasons for Recommendation: Approval by Council demonstrates compliance with the Codes.

Cabinet Member(s): Eric Seward

Ward(s) affected: All

Contact Officer, telephone number and email: Lucy Hume, 01263 516246,  
[lucy.hume@north-norfolk.gov.uk](mailto:lucy.hume@north-norfolk.gov.uk)

**16. MARKET TOWNS INITIATIVE WORKING GROUP**

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

**WORK PROGRAMMES**

**17. THE CABINET WORK PROGRAMME (page 61)**

To note the upcoming Cabinet Work Programme.

**18. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (page 64)**

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.

**19. 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.”

**20. 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 14 November 2018 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.**

### Members Present:

**Committee:** Cllr S Hester (Chairman)

Cllr A Claussen-Reynolds

Cllr J English

Cllr V Gay

Cllr R Shepherd (S)

Cllr M Knowles

Cllr N Lloyd

Cllr R Reynolds

Cllr E Seward

Cllr B Smith

Cllr A Fitch-Tillett

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

**Members in Attendance:** Cllr J Rest, Cllr N Pearce, Cllr R Price (Portfolio Holder for Property and Asset Commercialisation), Cllr S Arnold (Portfolio Holder for Housing, Planning and Planning Policy), and Cllr J Lee (Leader).

## 66. APOLOGIES

Apologies were received from Cllr K Ward, Cllr R Reynolds and Cllr S Bütikofer.

## 67. SUBSTITUTES

Cllr R Shepherd for Cllr R Reynolds.

## 68. PUBLIC QUESTIONS & STATEMENTS

None received.

## 69. MINUTES

The minutes of the Overview and Scrutiny Committee held on 17<sup>th</sup> October 2018 were agreed as an accurate record and signed by the Chairman.

### Questions and Discussion

In response to a question from Cllr E Seward, the Democratic Services and Governance Officer confirmed that the Council's response had been submitted to NCC for their public consultation on Children's centres across the county.

## 70. DECLARATIONS OF INTEREST

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

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

None received.

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

Three questions were submitted to the committee by Cllr K Ward. The first question was a request for a brief review of the mandate and way in which the recently established Social Prescribing Team worked, and what they had achieved to date. The Second question was a request for information regarding the payments made by the Big Society Fund since 2015. It was asked which parishes had applied to the fund, who was successful/unsuccessful, the percentage of second homes in the parishes that had been awarded funding, and if any organisation had been given more than one grant. The final question was a request for the Members bulletin to include information on any staff that had either joined or left the organisation on a weekly basis.

### Questions and Discussion

The Corporate Director (SB) replied to the first question, and stated he would provide a written response on the Social Prescribing Team at the next meeting. On the second question, regarding awards made by the Big Society Fund, he informed Members that annual reports of all BSF funding were available on the NNDC website, and that he would seek further details regarding the specific Parishes to which funding had been awarded. The Democratic Services and Governance Officer informed Members that he would share the website location of the BSF annual report via email.

Members were then informed in reference to the final question on staff joining and leaving the organisation, that the Democratic Services and Governance Officer had already arranged to receive this information and it would be included in the bulletin moving forward.

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

None received.

## **74. PUBLIC CONVENIENCE OPENING HOURS**

The Head of Finance and Asset Management introduced the report and informed Members that he had sought to provide an overview of the current situation and scope for possible future service improvements.

### Questions and Discussion

The Head of Finance and Asset Management informed Members that at present the Council managed thirty-nine public convenience facilities, although one of these was a temporary structure that would be removed in the winter. Of the thirty-eight remaining facilities, eight were stated to be available all year, twenty-one had reduced opening hours, five were open on weekends only and the final five were closed during the weekends throughout winter. The extension of these opening hours was then discussed and the Committee was informed that arrangements had been made to keep open the facilities at Cart Gap and West Runton throughout the winter at an agreed cost of £2,500. The Head of Finance and Asset Management then informed Members that in the simplest terms, more use would mean higher costs, but a clearer idea was needed of the requirements in order to establish the exact maintenance costs with the contractor Kier. It was suggested that with current staffing arrangements, extending the opening hours of two to three more units may be possible,

however more staff would likely be required beyond this level. A rough estimate of expected costs was provided, in which extending the opening hours for thirty units would bring an anticipated additional cost of £75k-100k, nine units at £23k-30k and six units at £15k-20k.

The Head of Finance and Asset Management stated that extending the opening hours of any facility could lead to increased risk from issues such as vandalism or weather damage, as had been seen on Sheringham promenade. It was stated that significant vandalism could also lead to higher insurance premiums, that when combined with repairs, could place further pressure on the budget. Staff time was also required to resolve these issues and third party contractors were often needed for repair works. It was suggested that the Council would liaise with local police to limit any potential risks of anti-social behaviour. Further focus was then placed on the weather damage that had been caused in the past, and it was stated that Cart Gap had been drained down in previous years to avoid damage to pipework during cold periods.

The overall cost of providing public conveniences across the district was stated to be between £700k-800k, which was noted to be a substantial amount alongside the existing £600k that had recently been allocated for facility improvements. The Head of Finance and Asset Management suggested that despite these costs, a greater provision for the public would support other projects, such as the deep history coast. He added that in some cases, it might be possible to consider concessions in order to fund service improvements. In summary, the Head of Finance and Asset Management reminded the Committee that all changes would need to be considered alongside the budget deficit that was forecast to reach up to £2m. It was suggested that any additional spending would increase this figure and would require careful consideration.

The Chairman reminded the Committee of its options to either; do nothing, reduce, or extend the opening hours of the district's public conveniences.

Cllr A Fitch-Tillett stated that she would like to make a plea for Overstrand, and suggested that at present, the weekend only opening hours were not meeting the requirements of the area. She added that due to the cliff being a geological feature, and Kingswood creating significant demand, there was a clear need for more opening hours to improve services all year round.

Cllr E Seward thanked the Head of Finance and Asset Management for producing the report, then stated that he was under the impression that business rates could be claimed back on the public conveniences after 2021, which would substantially reduce the cost of the provision. He then suggested that in the new waste contract being discussed with Kier, he expected that an extension of the toilet cleaning service would be included in the contract. On the specific need for extended opening hours, he stated that it was clear that Cart Gap and West Runton should be kept open, and that he had noted Cllr A Fitch-Tillett's concerns about Overstrand. Cllr E Seward informed Members that he had spoken to Cllr B Smith regarding the public conveniences in Mundesley, and was aware that it was only necessary to keep one of the two facilities open throughout the winter. Overall, he suggested that there was a clear need to look at the usage and location of each facility, as there was no need for service extensions in areas where other options were available.

Cllr V Gay stated her support for Cllr A Fitch-Tillett regarding the facilities at Overstrand, and suggested that she knew through friends in the teaching profession that schoolchildren often needed to use these facilities, and it was therefore important that the opening hours were extended.

Cllr A Claussen-Reynolds stated that there were clearly passionate feelings about the public conveniences that required a more detailed discussion, and proposed that it could be



referred to the Asset Management Working Group, with an aim to discuss the options in detail, then formulate recommendations for the Committee.

Cllr B Smith asked whether the Committee would aim to recommend that both facilities be kept open in Mundesley. The Head of Finance and Asset Management replied that at this stage, this was only an option, not a proposal. Cllr B Smith raised concerns that opening the Mundesley promenade toilets through winter would allow for severe storm damage, with repair costs expected to be tremendous and financially unviable. Alternatively, he recommended that extending the opening hours of the Marina/Beach Road facility would be a more suitable option. He then added his support to extending the opening hours of the Overstrand public conveniences.

Cllr R Shepherd thanked the Head of Finance and Asset Management for the report, then brought the Sheringham facilities to the attention of the Committee and reminded Members that an internal rebuild had already been arranged.

Cllr J Lee referred to the Overstrand facilities, and suggested that it may be worth providing the Kingswood visitor centre with keys to allow access outside of normal hours throughout the winter. On the previously mentioned business rates relief, he sought to remind the Committee that this was only a hope, and at this stage could not be used to set the budget.

Cllr R Price (portfolio Holder for Property and Asset Commercialisation) stated that he was passionate about improving service provision. He added that new projects such as the Deep History Coast provided an excellent opportunity to extend the tourism season in the district, and that it would require the extension of opening hours for some facilities. He seconded the proposal from Cllr A Claussen-Reynolds to refer the report to the Asset Management Working Group.

Cllr A Fitch-Tillett asked whether there was enough time for the report to be discussed at the AMWG before the budget setting would take place. The Head of Finance and Asset Management informed Members that recommendations would need to be agreed by January. It was confirmed following a question from the Chairman that it would be possible to have a test run of the extended opening hours.

Cllr A Claussen-Reynolds asked Members to send in their concerns regarding the public conveniences for the AMWG to discuss.

The Chairman asked for a vote on whether to refer the public convenience opening hours to the AMWG.

## **RESOLVED**

**To refer the public convenience opening hours report to the Asset Management Working Group for further discussion to establish recommendations.**

## **75. BUDGET MONITORING PERIOD 6**

The Head of Finance and Asset Management introduced the Report, and informed Members that as a half yearly review of the budget, an underspend of £160k was now being expected, as opposed to the originally expected underspend of approximately £300k. He then explained that this was in part due to the fact that the district valuer had reduced the Council's predicted income after it was confirmed that a new Solar farm fell within the Broadland boundary as opposed to North Norfolk.

On the Council's investments, the Head of Finance and Asset Management explained that some investments in the Council's portfolio were volatile, and therefore interest rates were

expected to rise and fall in the short term. He added that in spite of this, the Council's savings plan remained on track and the Council had a good track record of delivering its savings targets.

The Chairman referred the Committee to the Report's recommendations and asked if there were any questions. Cllr E Seward stated that he had no problems with the recommendations, but instead asked to refer to page 17 of the Report regarding investment interest. He stated that whilst he understood that financial forecasting was not a precise science, there was a clear need for any forecasts to be as accurate as possible. It was stated in the Report that an average balance of £35m had been assumed. Cllr E Seward then suggested that this figure had gone up to approximately £40m, but the expected interest rate had reduced. He then asked why this was the case, and why the predictions were so far out, and added that he had expected the predictions to have been more accurate. He then raised a second question on staff cost savings in the Environmental Health Team, and asked why the savings had been put in, but within months were not available to be taken. The Head of Finance and Asset Management responded to the first question and stated that the interest rate position was out of the control of the Council. He then reminded Members that the Council's investments were spread across a diverse portfolio and that some of these investments did come with an element of volatility. He suggested that this volatility would smooth out over a long period but it still made the interest rates on the Council's investments difficult to predict. It was then suggested that Brexit could be expected to have a significant effect on interest rates, but the Council was taking good advice to avoid this. It was stated that the Council would have more control over its large project investments, and that whilst a 25% margin of error was not the best position, the Finance Team was constantly looking to improve this figure. On the second question, the Head of Finance and Asset Management stated that the savings in the Environmental Health Team had been gathered over a long period of time, and unfortunately circumstances had changed, meaning that the original savings could not be made in the same way. The Corporate Director (SB) stated that the Head of Environmental Health was looking at the structure of his department, and that a potential upcoming retirement could create savings. He added that there had been some pressure on the team in recent weeks, and whilst there were concerns on whether the full savings could be met, it was expected that some efficiency savings would still be possible.

On recruitment, the Corporate Director (SB) stated that some Planning Officers had recently joined the Council from Breckland, and suggested that the Council must maintain competitive salaries in order to retain or encourage new staff to join the organisation. Cllr V Gay stated that it was heart-warming to hear that staff were happy to work at NNDC over other organisations. She added that a 2.3% return on the Council's investments looked very optimistic.

On the Fakenham Extra Care Scheme, Cllr N Lloyd reminded the Committee that the scheme had been approved by Full Council, then asked if 50% of the project was being funded by Norfolk County Council. He then asked what the other efficiencies and savings referred to on page 17 of the Report. The Head of Finance and Asset Management informed Members that the County Council funding for the Fakenham Extra Care Scheme had not been included in the year end savings because the original funding had come from the capital budget and not revenue. On the other efficiencies and savings question, he informed Members that he would provide a written response.

Cllr Richard Price stated that in terms of recommendations to Cabinet, he was happy to look at funding for the Public Conveniences of Overstrand, West Runton and Cart Gap this year.

The Chairman asked the Committee to vote on the recommendations.

## **RESOLVED**

- 1. To recommend that Cabinet note the contents of the current budget monitoring position.**
- 2. To recommend that Cabinet agree to the release of £607,000 from the Capital Projects reserve required to fund works to the Cromer office with the contract being awarded to the supplier**
- 3. To recommend that Cabinet consider the winter public convenience facilities at West Runton and Cart Gap as detailed in the body of the main report.**

## **76. MARKET TOWNS INITIATIVE WORKING GROUP**

In absence of the Chair of the MTI Working Group, the O&S Chairman read out the following statement:

“The Market Towns Initiative Working Group met on Monday 5th November to discuss the process for the consideration of applications for funding. The Group had always intended that decisions regarding the awarding of funding should be finalised before Christmas. It was therefore proposed that the Group would meet as many times as necessary before the end of November to ensure that recommendations could be made to Cabinet on 3rd December.

Due to time pressures, it is proposed that recommendations are made by the Working Group directly to Cabinet, whilst ensuring Overview & Scrutiny Committee members are kept fully informed by email.”

### Questions and Discussion

The Democratic Services and Governance Officer informed Members that he would send the MTI Working Group’s recommendations to Committee Members via email by the 30<sup>th</sup> November.

Cllr J Lee expressed his concerns that the MTI Working Group’s recommendations would not come back to the Committee prior to Cabinet. The Democratic Services and Governance Officer replied that unfortunately the Committee timetable meant that in order for Cabinet to approve any recommendations before Christmas, there would not be enough time for the Report to come to O&S before 3<sup>rd</sup> December.

## **77. THE CABINET WORK PROGRAMME**

The Democratic Services and Governance Officer gave a brief summary of upcoming items on the Cabinet Work Programme.

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

The Democratic Services and Governance Officer reminded Members that PCC Lorne Green and Supt. Chris Harvey would be in attendance at the next meeting to provide an update on online scams and crime and disorder in the district.

The meeting ended at 10.30am

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Chairman

## **Updates on the Recommendations of Overview & Scrutiny Following the Rapid Review of the Local Plan.**

### **1. Purpose**

To report and record the progress made in relation to Overview and Scrutiny recommendations on the rapid review of the Local Plan.

### **2. Introduction**

At its meeting in July Overview and Scrutiny undertook a rapid review of the Local Plan preparation process focussed on potential areas of risk around policy development, communications, and resources. As a result, a number of recommendations were made to the Planning Policy Manager, Planning Policy and Built Heritage Working Party, and Cabinet. This report provides an update on progress with responses to each of the recommendations. Responses/updates are shown in *italics* under each of the recommendations.

### **3. O&S Recommendations and responses/updates.**

#### **General Recommendations**

##### **To recommend to Planning Policy & Built Heritage Working Party:**

1. That the timetable for the Local Plan (written in plain English) is published in a prominent place on the Council's website (e.g. front page) and is regularly updated to reflect any changes made.

*Response – The Council is required to publish a formal timetable for Local Plan production as part of the process of plan preparation referred to in the regulations as the Local Development Scheme (LDS). This is kept up to date and is available on the web site. The web pages have been reviewed to ensure that the timetable is more prominent and referred to in plain English. It will be updated with any changes.*

##### **To request of the Planning Policy Manager:**

2. That clarification is given to as to why the Council has not been notified of the revised Objectively Assessed Need (OAN) housing figures, if it is shown that other Districts have been notified already.

*Response - Housing target figures for individual authorities are not 'published' centrally as they are required to be calculated locally using a prescribed formula. This formula includes components which change regularly such as ONS Household Projections and national affordability ratios which are published at regular intervals. The formula itself has been, and remains, subject to on-going review by national government. At the time of the Overview and Scrutiny meeting the Council was awaiting publication of new household projections which are published nationally in September on a bi annual basis. The population projections which preceded the household projections had already indicated the likelihood of lower forecasts.*

3. That once notified of this figure, a statement will be provided to Overview and Scrutiny Committee regarding the consequences and how this figure supports or changes the risks for NNDC and whether additional mitigation is needed.

*Response -The latest National Household Projections were published in September 2018 and these, as expected, showed a significant slow-down in the expected rate of increase in*

new household formations. This fuelled speculation nationally that housing targets in Local Plans might also fall. However, their publication included a statement of clarification from government that slower predicted rates of growth in the national household projections were not consistent with the governments previously stated objective in the earlier Housing White Paper to deliver 300,000 new dwellings each year at a national level and that for Local Plan housing target purposes the earlier projections from 2014, which are consistent with this higher level of growth, should be used.

These earlier 2014 based projections produce significantly higher dwelling targets in North Norfolk (approx. 540 new dwellings per year rather than 400 per year in the current plan). However, the Working Party had already identified the likelihood of rising housing targets as this had been heavily signalled in the earlier Housing White Paper and the draft plan was being prepared on the basis of 450 dwellings per year. This matter has been considered further by the Planning Policy and Built Heritage Working Party which has resolved that for the purposes of preparing the consultation version of the new Local Plan:

- Pending clarity from central government, the Council should consult on a plan which provides for the higher potential target of 540 dwellings per annum based on the 2014 Household Projections.
- To assist with this a number of additional 'preferred' sites have been identified in the Districts larger settlements and will be subject to consultation.
- A Part 2 Plan should be prepared, and consulted on later in 2019, providing for development on a number of smaller allocated development sites predominantly located in the more sustainable villages in the district. The Working Party is likely to consider which villages at its meeting in December/January.

These measures are intended to 'de-risk' the Plan by providing for both higher growth and a number of smaller sites which is now also a specific requirement in the recently published update of the National Planning Policy Framework. In this way the draft plan is more likely to be viewed as a 'sound' approach at the independent examination but it is also likely that higher growth levels will not be supported in some areas.

The Council need not make a final decision on the proposed housing target until after the draft plan public consultation when it is to be hoped that government will have come to a final position on the underlying methodology for establishing housing needs.

As part of the Duty to Co-operate when preparing Local Plans, a Norfolk Strategic Planning Framework has been prepared. This includes a number of formal agreements between all the planning authorities in the County and leaves open the potential for North Norfolk to make the case that its housing target should not be addressed within the District but should be provided for elsewhere in the County. Such a scenario is considered very unlikely but it is prudent at this stage to leave this possibility open for further consideration.

## **Housing Recommendations**

### **To recommend to Planning & Built Heritage Working Party:**

1. That work is commenced in relation to the evaluation and generation of contingency sites ('Plan B') to establish whether it is required and any associated risks with pursuing this option. This work should be undertaken so that an informed decision can be made in the Autumn.

*Response - Work was undertaken by the Working Party as outlined above.*

2. That cross party support for the Local Plan is critical to ensure work continues uninterrupted beyond the Local Elections in 2019 and therefore that all members are

encourage to attend the relevant meeting of the Planning Policy & Built Heritage Working Party to discuss the policy options relating to the level of the OAN which will be included in the draft Local Plan, recognising that Full Council will approve the final version of the Local Plan and that Overview & Scrutiny Committee can make recommendations to Council if they feel that the above issues have not been addressed.

*Response - Invites to attend the Working Party meetings are being sent to all Members when key issues are programmed to be discussed. A Members briefing outlining progress and explaining the up-coming consultation will be held early in the new year before consultation commences.*

3. That Overview & Scrutiny Committee receive a further report from the Planning Policy Manager in October 2018 to
  - (a) consider the revised OAN data and any policy options and implications
  - (b) provide pre-decision scrutiny and
  - (c) support a mechanism to engage all members in the assessment of key policy choices, including referral to and consideration by Planning Policy & Built Heritage Working Party.

*Update as outlined above.*

#### **To recommend to Cabinet:**

4. That benchmarking is undertaken against similar authorities (demographics, topographic, housing mix) to ensure that the Council is following best practice in its approach (through the Local Plan) to the provision of:
  - (a) an appropriate housing mix
  - (b) suitably designed accommodation for an ageing population and
  - (c) mixed allocation sites
5. That further policy work is undertaken with particular reference to innovations in the provision of affordable housing, including a local definition of affordable products (eg what is 'usefully affordable' across North Norfolk?)

*Response – This recommendation was agreed by Cabinet. Draft policy approaches relating to housing mix, the aging population and delivery of mixed allocations together with consideration of what might be regarded as 'usefully affordable' will be considered by the Working Party in December and January. It is essential that such policies are based on the local evidence that has been prepared to support the plan and are locally appropriate to North Norfolk.*

*Recommendations to Working Party will include:*

- *That 50% of new homes should be provided as two or three bedroomed properties*
- *That a larger proportion of two and one bedroomed properties including flats are provided as affordable homes*
- *That each larger development site above 150 dwellings incorporates land suitable for specialist elderly accommodation.*
- *That low cost home ownership homes are defined by reference to lower quartile local incomes (an income multiplier) rather than by discounts from open market value so that products provided are 'usefully affordable' to those in housing need.*
- *Self build plots are provided within schemes of more than 25 dwellings.*

## **Environmental Recommendations**

### **To recommend to Cabinet:**

1. A more 'flexible approach' regarding the Council's policy on brownfield sites e.g. to incentivise land owners to bring forward potentially suitable brownfield sites for housing, commercial or mixed-use development and to recognise that a 'one-size fits all' policy on brownfield sites does not reflect the diversity across the District.

*Response. This was agreed by Cabinet. A suitable policy will be prepared.*

### **To recommend to Planning Policy & Built Heritage Working Party:**

2. That an up to date evidence base on Policy SS2 (Development in the Countryside) is produced to balance economic development with countryside protection, particularly in relation to micro businesses' start-up businesses and businesses which provide services to our aging demographic.

*Response. Agreed, revisions to Policy SS2 will generally adopt a supportive approach to small business and will respond positively to the aging demographic.*

3. The introduction of a rolling programme of reviewing and updating Conservation Area Reviews prioritised to reflect potential or anticipated development applications as this will provide additional protection from developer challenge in appeal situations as evidenced by the Conservation Officer submission to the Rapid Review.

*Response. This was agreed by Cabinet and additional financial resources are to be sought as part of budget review process.*

## **Developer Obligations Recommendations**

### **To recommend to Cabinet:**

1. That the Council undertakes a review of whether the introduction of the Community Infrastructure Levy (CIL) as a policy for the Council should be considered, highlighting the pros and cons for the District, any risks to particular parts of the District and the resource implications of introducing CIL.

2. That alternative options for generating funding for infrastructure should be explored and research should be undertaken to understand what other local authorities have tried so we learn from good practice.

3. That consideration is given to the introduction of a local infrastructure levy scheme whilst considering the risks to local developers being priced out of the market.

*Response. Agreed. As part of Local Plan preparation the Council's approach to developer obligations, including the potential or otherwise for introduction of CIL will need to be considered.*

## **Resources Recommendations**

### **To recommend to Planning Policy & Built Heritage Working Party:**

1. That a communications and **engagement** plan is produced and implemented to

ensure that Members and local communities are fully engaged with the Local Plan process and supported to respond to challenges. This should commence in Autumn 2018 as mitigation against a further delay and should be resourced with appropriately qualified and skilled communications and change professionals.

*Response. Agreed. The first significant stage of public consultation is yet to commence although workshops and briefings have now been held with all Town Councils and a large number of Parishes. A communications and engagement strategy will be reported to the Working Party in January ahead of the Regulation 18 consultation. The requirements for community consultation are laid down in regulations and are published upon commencement of the Local Plan project in an adopted Statement of Community Involvement.*

2. That if it is apparent by October 2018 that the Local Plan will not be ready for consultation in January 2019, that a revised timetable is published and all affected parishes are actively briefed and a revised risk assessment is undertaken to understand what mitigation is needed to support the five year land supply in this scenario

**To request of the Planning Policy Manager:**

3. That the update to the Overview & Scrutiny Committee in October 2018 will include a full or interim response to all recommendations made following the high level review, including any new emerging risks and the proposed mitigation

**Recommendation to Overview & Scrutiny Committee:**

That the outcomes of all recommendations are 'tracked' by Overview & Scrutiny Committee to assess their impact and effectiveness



Agenda Item No \_\_\_\_ 14 \_\_\_\_

## MANAGING PERFORMANCE QUARTER 2 2018/19

**Summary:** The purpose of this report is to give a second quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

**Options considered:** Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

**Conclusions:**

1. The majority of the 38 actions are on track (34). Only two have identified some problems and one is delayed. One action has completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 31 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

**Recommendations:**

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

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

Contact Officer, telephone number and email: Nick Baker, 01263 516221, <a href="mailto:Nick.Baker@north-norfolk.gov.uk">Nick.Baker@north-norfolk.gov.uk</a>
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## 1. Introduction

The purpose of the 'Managing Performance Quarter 2 2018/19 report is to identify good practice and disseminate it, highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.

It is a key part of the Council's Performance Management Framework.

## 2. Content of the Report

The second quarter performance report shows progress against the Corporate Plan 2015-2019 priorities together with any other relevant achievements and issues.

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into three sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Additional relevant information

Information for management indicators is now provided every month on the Intranet as well as being included in the quarterly report to Cabinet as an appendix. This will enable Members and management to receive this information faster and more frequently.

## 3. Conclusion

3.1 The majority of the 38 actions are on track (34). Only two have identified some problems and one is delayed. One action has completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.

3.2 Of the 31 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target.

3.3 The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

## 4. Implications and Risks

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Annual Action Plan and the achievement of the priorities in the Corporate Plan 2015-19. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

The Corporate Risk Register which includes the risk associated with non-delivery of the Corporate Plan is reviewed regularly by the Governance Risk and Audit Committee and the Risk Management Board.

**5. Financial Implications and Risks**

Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

**6. Sustainability**

There are no sustainability implications of this report.

**7. Equality and Diversity**

There are no equality and diversity implications of this report.

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

There are no Section 17 Crime and Disorder implications of this report.



NORTH  
NORFOLK  
DISTRICT  
COUNCIL

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# Managing Performance

Quarter 2 2018/19

Version 05

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## Introduction

The quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 priorities, together with relevant performance achievements and issues.

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into four sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Reporting of additional achievements, and
- Assessment of issues and actions being taken to deal with them

Information for management indicators will now be available separately within the monthly data report available on the Intranet and as an appendix to this report.

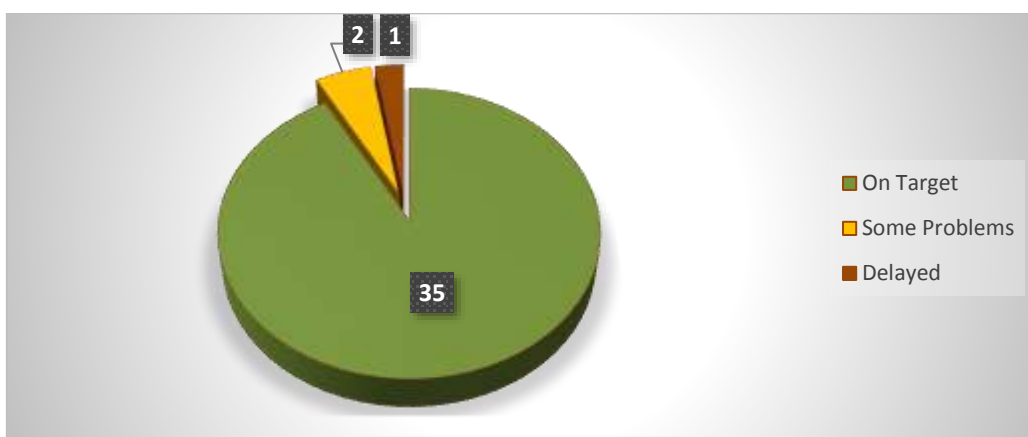
The purpose of this report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future, where it is needed.

A key is provided at the end of the document to explain all the symbols used but this should not be needed.

## Overview



1. The majority of the 38 actions are on track (34). Only two have identified some problems and one is delayed. One action has completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 31 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.




### Activities





## Jobs and the Local Economy

### Work to maintain existing jobs, support start-ups and help businesses expand (01 A)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of new jobs created (annual)</b> J 027	-	99 (2017/18)	-	-	Monitor and report jobs created
<b>Number of employed and self-employed people (annual)</b> J 010	42,000 (2015/16)	40,300 (2016/17)	-	-	The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
<b>Non-Domestic (Business) Rates Base - total number of properties (annual)</b> J 013	6,910 (2017/18)	7,191 (2018/19)		-	Aim to support the continuing rise in the rates base
<b>Number of VAT registered businesses (annual)</b> J 006	4,990 (2016/17)	5,040 (2017/18)		-	Improve compared to previous year

Action	Status	Progress/ Action Note
<b>Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success.</b> 01 A 01	On Track	 162 business engaged via events. 106 businesses directly supported.
<b>Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes.</b> 01 A 02	On Track	 £612,048 of local grants have been awarded through LEADER and NALEP grants
<b>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.</b> 01 A 03	On Track	 The Project Enabler in the Economic Growth Team routinely reviews and provides information on funding opportunities and has provided a valuable series of funding workshops to external organisations - these have been very well received. Support has been given to a large number of initiatives from both within the Council and local businesses and community organisations.

Action	Status	Progress/ Action Note
<p><b>Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis.</b></p> <p><b>01 A 04</b></p>	On Track	<p></p> <p>To the end of September 2018 the second contract has implemented 74 new fibre cabinets and 8 Fibre to the Premises (FTTP) solutions across North Norfolk District Council which have provided access to fast broadband for over 8,750 North Norfolk District Council properties.</p> <p>The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs.</p> <p>15 more cabinets and 20 Fibre to the Premises (FTTP) solutions have begun implementation in North Norfolk District Council and a further 49 surveys have been completed.</p>
<p><b>Publish the First Draft Local Plan for consultation by January 2019 which will include;</b></p> <ul style="list-style-type: none"> <li>• <b>A review of tourism policies</b></li> <li>• <b>New housing sites and review of housing numbers and distribution</b></li> <li>• <b>A review of housing numbers and types as part of the Local Plan and Site allocations</b></li> <li>• <b>Infrastructure capacity study and identify deficiencies and measures to improve</b></li> <li>• <b>A review of planning obligation standards</b></li> <li>• <b>Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife.</b></li> </ul> <p><b>01 A 05</b></p>	On Track	<p></p> <p>Over the last few months the Working Party has considered proposals for provisional residential allocations and has now identified sufficient sites in towns and larger villages to address the majority of the housing target. Work is now focussed on other land uses and completing the remaining aspects of the supporting evidence. The first draft of the local plan is being prepared for consultation and it is proposed that a six week period will commence towards the end of February 2019. Alongside the plan the Council will also consult on replacement Design Guides and Landscape Character Assessments.</p> <p>Local Parish and Town Council update sessions have been held and were well received.</p>



#### In addition

1. The Council supported the Local Flavours event at the Norfolk Showground. Food and drink businesses based in the district that have not previously exhibited at Local Flavours enjoyed a discount if they took a stand. Local Flavours gives food and drink producers the chance to show off their wares to buyers from the hospitality, catering, food retail and tourism sectors. The buyers are both local and from further afield, with multi-national buyers as well as owners of smaller operations such as delis, farm shops and cafes.



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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual)</b> J 009	45 (2016/17)	65 (2017/18)	-	- Assess the reasons for a change in numbers in the last three years.




Action	Status	Progress/ Action Note
<b>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.</b> 01 C 01	On Track	 Continued support of businesses with their recruitment needs. A Business Breakfast with the Head teachers is in development, pending date confirmation.
<b>Promote opportunities for apprenticeships within the Council as an employer.</b> 01 C 02	On Track	 12 current Apprentices. 3 apprentices have joined since last update. Apprenticeship return information has been submitted to government website. HR had a stand at Greenbuild with Apprenticeship information available and this information will also be available at a forthcoming event for parents at Cromer Academy.

### In addition



1. More than 600 Year 9, 10 and 12 students from seven local schools attended the North Norfolk Skills & Careers Festival at Paston College. They were able to meet representatives from more than 40 employers, training providers and universities. Local businesses at the event included Kinnerton, the Holkham Estate, CT Baker, East Coast Nurseries and Westover Vets. The aim of the event was to show young people from North Norfolk the wide range of career opportunities available locally. It is part of an effort to help minimise the risk of ambitious young people feeling they have to leave the district to realise their dreams because they are unaware of the wealth of opportunities nearer to home. The festival, organised by Paston College, City College Norwich and North Norfolk District Council, built on the success of the North-East Norfolk Futures events, which have been held at Paston College in recent years. The new festival follows the recent merger between Paston College and City College, which has allowed the event to expand.


## Support major business opportunities and uptake of allocated employment land across the district (01 D)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Business Expansion / land developed / premises filled (sqm) (annual)</b> J 026	-	8,906 (2017/18)	-	- Monitor and report developments

Action	Status	Progress/ Action Note
<b>Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure.</b> <b>01 D 01</b>	On Track	 The Economic Growth team actively encourages the take-up of any business grant funding available, which historically has been low in the District. The team manages a 'pipeline' of business funding applications which has seen a general uplift within the last year. Particular focus is being placed on the LEADER rural support grant.
<b>Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse &amp; office premises.</b> <b>01 D 02</b>	Delayed	 Cabinet have approved the terms of the land lease and updated business case. A draft lease has been prepared for the land and is under review. A value engineering exercise has been undertaken on the construction costs.
<b>Acquisition / transfer of sites at Catfield Industrial Estate.</b> <b>01 D 03</b>	On Track	 A high level review of the possible options for disposal have be prepared. A meeting has been held with the adjacent business regarding their interest.

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

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of visitors to North Norfolk (annual)</b> <b>J 028</b>	8,827,700 (2017)	9,126,959 (2018)		-	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
<b>Value of visitors in North Norfolk (£) (annual)</b> <b>J 029</b>	505,000,000 (2017)	517,433,916 (2018)		-	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	Status	Progress/ Action Note
<p><b>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.</b></p> <p><b>01 E 01</b></p>	On Track	 <p>The Council has sponsored Visit North Norfolk's latest marketing campaign, 'North Norfolk, Naturally'. This campaign started in June 2018 and features ten new thirty second films focussing on the unique aspects of north Norfolk. The films can be seen on <a href="http://www.visitnorthnorfolk.com">www.visitnorthnorfolk.com</a>. The campaign so far has been tremendously successful with over 100,000 views of the films. This has led to a significant increase in website visits with an 83% uplift (1 January to 3 September) on 2017's figures.</p>
<p><b>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 of businesses achieving a Food Hygiene Rating of 5.</b></p> <p><b>01 E 02</b></p>	On Track	 <p>The percentage of relevant businesses achieving an FHRS of 5 is currently 63%.</p>
<p><b>Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.</b></p> <p><b>01 E 03</b></p>	On Track	 <p>The specification of the future contract includes these issues and is due to go out for tender at the end of November</p>
<p><b>Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives.</b></p> <p><b>01 E 04</b></p>	On Track	 <p>The Market Town Initiative Fund was established in February and April 2018 by Council and Cabinet and referred through to Overview and Scrutiny Committee to further develop the funding programme. The MTI Working Group has worked to produce a prospectus and develop a process and the scheme was launched on 2 July with the towns involved and the closing date for applications is 16 November 2018. A bid writing workshop has been held and was well attended by groups seeking to bid through the scheme. The scheme has been very positively received and the towns are currently working up their applications. The MTI Working Group has met to refine the next stage of the process and 2 meetings have been arranged to consider the bids. The award of funding is due to take place in December.</p>



#### In addition


1. The decision was made to invest £80,000 in upgrading Highfield Car Park in Fakenham. The work started in September.
2. Launched the Goats on a Slope range of merchandise, which include mugs, tea-towels, ceramic fridge magnets, mounted prints, postcards, key rings and coasters, all feature original artwork by Ian Richardson, a North Norfolk District Council employee who has a great talent for drawing. A total of 1,015 items have been sold as at 30 September generating an income of £3,455.47

3. Refurbishment and improvement works to the Beach Road public toilets in Wells have been completed in time for the peak tourist season and the school holidays.
4. Cabinet agreed to spend £600,000 on lavatories across the district. The plans involve the rebuilding of the lavatories at Lusher's Passage, Sheringham, and Stearman's Yard, Wells. Significant upgrades are planned for the facilities in Queens Road, Fakenham, and New Road, North Walsham. There will also be refurbishment of the loos in Coast Road, Bacton, and Coast Road, Walcott.




## Housing and Infrastructure


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



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Number of new homes built of all tenures (annual)</b> H 001	442 (2016/17)	547 (2017/18)		Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
<b>Number of homes granted planning permission of all tenure types (monthly cumulative)</b> HS 008	314 (Sep 2017)	231 (Sep 2018)		Review, report and recommend action against Local Plan average target over 2001-2021 467 p.a.

Action	Status	Progress/ Action Note
<b>Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development.</b> 02 A 01	Completed Successfully	 Opportunities to facilitate housing delivery are considered on an ongoing basis. Opportunities such as the provision of loan funding will be pursued subject to the necessary approvals being provided.




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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Number of people on the housing waiting list - total (annual)</b> H 004	2,479 (2016/17)	2,644 (2017/18)	-	Review, report and recommend action where appropriate
<b>Number of households from the housing register rehoused (monthly cumulative)</b> H 005	 192 (Sep 2017)	186 (Sep 2018)	-	Review, report and recommend action where appropriate
<b>Number of affordable homes built (monthly cumulative)</b> H 007	 41 (Sep 2017)	60 (Sep 2018)		Review, report and recommend action where appropriate



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of affordable homes granted planning permission (monthly cumulative) HS 009	67 (Sep 2017)	4 (Sep 2018)		-	Review, report and recommend action where appropriate

Action	Status		Progress/ Action Note
Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives. 02 B 01	On Track		The Community Housing Team have carried out community consultations with three communities between the start of July and end of September and are engaging with a number of other communities.
Monitor the need for temporary accommodation and ensure suitable provision. 02 B 02	On Track		The use of and availability of temporary accommodation continues to be reviewed.


#### Reduce the number of empty properties (02 D)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
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	122 (Sep 2017)	130 (Sep 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	617 (Sep 2017)	647 (Sep 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	603 (Oct 2017)	482 (Oct 2018)		-	Review, report and recommend action where appropriate

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>As at 1 October 2018 there was a big decrease in last year's Long Term Empty property figures. There has been a continued effort to reduce the number of Long Term Empty properties over the past year. There has been a massive amount of work by revenues to improve the data for reporting which has helped and there has been a concentrated focus on inspections over the past month of September to help fast track changes to empty property status.</p> <p>To increase the tax base of properties by 439 and reduce the Long Term Empty Properties at the same time is a real achievement! We are below the national average on Long Term Empty properties.</p>				



Action	Status		Progress/ Action Note
<p><b>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).</b></p> <p><b>02 D 01</b></p>	On Track		<p>As at 1 October 2018 there was a big decrease in last year's Long Term Empty property figures. There has been a continued effort to reduce the number of Long Term Empty properties over the past year. There has been a massive amount of work by revenues to improve the data for reporting which has helped and there has been a concentrated focus on inspections over the past month of September to help fast track changes to empty property status.</p> <p>To increase the tax base of properties by 439 and reduce the Long Term Empty Properties at the same time is a real achievement! We are below the national average on Long Term Empty properties.</p>
<p><b>Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.</b></p> <p><b>02 D 02</b></p>	On Track		<p>This proposal will be brought forward for consideration by Members as part of the report on council tax discounts in December 2018.</p>

#### Improve the infrastructure needs of the district (02 E)




Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p><b>Number of settlements that have had Broadband upgraded (annual)</b></p> <p><b>J 008</b></p>	32 (2016/17)	23 (2017/18)		-	<b>Review, report and recommend action where appropriate</b>
<p>While the Council has contributed to this project and seeks to influence the rollout – Norfolk County Council are responsible for delivery.</p>					


## 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	Status	Progress/ Action Note
<p><b>Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities.</b></p> <p>03 A 01</p>	On Track	 <p>Public consultation open on Planning and Marine Applications. Tender for main works contractor in evaluation stage. ECC Project Manager and Supervisors tender under preparations. Many other streams of work progressing.</p>
<p><b>Refurbish coastal defences at Mundesley.</b></p> <p>03 A 02</p>	On Track	 <p>Outline Business Case submitted to Environment Agency National Project Assurance Service. Response as per process queries received which require a response.</p>

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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p><b>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</b></p> <p>LE 010</p>	820 (Q2 17/18)	533 (Q2 18/19)	455	 <p>705 (annual) 2017/18 1,500 (annual)</p>
<p><b>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</b></p> <p>LE 011</p>	1,127 (Q2 17/18)	480 (Q2 18/19)	900	 <p>1,380 (annual) 2017/18 1,900 (annual)</p>
<p><b>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</b></p> <p>LE 013</p>	1,947 (Q2 17/18)	1,013 (Q2 18/19)	1,355	 <p>2,085 (annual) 2017/18 3,400 (annual)</p>
<p>3 beach events were cancelled due to the weather and our annual fun day, for which we plan for hundreds of children, was severely affected by rain.</p>				

Action	Status	Progress/ Action Note
<p><b>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.</b></p> <p>03 B 01</p>	On Track	 <p>The Council successful hosted the national Blue Flag Award Ceremony in May 2018, keeping its six blue flag awards and one Seaside Award for a rural beach with a lower level of facility.</p>






Action	Status	Progress/ Action Note
<b>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</b> <b>03 B 02</b>	Some Problems	 The Council maintained two Green Flag awards but unfortunately lost the award for Sadlers Wood, North Walsham. Work is now being undertaken to ensure that this Green Flag is able to be awarded in 2019.

#### In addition

1. The Council has confirmed it will appeal a High Court decision which would lead to a key wind turbine decision being heard via the written representation method instead of a Public Inquiry. It was announced that the High Court had overturned an appeal by the Council which sought to ensure a Public Inquiry was used in the next stage of the Bodham and Selbrigg wind turbines planning process, as opposed to written representations. The Council felt it was important to give the public the chance to make their point directly to an Inspector rather than it being a desktop exercise. The written representations would reduce the voice of the local people who have for so long resisted the building of these turbines on the Cromer ridge.

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

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Household recycling tonnage (annual)</b> <b>ES 008</b>	9,233.30 (2017/18)	4421.45 (Apr – Sep 2018)	-	<b>Review, report and recommend action where appropriate</b>


Action	Status	Progress/ Action Note
<b>Procure new joint waste and related services contract with partners for commencement April 2020.</b> <b>03 C 01</b>	On Track	 Progress towards this is very good, with almost all documentation ready to go out for tender at the end of November.
<b>Maximise the number of trade and garden waste customers to maintain and improve income levels.</b> <b>03 C 02</b>	On Track	 Both services have already achieved full year budgeted income at the end of period 6 due to continued successful growth in the customer bases. It is anticipated this position will improve further still during the remainder of the year.
<b>Work with Norfolk Waste Partnership to promote behaviour change for domestic waste where appropriate for North Norfolk.</b> <b>03 C 03</b>	On Track	 The four partnership work streams are continuing to progress.

#### In addition

1. Launched the Council's #whatSUP campaign – a push to slash the use of single-use plastic (SUP) in North Norfolk and beyond. A part of the campaign is to produce smart, reusable, environmentally-friendly cups which are now on sale in North Norfolk – and they should prove a popular choice for people who want to do

their bit to save the planet. The “Refill not Landfill” branding is designed to spread the message that it’s easy to cut down on how much SUP we get through.

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


Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative)</b> <b>C 007</b>	65.00% (Sep 2017)	82.00% (Sep 2018)		80.00%	80%


#### In addition

1. Building Control won an award at the 2018 East Anglia Local Authority Building Control (LABC) Building Excellence awards. The council took the top prize in the Best Partnership with a Local Authority Building Control Team category – a prestigious category that recognises the work of the council with its customers to deliver successful projects. It reflects a team effort between a private company and the public sector. In this case, NNDC’s partner architect was Stead Mutton Griggs (SMG) Architects from Sheringham.
2. The council successfully brought a prosecution for fly-tipping, with covert CCTV surveillance helping to secure the convictions. Following a complaint of illegal dumping of green waste on Salthouse Heath the subsequent installation of cameras at the heath caught the perpetrators carrying out the fly-tipping. They were fined a total of £530, with Victim Surcharges of £60 and contributions to costs of £1068.50.
3. Green Build 2018 was held on 8 and 9 September at Felbrigg Hall and was again another huge success. Over 100 exhibitors and approximately 6,500 visitors attended over the two days and the Green Build team have received some wonderful feedback from both exhibitors and visitors alike. This year, the event took place on a different site at Felbrigg and this worked extremely well for both the exhibitors and the Council and will be used for future events. It provided exhibitors with far more room to display their goods and information materials and gave the Council the opportunity to expand the Service Area marquee and pleasingly, the largest number of service areas attended to date.
4. The four Glaven Ports are undergoing a Conservation Area Appraisal which will review the conservation area designation that protects their character through the planning process. The Council’s appointed heritage consultancy, Purcell, has drafted appraisals for each of the four settlements, defining their special qualities and identifying the issues which threaten them. The documents aim to provide guidelines for the public, developers and planners to prevent erosion of character and achieve enhancement. The consultation will run until October 22. Exhibitions displaying the proposals will feature in the parish church of each village during the consultation period. Copies of the full appraisal documents will also be available alongside feedback forms to leave written comments. A public meeting was held at Blakeney Village Hall on Friday, 5 October where representatives from the Council and Purcell were available to explain the process and answer questions.

## Health and Wellbeing

### Support local residents and their communities (04 A)

Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative)</b> L 005		14 (Sep 2017)	19 (Sep 2018)	-	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
<b>Deliver community support initiatives</b> 04 A 01	On Track	 In July applications for Community Transport and Arts and Culture grants resulted in the awarding of 3 Community Transport Grants and 9 Arts and Culture Grants. The Big Society Grant Fund panel in September approved 13 grant applications.

#### In addition

1. The first ever Norfolk Day was supported in various different ways by the Council. Backed by the EDP, Norwich Evening News and BBC Radio Norfolk, Norfolk Day took place on Friday, 27 July and has been designed to mark the special qualities of the county. A number of NNDC councillors had their photographs taken in their communities showing the beauty and diversity of the district. These locations include the Broads, a church, an ancient castle, a family butchers, leisure facilities, a historic town centre and the coast.
2. An event to help and inform prospective candidates considering standing for election at North Norfolk District Council next May was held on 20 September. The evening was designed to:
  - a. Inform prospective candidates of the positive difference they can make to their communities.
  - b. Inform prospective candidates of the varied work of North Norfolk District Council – including housing, licensing, economic development, tourism, culture, health, environment, coast and electoral services.
  - c. Ensure key dates in the run up to May 2019 are understood by all prospective candidates.
3. The council's Community Transport Fund (CTF) is supporting three projects that have successfully applied for funding. The projects are available to eligible residents of any age.
  - a. Aylsham & District Care Trust has been awarded £7,000 towards its minibus and volunteer car service. The grant will enable the schemes to expand their geographical area of operation to include specific additional parishes in North Norfolk.
  - b. Burnham Market Area Community Car Scheme has been awarded £1,000 to provide transport for medical appointments and to extend its car scheme service to include Barsham.
  - c. North Norfolk Community Transport has been awarded £24,000. Half of this money is going towards the establishment of a volunteer car scheme to enable patients who are registered with Cromer Medical Practice and who don't have access to other transport to attend medical appointments, social events, employment opportunities and leisure opportunities, as well as health and wellbeing activities. The rest is going towards an expansion of the Dial a Ride Scheme.



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



- Community organisations looking to improve health and wellbeing in North Norfolk are being urged to submit bids for the next round of funding for the Council's Arts and Culture Fund. It follows the awarding of the first round of grants, which saw nine groups benefit from up to £2,000 each.


The grants were made to

- Creative Arts East** - £2,000 towards the cost of Our Day Out – Music and Movement in North Norfolk, a participatory arts programme for rurally isolated older people, with a particular focus on those living with early to mid-stage dementia.
- Swafeld Village Hall** - £250 towards the costs associated with monthly cinema nights held at the village hall.
- Little Snoring Parish Council** - £2,000 towards the cost of monthly arts and craft sessions local residents.
- Music for Families** - £2,000 towards the cost of the Music for Families Project in Briston and Holt.
- Musical Keys** - £2,000 towards the Music at the Arts Barn project for adults with learning difficulties.
- North Norfolk Exhibition Project** - £1,000 towards the cost of artist led workshops at Cley 18, an annual month long contemporary art exhibition.
- Playing for Cake** - £2,000 towards the cost of the North Norfolk Skylarks Singing Group. Sessions to improve the health and wellbeing of local residents and specifically those with Parkinson's.
- Sheringham & Cromer Choral Society** - £778 towards the cost of the community Come & Sing workshop to be held in the autumn.
- Sing Your Heart Out (North)** - £2,000 towards the cost of Sing Your Heart Out Wellbeing Workshops in Sheringham.

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








Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Participation at Council-owned sporting facilities (monthly cumulative)</b> LE 004		290,026 (Sep 2017)	281,492 (Sep 2018)		279,667	550,245 (annual)


Action	Status		Progress/ Action Note
<b>Deliver new leisure management contract to commence April 2019.</b> 04 C 01	On Track		Progress on this procurement has been excellent with evaluation of tenders taking place in October/November 2018 with an award planned for December 2018.
<b>Continue to work on project to deliver new leisure centre at Sheringham to replace Splash.</b> 04 C 02	On Track		Progress is very good with Planning approval anticipated in October 2018 and an initial start on building works in November 2018 and a full construction contract award in early 2019.



Action	Status	Progress/ Action Note
<p><b>Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham.</b></p> <p><b>04 C 03</b></p>	<p>On Track</p>	<p> Progress is very good with Planning approval received in September 2018 and enabling works completed during the Academy Summer Holidays. Following property contract sign off, a construction contract award is anticipated for November 2018.</p>



## Delivering Service Excellence

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



Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Transactions made via the Council's website (monthly) IT 002		334 (Sep 2017)	3,953 (Sep 2018)		-	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		19.0 (Sep 2017)	19.0 (Sep 2018)		20.0	20 calendar days (amber boundary 22)
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028		14.0 (Sep 2017)	15.0 (Sep 2018)		14.0	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003		65 (Sep 2017)	70 (Sep 2018)		-	Review, report and recommend action where appropriate


Action	Status		Progress/ Action Note
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	On Track		Ongoing progress is being maintained with a new online payment system introduced and a digital direct debit payment enabled for garden bins, together automating over 20,000 payments totalling well in excess of £1m.

Action	Status	Progress/ Action Note
<p><b>Progress HR Business Process Review.</b> <b>05 A 02</b></p>	<p>On Track</p>	<p> <b>ONLINE RECRUITMENT</b></p> <p>Spec submitted to IT for online recruitment form/process. Awaiting advice as to options for progress.</p> <p>IT have drafted a web form version of our application form which is currently being tested/reviewed.</p> <p><b>APPRAISALS</b></p> <p>SFG have provided feedback on the Appraisal process and we have committed to reviewing the process and changing the timescales by Sept 19.</p> <p><b>INTRANET</b></p> <p>IT have advised that it is not possible to reinstate the HR A-Z due to licensing issues. Work ongoing to improve tagging to make search function more efficient and improve/update HR content.</p> <p><b>HR Metrics</b></p> <p>Janella will be seeking feedback from HR team and Managers as to what information they want/need in the next month.</p>
<p><b>Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency.</b> <b>05 A 03</b></p>	<p>On Track</p>	<p> Latest releases of Assure have resolved many issues encountered by back-office staff with some efficiencies beginning to be identified. It is anticipated that the Assure software will continue to be developed and refined over the next 9 months. There are areas of development that have resulted from BPR that are due to go live imminently and from which further efficiencies are anticipated:</p> <ul style="list-style-type: none"> <li>• Agile (tablet-based) working.</li> <li>• API web-form integration.</li> <li>• Data matching between EH and Business Rates.</li> <li>• Nuisance Complaint webform.</li> <li>• Abandoned Vehicle webform.</li> <li>• Food inspection webform (to save visits to low risk businesses).</li> </ul> <p>On the back of these works will begin on other identified components that have resulted from the EH BPR. Additionally a cross-service review of our Empty homes process will be shortly undertaken to identify additional efficiencies in this critical area of work.</p>


Action	Status	Progress/ Action Note
<b>Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.</b> <b>05 A 04</b>	On Track	 <p>The Council continues to work closely with the Department of Work and Pensions and Citizens Advice. Citizens Advice will continue to provide Personal Budgeting Advice to Universal Credit applicants and the provision of assisted digital support in local libraries is being explored. Universal full service implementation dates for Job Centre Plus offices that serve people across North Norfolk are scheduled for June to December 2018. A stakeholder events schedule is in place for July to September 2018 aimed at Members, Social landlords, Partners/stakeholders and private landlords.</p>
<b>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.</b> <b>05 A 05</b>	On Track	 <p>Norfolk Community Health and Care are developing a Masterplan for the Kelling Hospital Site.</p>

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


Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of council tax collected (monthly cumulative)</b> <b>RB 009</b>	55.69% (Sep 2017)	55.80% (Sep 2018)		55.65%	<b>98.4%</b>
<b>Percentage of non-domestic rates collected (monthly cumulative)</b> <b>RB 010</b>	61.66% (Sep 2017)	59.97% (Sep 2018)		59.90%	<b>99.1%</b>

Action	Status	Progress/ Action Note
<b>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).</b> <b>05 B 01</b>	On Track	 <p>A small investment property being sold at auction was considered, however it was not acquired. Regular review of investment properties for sale is undertaken to highlight potential opportunities.</p>








Action	Status	Progress/ Action Note
<p><b>Consider a business plan for provision of solar panels on the Council offices.</b></p> <p><b>05 B 02</b></p>	<p>Some Problems</p>	<p> Work is required to produce a business case to consider the potential benefits of the installation of solar panels on the roof of the Cromer office. This would need to consider any capital investment required and the length of any payback recognising the current feed in tariffs which have been substantially reduced over recent years and may mean the scheme would be unviable. It is anticipated that the work on the business case should be completed by the end of this financial year and a contractor is currently looking at a high level cost estimate for this.</p>




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


Action	Status	Progress/ Action Note
<p><b>Facilitate the Investors in People re-assessment – winter 2018.</b></p> <p><b>05 C 01</b></p>	<p>On Track</p>	<p> The IIP process has commenced with the online survey now complete (with an excellent response rate of 76%) and the context meeting has taken place. The next step is the assessment itself which is scheduled for 27-30 Nov 18.</p>





## Appendix 1 - Management Indicators








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Grants awarded (£) (quarterly cumulative)</b> J 025	01 A	145,213.00 (Q2 17/18)	612,048.00 (Q2 18/19)	-	-	Monitor and report
<b>Number of businesses engaged via events (quarterly cumulative)</b> J 021	01 A, 01 B	297 (Q2 17/18)	162 (Q2 18/19)		100	400. Held two large launch networking events in 2017/18. Events of this size are not anticipated for 2018/19.
<b>Number of businesses supported (quarterly cumulative)</b> J 022	01 A, 01 B	85 (Q2 17/18)	106 (Q2 18/19)		-	200
<b>Numbers on the housing waiting list (monthly)</b> HO 006	02 B	2,498 (Sep 2017)	3,059 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Register (monthly)</b> HO 007	02 B	307 (Sep 2017)	345 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Options Register (monthly)</b> HO 008	02 B	1,728 (Sep 2017)	2,175 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Transfer Register (monthly)</b> HO 009	02 B	463 (Sep 2017)	531 (Sep 2018)	-	-	Review, report and recommend action where appropriate





Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative)</b> DM 024	02 B, 03 D, 02 A, 01 D, 01 A	88.7% (Sep 2017)	96.9% (Sep 2018)		80%	80%
<b>Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> DM 025	02 B, 03 D, 02 A, 01 D, 01 A	0.4% (Sep 2017)	0.7% (Sep 2018)		10.0%	Less than 10%
<b>Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	10.0 (Sep 2017)	16.0 (Sep 2018)	-	-	Not applicable
<b>Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative)</b> MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	92.0% (Sep 2017)	92.5% (Sep 2018)		60%	60%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	0.0% (Sep 2017)	0.0% (Sep 2018)		10%	Less than 10%
<b>Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	0.0% (Sep 2017)	0.5% (Sep 2018)	-	-	Not applicable
<b>Income from events organised at Country Parks (quarterly cumulative)</b> LE 012	03 B, 05 B	-	3,940.50 (Q2 18/19)		4,510.00	£6,340 (annual)
Income from summer funday was far below what was expected due to the weather. This income figure was helped by £2,000 from the Woodland Trust to support the fun day.						
<b>Number of pollution enforcement interventions (quarterly cumulative)</b> C 008	03 B, 03 D	9 (Q2 17/18)	10 (Q2 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of fixed penalty notices issued (quarterly cumulative)</b> C 009	03 B, 03 D	12 (Q2 17/18)	1 (Q2 18/19)	-	-	Review, report and recommend action where appropriate
<b>Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative)</b> L 006	04 A, Equality 	87,117.75 (Q2 17/18)	147,971.88 (Q2 18/19)	-	-	Review, report and recommend action where appropriate



Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of Disabled Facilities Grants approved (monthly cumulative)</b> HW 004	04 B	67 (Sep 2017)	57 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Average Disabled Facilities Grant spend (£) (monthly snapshot)</b> HW 005	04 B	77,123 (Sep 2017)	87,368 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Percentage of people active in North Norfolk (annual)</b> W 001	04 C	62.1% (2016/17)	64.9% (2017/18)	-	-	Review, report and recommend action where appropriate
<b>Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative)</b> LS 004	05 A	96.0% (Aug 2017)	96.0% (Aug 2018)		90%	90%
<b>Number of Freedom of Information (FOI) Requests (monthly cumulative)</b> LS 004b	05 A	268 (Aug 2017)	352 (Aug 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions (monthly cumulative)</b> PA 001	05 A	1 (Sep 2017)	3 (Sep 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative)</b> PA 003	05 A	-	3 (Sep 2018)	-	-	Review, report and recommend action where appropriate



Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Number of compliments (monthly cumulative)</b> CS 050	05 A	2 (Sep 2017)	11 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Number of complaints (monthly cumulative)</b> CS 051	05 A	87 (Sep 2017)	66 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Number of MPs letters (monthly cumulative)</b> CS 052	05 A	169 (Sep 2017)	156 (Sep 2018)	-	-	Review, report and recommend action where appropriate
<b>Average wait time (minutes) - Customer Services (monthly)</b> CS 057	05 A	6.05 (Sep 2017)	6.02 (Sep 2018)		10.0	10.0
<b>Average transaction time (minutes) - Customer Services (monthly)</b> CS 058	05 A	9.13 (Sep 2017)	10.16 (Sep 2018)		10.0	10.0
<b>Average wait time (minutes) - Housing Options (monthly)</b> CS 059	05 A	5.01 (Sep 2017)	4.21 (Sep 2018)		10.0	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.
<b>Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly)</b> CS 053	05 A	95.00% (Q2 17/18)	100.0% (Q2 18/19)		95%	95%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
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	97.50% (Q2 17/18)	100.0% (Q2 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	92.50% (Q2 17/18)	96.40% (Q2 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	97.50% (Q2 17/18)	100.0% (Q3 18/19)		95%	95%
Planning income (£) (monthly cumulative) DM 023	05 B	479,051 (Sep 2017)	394,104 (Sep 2018)		-	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	191,472 (Sep 2017)	219,807 (Sep 2018)		190,000	380,000
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	96,738 (Sep 2017)	80,777 (Sep 2018)		36,000	72,000
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	88.0 (Sep 2017)	92.0 (Sep 2018)		41.0	41








Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel	
<p>The DRO (Debtors Revenue Outstanding) has been affected by the reduction in value of net debit raised in Sept. The net debit raised in Sept 18 was only £189k compared to last Sept when £1.1m was raised. This is due to the non-production of large value Recycling Credit Claim invoices, as payments are being received directly. The net revenue Apr-Sep 18.19 is down by £761k compared to 17.18 but the value of Customers paying by monthly instalments DD increased by an avg. of £27k p/m</p>						
<b>Occupancy rate of Council-owned rental properties – Industrial (monthly)</b> PS 009	05 B	94.7% (Sep 2017)	94.7% (Sep 2018)		85%	85%
<b>Occupancy rate of Council-owned rental properties –Retail (monthly)</b> PS 010	05 B	71.4% (Sep 2017)	78.6% (Sep 2018)		78%	78%
<b>Occupancy rate of Council-owned rental properties – Concessions (monthly)</b> PS 011	05 B	64.3% (Sep 2017)	71.4% (Sep 2018)		90%	90%
<p>The Council has had a concession give notice at Holt Country Park as they had found an alternative pitch within the market town. However, the concession is returning. A further concession expired at the Country Park however a further café concession is likely to come forward subject to planning consent.</p>						
<b>Percentage of rent arrears on all debts 90 days and over (monthly)</b> PS 008	05 B	-	18.8% (Sep 2018)		5%	5%
<p>Debt Over 90 Days: £2,100.00</p> <p>This Relates to one tenant who has agreed a payment plan to clear his debt and is keeping up to date with payments with monthly instalments.</p>						
<b>Rate of Return – Industrial (annual)</b> PS 012	05 B	-	10.58% (2017/18)	-	New indicator. Interim target of 4% will be reviewed after six months	
<b>Rate of Return – Retail (annual)</b> PS 013	05 B	-	0.34%	-	New indicator. Interim target of 4% will be reviewed after six months	










Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of assets that have a Stock Condition Survey rating of A-B (annual)</b> PS 014	05 B	-	Data not yet available.	-	80%
<b>Number of defaults issued to the waste and related services contractor (monthly cumulative)</b> C 010	05 B, 03 D	784 (Sep 2017)	112 (Sep 2018)	-	- Review, report and recommend action where appropriate
<b>Number of rectifications issued to the waste and related services contractor (monthly cumulative)</b> ES 015	05 B, 03 D	571 (Sep 2017)	458 (Sep 2018)	-	- Review, report and recommend action where appropriate
<b>Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative)</b> V 001	05 B	100.0% (Q2 17/18)	38.0% (Q2 18/19)	 70%	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%.
Five out of a possible 13 priority recommendations have been completed - 38%.					
<b>Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative)</b> V 002	05 B	100.0% (Q2 17/18)	100.0 (Q2 18/19)	 100.0%	100%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of audit days delivered (quarterly cumulative)</b> V 004	05 B	55.0% (Q2 17/18)	29.0% (Q2 18/19)		32.0%	100%
Four out of the 14 planned audits for the year were scheduled for Q2. All 4 of these were completed and at draft report stage by the end of the quarter. Cumulative total days delivered is 29%						
<b>Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative)</b> V 007	05 C	2.10 (Q2 17/18)	1.84 (Q2 18/19)		3.00	6

## Targets Key

For performance measures, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the quarterly target has been achieved and we are therefore on course to meet the annual target.		For performance measures, where the Council has a low degree of control and moving the indicator in a positive direction will help to achieve an objective, a numerical target is not set but a direction of travel is the aim. This symbol shows whether the measure is moving in the desired direction.	
	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
-	These are measures listed that show levels of activity of services delivered by the Council, provide context, or which have not yet had a target set. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Number of settlements that have had Broadband upgraded.		
	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.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.

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**Treasury Management Half Yearly Report 2018/19**

Summary:	This report sets out the Treasury Management activities actually undertaken during the first half of the 2018/19 Financial Year compared with the Treasury Management Strategy for the year.
Options Considered:	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Conclusions:	Treasury activities for the half year have been carried out in accordance with the CIPFA Code and the Council’s Treasury Strategy.
Recommendations:	That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2018/19 is approved. That the Council be asked to APPROVE changes to the Counterparty Limits.
Reasons for Recommendation:	Approval by Council demonstrates compliance with the Codes.

Cabinet Member(s)	Ward(s) affected: All
Contact Officer, telephone number and email: Lucy Hume, 01263 516246, lucy.hume@north-norfolk.gov.uk	

**Introduction**

The Authority has adopted the Chartered Institute of Public Finance and Accountancy’s *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority’s treasury management strategy for 2018/19 was approved at a meeting on 21<sup>st</sup> February 2018. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk is therefore central to the Authority’s treasury management strategy.

Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter. In England MHCLG published its revised Investment Guidance which came into effect from April 2018.

The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 21<sup>st</sup> February 2018.

### **External Context**

**Economic background:** UK Consumer Price Inflation (CPI) for August rose to 2.7% year on year, above the consensus forecast and that of the Bank of England's in its August *Inflation Report*. The most recent labour market data for July 2018 showed the unemployment rate at 4%, its lowest since 1975.

Year on year GDP growth remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.

The escalating trade war between the US and China, as tariffs announced by the Trump administration appeared to become an entrenched dispute, was damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.

The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29<sup>th</sup> March 2019, neither the Withdrawal Agreement between the UK and the EU, which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised, extending the period of economic uncertainty.

**Financial markets:** Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves similar to those at the height of the European financial crisis. Over the period, despite the volatility, the net change in gilt yields was small.

**Credit background:** The ringfencing of the big four UK banks - Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc – is complete, the transfer of their business lines into retail (ringfenced) and investment banking (non-ringfenced) is progressing and will need to be completed by the end of 2018.

Our treasury advisor Arlingclose will provide credit ratings which are specific to wholesale deposits including certificates of deposit, rather than provide general issuer credit ratings. Non-preferred senior unsecured debt and senior bonds are at higher risk of bail-in than deposit products, either through contractual terms, national law, or resolution authorities' flexibility during bail-in. Arlingclose's creditworthiness advice will continue to include

unsecured bank deposits and certificates of deposit (CDs) but not senior unsecured bonds issued by commercial banks.

### **Local Context**

On 31<sup>st</sup> March 2018, the Authority had net investments of £40.105m arising from its revenue and capital income and expenditure. The treasury management position at 30<sup>th</sup> September 2018 and the change during the period is show in Table 1 below.

**Table 1: Treasury Management Summary**

	<b>31.3.18 Balance £m</b>	<b>Movement £m</b>	<b>30.9.18 Balance £m</b>
Long-term borrowing	0	0	0
Short-term borrowing	0	0	0
<b>Total borrowing</b>	<b>0</b>	<b>0</b>	<b>0</b>
Long-term investments	30.500	1.250	29.250
Short-term investments	3.460	7.395	10.855
<b>Total investments</b>	<b>33.960</b>	<b>8.645</b>	<b>40.105</b>
<b>Net investments</b>	<b>33.960</b>	<b>8.645</b>	<b>40.105</b>

### **Borrowing Strategy during the period**

At 30<sup>th</sup> September 2018 the Authority held no loans, (same position as at 31<sup>st</sup> March 2018), as part of its strategy for funding previous and current years' capital programmes. Some external borrowing is assumed in the current estimates of future year's capital funding, but has not yet been taken out.

The Authority's chief objective when borrowing will be to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

With short-term interest rates remaining much lower than long-term rates, the Authority considers it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead of longer term debt.

### **Other Debt Activity**

Although not classed as borrowing, the Authority can raise capital finance via Private

Finance Initiatives and finance leases, etc. The Authority has not done this in the period to 30<sup>th</sup> September 2018.

### **Treasury Investment Activity**

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the Authority's investment balance ranged between £37.3m and £44.8m due to timing differences between income and expenditure. The investment position is shown in table 2 below.

**Table 2: Treasury Investment Position**

	<b>31.3.18 Balance £m</b>	<b>Net Movement £m</b>	<b>30.9.18 Balance £m</b>	<b>30.9.18 Rate of Return %</b>
Banks & building societies (unsecured)	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>n/a</b>
Covered bonds (secured)	<b>4.500</b>	<b>(2.250)</b>	<b>2.250</b>	<b>0.96</b>
Government (incl. local authorities)	<b>0.000</b>	<b>5.000</b>	<b>5.000</b>	<b>0.75</b>
Corporate bonds and loans	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>n/a</b>
Money Market Funds	<b>3.460</b>	<b>2.395</b>	<b>5.855</b>	<b>0.66</b>
<i>Cash plus funds</i>	<b>6.000</b>	<b>0.000</b>	<b>6.000</b>	<b>0.96</b>
<i>Strategic bond funds</i>	<b>5.000</b>	<b>0.000</b>	<b>5.000</b>	<b>3.30</b>
<i>Equity income funds</i>	<b>6.000</b>	<b>0.000</b>	<b>6.000</b>	<b>5.23</b>
<i>Property funds</i>	<b>5.000</b>	<b>0.000</b>	<b>5.000</b>	<b>5.84</b>
<i>Multi asset income funds</i>	<b>4.000</b>	<b>1.000</b>	<b>5.000</b>	<b>4.09</b>
<b>Total investments</b>	<b>33.960</b>	<b>6.145</b>	<b>40.105</b>	<b>2.82</b>

*\*Weighted average maturity will apply to the first five categories above and to cash plus and bond funds.*

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

In furtherance of these objectives, and given the increasing risk and falling returns from short-term unsecured bank investments, the Authority has diversified into more secure and/or higher yielding asset classes. £1m that is available for longer-term investment was moved from liquidity money market funds into pooled funds. As a result, investment risk was diversified while the average rate of return has increased. The Authority's Treasury advisors, Arlingclose, compile quarterly investment benchmarking across their client base. Table 3 shows extracts from this, focussing on measures of risk (credit rating and bail-in exposure) and return (Rate of return).

Table 3: Investment Benchmarking – Treasury investments managed in-house

	<b>Credit Score</b>	<b>Credit Rating</b>	<b>Bail-in Exposure</b>	<b>Weighted Average Maturity (days)</b>	<b>Rate of Return %</b>
31.03.2018	2.52	AA	43%	159	0.86%
30.09.2018	3.44	AA	45%	76	0.75%
<b>Similar LAs</b>	4.28	AA-	56%	88	0.78%
<b>All LAs</b>	<b>4.38</b>	<b>AA-</b>	<b>60%</b>	<b>37</b>	<b>0.76%</b>

\*Weighted average maturity

The Authority's £27m of externally managed pooled funds generated an £0.4m income return which is used to support services in year, and £1.6m of capital growth. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. In light of their performance and the Authority's latest cash flow forecasts, investment in these funds has been increased in the half year.

MHCLG consulted on statutory overrides relating to the IFRS 9 Financial Instruments accounting standard from 2018/19. The consultation recognised that the requirement in IFRS 9 for certain investments to be accounted for as fair value through profit and loss may introduce "more income statement volatility" which may impact on budget calculations. The consultation proposed a time-limited statutory override and sought views whether it should be applied only to pooled property funds. The Authority responded to the consultation which closed on 28<sup>th</sup> September, with the view that the principle for requiring the override was not limited to pooled property funds (but was equally applicable to other types of fund), and that it should not be time limited. Very recently MHCLG have confirmed the override will be in place for 5 years starting from 1<sup>st</sup> April 2018 which is welcome news.

### **Non-Treasury Investments**

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also holds £4.375m of such investments in

- directly owned property £0.875m
- loans to housing associations £3.5m

These investments are expected to generate £0.100m of investment income for the Authority in the year after taking account of direct costs, representing a rate of return of 2.3%. This compares favourably against Treasury investment rates, particularly against shorter term deposits. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk



of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments.

The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

### **Treasury Performance**

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to budget interest rates, as shown in table 4 below.

Table 4: Performance

	<b>Actual £m</b>	<b>YTD Budget £m</b>	<b>Over/ (under)</b>	<b>Actual %</b>	<b>Budget %</b>	<b>Over/ under</b>
Term Deposits (MMFs and Local Government)	0.031	0.008	0.023	0.50	0.50	-
Covered Bonds	<b>0.012</b>	<b>0.009</b>	<b>0.003</b>	<b>0.96</b>	<b>0.75</b>	<b>Over</b>
Pooled Funds	0.427	0.491	(0.064)	3.24	3.66	Under
<b>Total treasury investments</b>	<b>0.470</b>	<b>0.508</b>	<b>(0.038)</b>	<b>1.14</b>	<b>3.23</b>	<b>Under</b>

### **Compliance**

The Chief Finance Officer reports that all treasury management activities undertaken during the first 6 months of the 2018/19 financial year complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 5 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 6 below.

Table 5: Debt Limits

	<b>H1 Maximum</b>	<b>30.9.18 Actual</b>	<b>2018/19 Operational Boundary</b>	<b>2018/19 Authorised Limit</b>	<b>Complied? Yes/No</b>

<b>Total debt</b>	<b>Nil</b>	<b>Nil</b>	<b>£15.030m</b>	<b>£23.400m</b>	Yes
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Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

**Table 6: Investment Limits**

	<b>Half-year Maximum</b>	<b>30.9.18 Actual</b>	<b>2018/19 Limit</b>	<b>Complied? Yes/No</b>
Any single organisation, except the UK Government	Nil	Nil	£3m each	Yes
Any group of organisations under the same ownership	Nil	Nil	£3m per group	Yes
Any group of pooled funds under the same management	Max is £7m with CCLA	Max is £7m with CCLA	£10m per manager	Yes
Negotiable instruments held in a broker's nominee account	£2.25m (King and Shaxon)	£2.25m (King and Shaxon)	£10m per broker	Yes
Limit per non-UK country	Nil	Nil	£5m per country	Yes
Registered providers	Nil	Nil	£7.5m in total	Yes
Unsecured investments with building societies	Nil	Nil	£3m in total	Yes
Loans to unrated corporates	Nil	Nil	£3m in total	Yes
Money Market Funds	£19.320m	£5.855m	£20m in total	Yes
Long term non-specified investments	£27m	£27m	£31m	Yes
Total investments without credit ratings or rated below A-(except UK Government and local authorities)	£21m	£21m	£25m	Yes
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	Nil	Nil	£2m	Yes
Total Non-specified investments	£27m	£27m	£33m	Yes

### **Treasury Management Indicators**

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	<b>30.9.18 Actual</b>	<b>2018/19 Target</b>	<b>Complied?</b>
Portfolio average credit score	3.44	6.0	Yes

**Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing

	<b>30.9.18 Actual</b>	<b>2018/19 Target</b>	<b>Complied?</b>
Total cash available within 3 months	£10.855m	£3m	Yes

**Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed was:

	<b>30.9.18 Actual</b>	<b>2018/19 Limit</b>	<b>Complied?</b>
Upper limit on fixed interest rate exposure	(100%)	(100%)	Yes
Upper limit on variable interest rate exposure	(100%)	(100%)	Yes

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	<b>30.9.18 Actual</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Complied?</b>
Under 12 months	0	100%	0%	Yes
12 months and within 24 months	0	100%	0%	Yes
24 months and within 5 years	0	100%	0%	Yes
5 years and within 10 years	0	100%	0%	Yes
10 years and above	0	100%	0%	Yes

**Principal Sums Invested for Periods Longer than 365 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2018/19	2019/20	2019/21
Actual principal invested beyond year end	£29.250m	£27m	£27m
Limit on principal invested beyond year end	£35m	£35m	£35m
Complied?	Yes	Yes	Yes

### **Outlook for the remainder of 2018/19**

Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.

The MPC has a definite bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that (a) ultra-low interest rates result in other economic problems, and that (b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.

The Authority expects the Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long term average

	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Ca	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Downside risk	0.00	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

The view is that the UK economy still faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have and will continue to produce significant volatility in financial markets, including bond markets.

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 December 2018 to 28 Feb 2019

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>December</b>					
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>MTI grant awards</b>	Sarah Bütikofer	Rob Young Head of Economic & Community Development 01263 516162	<i>Recommendation from MTI Working Group on behalf of O&amp;S</i>
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>Managing Performance Q2</b>	Eric Seward	Helen Thomas Policy & Performance Management Officer 01263 516214	
<b>Scrutiny</b>	<b>12 Dec 2018</b>				
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>Leisure Management contract</b>	Hilary Cox	Nick Baker Corporate Director 01263 516221	<b>Exempt appendix</b>
<b>Council</b>	<b>19 Dec 2018</b>				
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>Half Yearly Treasury Update</b>	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
<b>Scrutiny</b>	<b>12 Dec 2018</b>				
<b>Council</b>	<b>19 Dec 2018</b>				
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>North Walsham – artificial grass pitch</b>	Hilary Cox	Nick Baker Corporate Director 01263 516221	<b>Exempt appendix</b>
<b>Council</b>	<b>19 Dec 2018</b>				



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 December 2018 to 28 Feb 2019

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	03 Dec 2018	Council Tax Discounts	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Council	19 Dec 2018				
Cabinet	03 Dec 2018	Fees & Charges	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Council	19 Dec 2018				
Cabinet	03 Dec 2018	Beach Huts & Chalets	Sarah Butikofer	Rob Young Head of Economic & Community Development 01263 516162	
<b>January 2019</b>					
Cabinet	07 Jan 2019	DTP update	Sarah Butikofer	Nick Baker Corporate Director 01263 516221	
Scrutiny	16 Jan 2019				
Cabinet	03 Dec 2018	Car Park order – North Walsham	Sarah Butikofer	Karl Read Leisure & Locality Services Manager 01263 516002	
<b>February 2019</b>					
Scrutiny	16 Jan 2019	2019/20 Base Budget and Projections for 2020/21 to 2021/23	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet	04 Feb 2019				
Council	27 Feb 2019				



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

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 December 2018 to 28 Feb 2019



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

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

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/2019

### Annual Work Programme

December				
<b>Scrutiny</b>	<b>Crime and Disorder Update from Superintendent/PCC report on online scams</b>	Matt Stembrowicz	To provide an update to the Committee on policing/crime and disorder in the district	Annual - (place early/first in agenda)
<b>Cabinet Report</b>	<b>Managing Performance Q2</b>	Sarah Bütikofer/Helen Thomas	To provide an update on the Council's performance for the 2 <sup>nd</sup> quarter of 2018/19	Cyclical - Quarterly
<b>Cabinet Report</b>	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Duncan Ellis	This report sets out the Treasury Management activities actually undertaken during the first half of the 2018/19 Financial Year compared with the Treasury Management Strategy for the year.	Cyclical – Six Monthly
<b>Scrutiny</b>	<b>Recycling Rapid Review</b>	Scott Martin Nick Baker		TBC
<b>January 2019</b>				
<b>Scrutiny</b>	<b>Housing Rapid Review – scoping Session</b>	Matt Stembrowicz	Date TBC	TBC
<b>Scrutiny</b>	<b>Communications Team – update on Corporate Branding Project</b>	Louise Cowell / Ed Foss	To inform and update the committee on the branding project, including an assessment of the impact on the Communications Team of undertaking this work, such as the resources required to implement this project and the impact on overall service delivery and performance	Requested by the Committee
<b>Scrutiny</b>	<b>Waste Update</b>	Nigel Lloyd Scott Martin	To provide an update on the current waste contract/service	Cyclical - Six monthly



	<b>Update on Broadband (briefing paper)</b>	Karen O'Kane	6 monthly	Cyclical – Six Monthly
<b>Scrutiny</b>	<b>Housing Strategy Update – to include links to local plan</b>	Nicola Turner Karen Ward		Annual review requested by the Committee
<b>Pre-scrutiny</b>	<b>Digital Transformation Update</b>	Sarah Bütikofer Sean Kelly	To provide an update on the progress of the digital transformation strategy	Cyclical (Six monthly)
<b>February 2019</b>				
<b>Cabinet Report</b>	<b>Managing Performance Q3</b>	Sarah Bütikofer Helen Thomas	To provide an update on the Council's performance for the 3 <sup>rd</sup> quarter of 2018/19	Cyclical - Quarterly
<b>Full Council Report</b>	<b>Base Budget 2018/19 Projections – 2018/19 &amp; 2019/20</b>	Eric Seward Duncan Ellis		Annual
<b>Cabinet Report</b>	<b>Treasury Strategy 2019/20</b>	Eric Seward Duncan Ellis	To outline the treasury management strategy	Annual
<b>Scrutiny</b>	<b>Review of public transport provision in the District</b>			Annual