

# Overview and Scrutiny Committee



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09 October 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 17<sup>th</sup> October 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: Mrs S Bütikofer, Mrs A Claussen-Reynolds, Mrs J English, Mrs A Fitch-Tillett, Ms V Gay, Mr S Hester, Mr M Knowles, Mr N Lloyd, Mr R Reynolds, Mr E Seward, Mr B Smith, Ms K Ward

All other Members of the Council for information.

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



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

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

**Corporate Directors:** Nick Baker & Steve Blatch  
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## A G E N D A

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. SUBSTITUTES

### 3. PUBLIC QUESTIONS & STATEMENTS

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

### 4. MINUTES

(page 6)

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

The Overview & Scrutiny Committee made the following recommendation to Cabinet, following consideration of the call-in of **Agenda item 15, Cabinet 03 September: 'Egmere Business Zone Project Update'**

'To recommend to Cabinet that the business case for the Egmere Development Zone is passed to an outside agency for stress testing of the risk assumptions and to give advice as to whether this investment is a prudent one for the Council.'

The matter was considered by Cabinet at the meeting on 01 October 2018. Cabinet did not accept the recommendation.

**10. TRANSFORMING OUR CHILDREN'S CENTRES - CONSULTATION** (page 16)

Sarah Jones, Assistant Director, Early Help and Prevention, Norfolk County Council and Tim Eyres, Head of Integrated Commissioning, Norfolk County Council will be in attendance to respond to Member's questions on the proposals for the transformation of Children's Centres and related services across the County.

**11. MEDIUM TERM FINANCIAL STRATEGY** (page 68)

Summary: This report presents an updated Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23. The strategy has been updated to support the Corporate Plan for the period 2015 to 2019.

Options considered: The MTFS has been refreshed in the year and provides an updated financial projection in support of the 2019/20 budget process.

Conclusions: The financial position for 2019/20 is currently showing a deficit of c£319k with ongoing funding gaps year on year reaching c£2.1m in 2022/23. The MTFS identifies the key themes and priorities for the Council in seeking to reduce the forecast budget gap.

Recommendations: **It is recommended that Members of the Overview and Scrutiny Committee consider the contents of the report and MTFS and make recommendations to Cabinet as required.**

Reasons for Recommendations: To refresh the Medium Term Financial Strategy in line with the Corporate Plan and to inform the detailed budget work for 2019/20.

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

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

*2018/19 Budget report and in year budget monitoring reports.*

Cabinet member(s): Cllr D Baker, Cllr W Northam  
Ward member(s) All  
Contact Officer Duncan Ellis  
telephone 01263 516162  
and e-mail: [duncan.ellis@north-norfolk.gov.uk](mailto:duncan.ellis@north-norfolk.gov.uk)

**12. BEACH HUT AND CHALET REVIEW** (page 94)

Summary: To develop a 5 year Beach Hut & Chalet Strategy optimising income streams, reviewing policies and regularising the administration process whilst having regard to the reputation of the Council

Options considered: Various options considered as detailed in report for both Weekly

and Annual lets

Conclusions: For Overview & Scrutiny Committee to consider a range of practical service improvements, suggested opportunities for development and a blueprint charging regime to bring about service efficiencies and fair rents.

Recommendations: To recommend to Cabinet a series of process and charging changes and to suggest options for future opportunities

Cabinet member(s): Cllr R Price  
Ward member(s) All  
Contact Officer Rob Young  
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and e-mail: [rob.young@north-norfolk.gov.uk](mailto:rob.young@north-norfolk.gov.uk)

### 13. MANAGING PERFORMANCE Q1 2018-19

(page 157)

Summary: The purpose of this report is to give a first quarter progress report of the performance of the Council. More specifically it reports on the delivery of the new 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 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. 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 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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.

Cabinet member(s): Cllr J Lee  
Ward member(s) All  
Contact Officer Nick Baker  
telephone 01263 516221  
and e-mail: [nick.baker@north-norfolk.gov.uk](mailto:nick.baker@north-norfolk.gov.uk)

#### **14. 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**

#### **15. THE CABINET WORK PROGRAMME (page 191)**

To note the upcoming Cabinet Work Programme.

#### **16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (page 193)**

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.

#### **17. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

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

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

## OVERVIEW AND SCRUTINY

**Minutes of a meeting of the Overview and Scrutiny Committee held on 19 September 2018 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.**

### Members Present:

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

Cllr S Bütikofer	Cllr N Lloyd
Cllr A Claussen-Reynolds	Cllr N Pearce (S)
Cllr J English	Cllr R Reynolds
Cllr V Gay	Cllr E Seward
Cllr A Fitch-Tillett	Cllr R Shepherd (S)
	Cllr B Smith

**Officers in Attendance:** The Corporate Directors, the Head of Legal and Democratic Services, the Democratic Services Manager, the Head of Finance & Assets, the Estates & Asset Strategy Manager and the HR Manager

**Members in Attendance:** Cllr J Rest, Cllr J Lee (Leader), Cllr R Price (Portfolio Holder for Property and Asset Commercialisation), Cllr P Grove-Jones, Cllr V FitzPatrick, Cllr N Dixon (Portfolio Holder for Economic Development)

### 36. APOLOGIES

Apologies were received from Cllr K Ward and Cllr M Knowles

### 37. SUBSTITUTES

Cllr N Pearce and Cllr R Shepherd

### 38. PUBLIC QUESTIONS

Mr T Miller asked a question regarding public toilet opening times. He began by referring to the Council-owned toilets at West Runton which he felt should be open all year round. He said that during the winter months walkers, coach parties and school children all visited the beach but that the toilets were closed. This led to fouling in nearby areas which was a health hazard. He went on to say that visitors expected a good provision in West Runton as it was in the top tier of English beaches and the value of tourism to the District was over £0.5bn. Mr Miller concluded by saying that everyone should be able to access toilets all year round and the Deep History project reinforced the need for toilet provision. He acknowledged that the Council was facing financial challenges but access to toilets was a basic human need.

The Corporate Director (SB) replied that opening hours had been considered as part of the Cabinet report on public conveniences which was before the Committee (Agenda item 10). He added that increasing opening hours could incur considerable costs and this would need to be taken into account. Regarding the toilets at West Runton specifically, the

Corporate Director said that there was currently no hot water or electricity on the site. Options for an alternative site were being explored but nothing had been secured as yet so it was possible that the current toilets would need to be refurbished. He concluded by saying that opening and closing of toilets was a matter of policy and Cabinet would need to take a view.

The Portfolio Holder for Assets, Mr R Price, said that he felt there could be some flexibility regarding open times.

The Chairman asked Mr Miller if he wished to make a follow up statement. Mr Miller said that he was aware of the issues with a new site and he wondered whether this could lead to delays. Perhaps it would be better to take action now.

The Corporate Director said that he could produce a paper identifying costs for varying the contract regarding opening hours. The Committee agreed to this suggestion.

### **39. MINUTES**

The minutes of the Overview and Scrutiny Committee held on 18 July 2018 were agreed as an accurate record and signed by the Chairman.

### **40. ITEMS OF URGENT BUSINESS**

There was one item of urgent business: Call-in of Agenda Item 15, Cabinet 3<sup>rd</sup> September – Egmore Business Zone Project.

The Chairman advised Members that due to the sensitive nature of the information before the committee, he proposed passing the following resolution to exclude the press and public. Cllr E Seward seconded the proposal and it was resolved:

“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 paragraphs 3 & 5 of Part I of Schedule 12A (as amended) to the Act.”

The Chairman invited Cllr N Lloyd to introduce the call-in. Cllr Lloyd began by saying that he had chaired the inaugural meeting of the Asset Management Working Group (AMWG) on 15<sup>th</sup> August 2018. The Group had scrutinised the proposals regarding the Egmore Business Zone project and he said that he was disappointed to see that the Heads of Paid Service had referred to it as a political decision in their written response to the call-in papers. He said that he strongly believed that the AMWG was a cross-party, non-political Group that had looked at the business case objectively. He added that the Group had been provided with a lot of information in support of the scheme but it was still felt that the proposals posed significant financial risk. He cited concerns regarding the single tenant and the lack of new jobs being created. Cllr Lloyd concluded by saying the Cabinet’s interpretation of the scheme was too optimistic. It was a substantial investment and it would be prudent and timely to seek independent advice on its viability before proceeding. He urged Cabinet to reconsider their decision.

Cllr Fitch-Tillett, a signatory of the call-in, said that the proposals rang alarm bells for her. She said that there was no denying the need for quality jobs but she was concerned that so much money was being invested with only one tenant interested in the site. She added that in her professional career she had witnessed successes but also many failures for many small to medium sized enterprises (SMEs) and investing so much money into one tenant was risky. In addition, the 300 forecast jobs had not materialised, Highways was not supportive of the scheme and superfast broadband was not yet in place.

Cllr J Rest, also a signatory, reserved his right to speak.

The Chairman then invited the Portfolio Holder for Assets to respond to the call-in request. Cllr R Price began by saying that it was the aim of the Council to work to maintain existing jobs and encourage business growth in North Norfolk. He added that the proposal was the result of an extremely long process that had required a large amount of work. It was widely known that there was a considerable number of houses to be built in the surrounding area in the future, and residents would need access to local jobs. The Egmere site was ideally placed to provide this job creation. He reminded Members that the project generated access to £0.45m for the Norfolk Growth Group Business Rate Pool fund and that officers had worked tirelessly to bring the scheme to fruition. He acknowledged that the site had not been marketed yet, however, due to the limited availability of industrial units it was believed that with proactive marketing there would be demand for plots at Egmere. He referred to the recent success of the Itteringham shop and holiday let as an example of a successful project that the Council had invested in. Cllr Price then addressed the specific issues raised in the call-in paper in turn.

Cllr N Dixon, Portfolio Holder for Economic Growth, said that his proposal to Cabinet was at the heart of the call-in before Members. He added that as the main Portfolio Holder he had fully explained his position and the reasons for that proposal at that meeting and that has subsequently been aired in the media. He therefore did not feel it was necessary to say any more at this point.

The Chairman then read out a statement from Cllr S Arnold (attached Minutes Appendix A) in support of the Egmere Business Zone Project.

The Chairman referred Members to the report from the Statutory Officers outlining whether the decisions made by Cabinet on 3<sup>rd</sup> September 2018 as identified below were within the Policy and Budgetary Framework of the Council.

Questions from Overview & Scrutiny Committee Members:

1. Cllr N Lloyd asked Cllr Price about his earlier reference to the success of Itteringham shop and whether there were any figures to back this up. Cllr Price that there weren't as yet but he could confirm that there had been regular bookings for the holiday let throughout the summer period. Figures would be produced on an annual basis and shared with Members.
2. Cllr V Gay said that she had always understood that the case for progressing the Egmere project was based on employment growth, yet the AMWG had found little evidence to support this. She asked the Heads of Paid Service to give their view. Mr S Blatch replied that the Council had recently received an expression of interest from a prospective tenant who would be looking to grow their employment base. He acknowledged that there were potential problems but it was about opening up opportunities which otherwise didn't exist and that several businesses had left the district due to a shortage of suitable land. He concluded by saying that he believed the progression of the Egmere site was a 'political' choice for Members now.
3. Cllr E Seward sought clarification as to whether Tidal Transit was already based in Norfolk. The Estates and Assets Strategy Manager confirmed that they currently occupied premises in Fakenham and Docking.
4. Cllr Seward said that he understood that as the Local Plan moved forward there would be improvement to employment land on existing industrial estates. The Head of Paid Service (SB) replied that the Local Plan could identify land for employment use but if there was an immediate enquiry for available business land then there was nothing available. Cllr Seward commented that this seemed to be based on the assumption that

the Scottow Enterprise Park was full to capacity and that therefore there was no other similar sites available.

Cllr V FitzPatrick read out a statement from the local member for Walsingham ward, Cllr T FitzPatrick (attached at Minutes Appendix B) encouraging Members to support local businesses such as Tidal Transit to create and grow jobs in the District. He reminded Members that the Government had allocated enterprise zone status to the site and if the Council did nothing then it would receive nothing in return. He urged Members to rise to the challenge.

Questions from Members in attendance:

1. Cllr J Rest out the following questions to the Portfolio Holder:
  - i. References had been made to the prospective tenant doubling their fleet but this was based outside of Norfolk – could he confirm this? Cllr Price replied that Tidal transit were moving from within the County and the doubling of their fleet would lead to an increase in staff together with a relocation of staff.
  - ii. It was claimed that businesses based at Egmere would be offering employment to residents in Fakenham and generally they would be prepared to drive to Kings Lynn or Norwich for work and therefore Egmere was closer. However, he said that in his experience people who were looking for work closer to Fakenham preferred jobs in hotels, care homes or cafes which they could walk or cycle to. The site at Egmere would not offer this type of work.
  - iii. Regarding Itteringham shop, it would be better to produce figures after 6 months rather than waiting for a full year of data. Cllr Price replied that it had only been 3 months so far and it was important to look at trends.
2. Cllr S Bütikofer said that she preferred to deal with facts and queried why, if it was such a good project, would Cabinet not agree to an independent review? Cllr Price replied that there had been no significant changes since the initial report had been completed. Cllr Bütikofer went on to say that she refuted the suggestion that this was a 'political' decision. She said that it should be based on business sense and risk, adding that if there had been no change since the initial business case was produced then there should be no concerns about having it reviewed. The Head of Paid Service (SB) replied that he meant that it was a political choice based on risk rather than philosophy or dogma. Cllr Price added that what had changed since the initial report was that the site now had enterprise status worth £0.45m.
3. Cllr V FitzPatrick said that as local member for the ward neighbouring the Egmere site, it was important that the wider picture was considered. An enterprise zone should be encouraged and nurtured. He acknowledged that there could be risks but there was also huge potential. He said that with Members continually challenging the proposals it looked as though the Council did not know what it was doing. There was the potential to create and grow well paid, professional jobs at Egmere and if the opportunity was not taken then people would search elsewhere outside of the District.
4. Cllr P Grove-Jones said that the proposals seemed to be speculative. There was no evidence that the project would be successful and nothing to prove that it would be a good investment.

Further Questions from Overview & Scrutiny Committee Members:

1. Cllr R Reynolds reminded Members that the Egmere site was already an industrial estate. He said that it was no more rural than the successful enterprise zone at Scottow or the site at West Raynham. Egmere was en route to Wells and there were key services nearby including mains gas and broadband. He added that the Council had a duty to build 500 new homes a year and residents of these would need jobs. Egmere could provide such jobs. If the proposals were not implemented then the industrial sites

of Kings Lynn and Norwich would develop instead and North Norfolk would be left behind. He added that many people commuted to work and they would do so to Egmere.

2. Cllr R Shepherd said that he had been unable to attend the meeting of the Asset Management Working Group (AMWG) but that he had read the minutes and felt that the AMWG had not recognised the work of the Finance Team. He criticised the references to Northamptonshire County Council in the call-in papers and said that North Norfolk was very different. He made reference to the political differences between the Groups and said that this project should not be used as a political 'football'. He felt it was a good proposal that would generate jobs. The Head of Finance and Assets said that he wished to clarify that the Chairman of the AMWG had thanked the Finance Team for their hard work and support and that he personally welcomed the challenge that the call-in presented.
3. Cllr A Claussen-Reynolds referred to the Cabinet minutes of 5 January 2016 and Cllr Rest's supportive comments for the Egmere scheme which were seconded by Cllr Fitch-Tillett. Cllr Rest replied that the comments were made two years previously and since then many problems had arisen. He no longer supported the case being made for progressing the Egmere scheme. Cllr Fitch-Tillett agreed, adding that she did not believe the investment was worthwhile for just one customer.
4. Cllr N Pearce said that the proposals should be robust and it should be acknowledged that there were risks.
5. Cllr V Gay said that she had been listening carefully to the previous comments and she now felt that there was an underlying secondary thread to do with costs. She added that she felt the matter needed scrupulous examination.
6. Cllr E Seward said that he had no issue with the concept of the project, however, he was concerned that the focus was on hope over reality. The proposals had come forward in 2015 yet there was still only one tenant lined up. The financial cost was likely to rise and the potential for jobs was not clearly demonstrated. He made reference to the Kings Lynn incinerator for which the business case had just gradually disappeared, eventually halting because the figures did not stack up. He also referred to the references to the success of the Scottow Enterprise Park, stating that it was only 6 miles from the Norwich Northern Distributor Road (NDR). In conclusion, Cllr Seward said that one of the downsides of the Cabinet system of governance was that only a few members were involved in making the decision. A lot of people had raised concerns about this project but they were being ignored.
7. Cllr R Reynolds reiterated his earlier comments in support of the scheme.
8. Cllr J Lee, Leader of the Council, said that he had found the references to Northamptonshire County Council in the call-in papers to be distasteful and that officers at NNDC always upheld integrity.

The Chairman thanked Members for their comments. He said that there had been a lot of robust discussion and the call-in had provided an opportunity for Members to ask questions on key issues and technical points. He said that all Members supported creating jobs in the District but that the BE Group study into Business Growth and investment Opportunities had not been specific to Egmere. He concluded by saying that if Cabinet was confident that the project would be a success then they should welcome further scrutiny.

The Chairman then invited the signatories for the call-in to provide closing comments. Cllr N Lloyd said that it was ludicrous for the Council to spend £2m on a proposal that was not proven. If Cabinet was confident that Egmere would be a success then they should welcome an independent agency stress testing the risk assumptions and he urged Cabinet to take this opportunity.

Cllr J Rest said that in order to protect the Council's reputation, all statements in support of

the Egmore scheme should be business-based. He added that all businesses had risks. He acknowledged that there was potential too but said that the same information was being used to draw different conclusions. He finished by saying that Cabinet could get Member support for the scheme if they allowed an independent agency to stress test the risk assumptions.

The Chairman invited the Portfolio Holder, Cllr Price, to respond.

Cllr Price began by thanking officers for their hard work and support. He reminded Members of the definition of an enterprise zone and said that tenants were already committed to basing themselves at Egmore and that the possibility of marketing through a dual agency was being considered to maximise coverage of the site. He added that a party that had previously been interested in the site had recently expressed interest again.

Cllr Price concluded by saying that the figures showed a positive financial return and this would increase with each additional tenant. He said that he had listened to concerns but that positive return was very important and further delay would only cause problems.

The Democratic Services Manager outlined the options for the Committee:

- a) No further action
- b) To refer the matter to Council. The only decision that Council could take at this stage was whether the Cabinet decision had been outside the Budget and Policy Framework
- c) To make a recommendation to Cabinet.

Cllr Lloyd proposed that the recommendation outlined in the call-in paper was made to Cabinet. Cllr E Seward seconded the proposal.

## **RESOLVED**

To recommend to Cabinet that the business case for the Egmore Development Zone is passed to an outside agency for stress testing of the risk assumptions and to give advice as to whether this investment is a prudent one for the Council.

## **41. DECLARATIONS OF INTEREST**

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

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

None.

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

There was one item referred to the committee:

Corporate Branding – request for information on the corporate re-branding project, including total cost and likely length of time to implement the changes to the Council's existing branding. Any report should include an assessment of the impact on the Communications Team of undertaking this work, including the resources required to implement this project and the impact on overall service delivery and performance.

Ms V Gay said that she was not aware of the re-branding exercise. The Head of Paid Service (NB) replied that it had been discussed with Group Leaders and they had been supportive. Cllr S Bütikofer added that the Group Leaders at looked at it but there had not been any further discussions and she did not feel that she had agreed to it. Cllr Reynolds

commented that it would be useful to learn more about the project. Cllr Lloyd agreed, saying that it would be beneficial to see what the branding project looked like and how much it was costing.

#### **44. PUBLIC CONVENIENCE STRATEGY**

The Portfolio Holder for Assets, Cllr R Price, introduced this item. He said that whilst public conveniences were not a statutory requirement of the Council, toilets were a necessary provision and standards across the district were not as high as he would like. Consequently, officers had been asked to advise on opportunities to develop a programme of improvements to include re-provision of some facilities through new build or major re-modelling of existing facilities, as well as a more modest programme of deep cleaning, updating and re-decorating other facilities.

The Chairman invited Members to speak:

1. Cllr S Bütikofer referred to the condition surveys mentioned in the report and asked whether they had been undertaken. The Head of Finance and Assets replied that it was a work in progress and officers were currently putting the specification together. In response to a further question from Cllr Bütikofer as to whether the programme would move forward without the condition surveys, the Head of Finance and Assets replied that reviewing the whole asset portfolio took time and each public convenience would be assessed individually.
2. Cllr Bütikofer then referred to the comments raised by Mr Miller earlier in the meeting about limited opening times, particularly along the coastal path. She said that she was very concerned about the facilities at West Runton and reiterated the importance of a report coming forward as soon as possible.
3. Cllr J Lee made reference to a recent meeting that he had attended with the Mayor and Deputy Mayor of Sheringham where it had been explained that toilet buildings could be painted in dementia friendly colours. He said that the Council should consider this as part of the programme.
4. Cllr A Fitch-Tillett said that she was fully supportive of reviewing the opening hours of public conveniences along the coastal path.
5. Cllr E Seward commented that any report should include the provision at Cart Gap. He asked whether there was a timetable in place for reviewing the Council's assets. He then referred to the toilet provision in North Walsham, saying that one set had been refurbished whilst the other was still in a mobile unit. He made reference to page 26 of the report and the possibility of the town and parish councils taking over the operation of some public conveniences. Although it was possible that there was not much interest in this it could be worth opening discussions. Cllr Seward concluded by saying that priority should be given to reviewing winter opening hours of some toilets – particularly those at West Runton and Cart Gap. Cllr Price confirmed that this would be looked at. He added that counters were being used on most of the toilets to check usage and inform decisions going forward.
6. Cllr V Gay said that she was supportive of a rolling programme of improvements to the toilets. She said that there were only two blocks in North Walsham and one was in a poor location. It was a constant issue for the town.
7. Cllr P Grove-Jones made reference to smaller villages taking on the responsibility for managing the toilets. She said that many had small populations and would be reluctant to take them on. She concluded by saying that the public conveniences in Stalham were very important to the town. The Head of Paid Service (SB) said that no closures or transfers were currently being proposed and that to transfer them could undermine the management of the portfolio – the proposals before Members were just to enhance the facilities.
8. Cllr N Lloyd referred to the concerns raised by Mr Miller and suggested that an innovative approach could be taken to providing solutions to lack of hot water at West



Runton – such as the installation of solar panels.

It was proposed by Cllr E Seward, seconded by Cllr S Bütikofer and

## **RESOLVED**

**That urgent priority is given to the toilets in West Runton and Cart Gap being kept open during the forthcoming winter period.**

### **45. BUDGET MONITORING 2018/19 – PERIOD 4**

In the absence of the Portfolio Holder for Finance, the Head of Finance and Assets introduced this item.

The Chairman invited Members to speak:

1. Cllr E Seward referred to the predicted underspend of £353,027 and asked whether this was in addition to the budget surplus forecast. The Head of Finance and Assets confirmed that this was potential additional underspend.
2. Cllr Seward then made reference to s4.2 of the report which mentioned an average balance of £43.7m available for investment. He asked whether the Head of Finance and Assets could explain what this comprised of. He also queried the average rate of return of 2.58% and asked how this compared to the current rate of inflation. The Head of Finance and Assets replied that the Council's investments were slightly underperforming at the moment. The available balance referred to cash balances, for example on precept day, which enabled the Council to pay its bills. He said the rate of inflation was 2.5% but that the LAMIT fund provided returns of over 6%.
3. Cllr S Bütikofer referred to page 31 of the report and the reference to two vacant posts in the Benefits team. She asked whether this should be cause for concern. The Head of Finance and Assets replied that the Council was currently in the process of recruiting to these posts. Cllr Bütikofer then referred to the fire damage at the Fakenham office and queried whether insurance would cover the costs. The Head of Finance and Assets replied that it was ongoing and it was likely that the majority of the costs would be covered by insurance.
4. Cllr Bütikofer queried the proposed works to Cromer Pier and the identified works of £900k. She asked about the remaining £300k that was also referred to. The Head of Finance and Assets replied that this related to the substructure and work would initially focus on the theatre roof structure.
5. Cllr V Gay said that she welcomed the additional spending on the Conservation Area Appraisals.

## **AGREED**

**To note the report**

### **46. UPDATE ON RECRUITMENT**

Cllr J Lee, Leader of the Council, introduced this report. He said that he felt that overall it presented a positive picture and that steps were being taken to address the challenges faced when recruiting to 'hard to fill' posts.

The Chairman invited Members to speak:

1. Cllr A Fitch-Tillett said that she appreciated it could be hard to recruit but it was reassuring to know that once people came to the Council they wanted to stay.

2. Cllr E Seward asked how many employees there were. The HR Manager confirmed it was currently 318 (fte of 270). Cllr Seward then referred to the 56 vacancies advertised during the previous 12 months and asked whether these were full or part time. The HR Manager confirmed that it was a mixture of both. In response to a further question from Cllr Seward regarding staff turnover rates in a year, the HR Manager said that she would provide a written response. Cllr Seward said that it would be helpful to see a comparison with other neighbouring authorities.
3. Cllr Seward commented on recruitment issues for Customer Services and Benefits and queried the reasons for this. The Head of Paid Service (SB) replied that a lot of the Customer services posts were entry level but that once people started to work at the Council they wanted to stay and often moved onto other roles. With regards to Revenues and Benefits, the jobs were often quite challenging and considering this the turnover was reasonable. With reference to planning posts, the Head of Paid Service said that recruitment in this sector was a nationwide issue and as the economy improved more qualified planners were moving to the private sector. He acknowledged that the Council's ability to pay at a market rate was a challenge and various options were being considered, including the use of a recruitment video. That said, recruitment to the Head of Planning post had been successful.
4. Cllr S Bütikofer queried whether the two vacant posts that she had made reference to under the Budget Monitoring report were now filled. The HR Manager confirmed that they were not.
5. Ms V Gay asked about opportunities for learning and development. The HR Manager confirmed that there were lots of opportunities which staff were keen to take up – including management qualifications, coaching and general training and development. The Head of Paid Service (SB) added that the Council currently employed 10 apprentices too.
6. The Chairman commented on the use of recruitment websites for advertising posts at the Council. He asked whether it was pertinent to use such sites given that disgruntled former employees could leave poor reviews which could deter candidates. The HR Manager replied that most of these sites picked up the adverts regardless. The only way to challenge poor reviews would be to ask current employees to post positive reviews.

#### **47. BEACH HUTS AND CHALETS TASK & FINISH GROUP**

The Democratic Services Manager advised Members that the final report on the work of the Beach Huts and Chalets Task & Finish Group was due to come to the committee in October.

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

Cllr S Bütikofer, Chairman of the Working Group, informed the Committee that the MTI project was progressing well. A Bid Writing Workshop arranged for the following week was fully subscribed and all of the towns were working on their bids.

#### **49. THE CABINET WORK PROGRAMME**

The Democratic Services Manager provided an update on the Cabinet work programme.

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

The Democratic Services and Governance Officer provided an update on the Overview and Scrutiny Work Programme.

The meeting ended at 1.43 pm

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Chairman

Email:

[childrenscentrecommissioning@norfolk.gov.uk](mailto:childrenscentrecommissioning@norfolk.gov.uk)

17 September 2018

Tel: 01603 223324

Dear Colleague

**Transforming our children's centre services - consulting about a new Early Childhood and Family Service**

We have been working on proposals for an ambitious new service, redesigning children's centre services, to reflect national and local changes as to how families are supported and consider the needs of parents with children aged 0-5 years across Norfolk.

The proposed new service aims to:

1. Bring the services out of buildings and into the community, to the children and families who need them the most.
2. Help communities and parents offer local activities and groups.
3. Make it easier for families to access the information and advice they need, through providing better joined up online and digital services.
4. Change how we work to make sure we deliver in the best way for today's families.

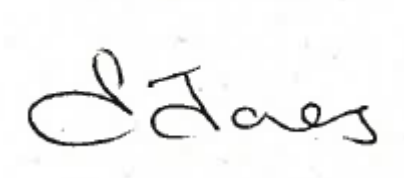
We are now ready to consult on this proposed new model and wanted to direct you to the webpage [www.norfolk.gov.uk/childrenscentres](http://www.norfolk.gov.uk/childrenscentres) where the consultation proposals will be published on Monday, 17<sup>th</sup> September. In addition to this, if you would like to meet with a member of the team leading on this piece of work to discuss our proposed new model outlined in our consultation, please get in touch with Kevin Howard, Commissioning and Service Development Manager - Younger Children, Email: [childrenscentrecommissioning@norfolk.gov.uk](mailto:childrenscentrecommissioning@norfolk.gov.uk)

You can request individual consultation documents in other formats, including paper form, by calling 0344 800 8020 or emailing [HaveYourSay@norfolk.gov.uk](mailto:HaveYourSay@norfolk.gov.uk). We will make all materials as accessible as possible. We appreciate that some people may not have online access and people who are unable to respond online can send us their views in writing to:

Freepost Plus RTCL-XSTT-JZSK Norfolk County Council, Ground floor - south wing, County Hall, Martineau Lane, Norwich NR1 2DH.

Our consultation closes at **midnight on Friday, 9<sup>th</sup> November**. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

Yours sincerely

A handwritten signature in black ink, appearing to read 'S Jones', is centered on the page. The signature is written in a cursive style with a large initial 'S'.

**Sarah Jones**  
**Assistant Director for Early Help and Prevention – Children’s Services**



**Norfolk**  
County Council

**Have your say on  
proposals for an**

# **Early Childhood and Family Service**

**Transforming our children's centres**

Consultation open from  
17 September – 9 November 2018



## Introduction

This document sets out our ambitious proposals for a new Early Childhood and Family Service for Norfolk. We propose to:

- 1. Bring the services out of buildings and into the community, to the children and families who need them the most.**
- 2. Help communities and parents offer local activities and groups.**
- 3. Make it easier for families to access the information and advice they need, through providing better joined-up online and digital services.**
- 4. Change how we work to make sure we deliver in the best way for today's families.**

### **Our proposal - to create an Early Childhood and Family Service**

We want to make sure early childhood and family services are working together across the county so that they are accessible to children and families and respond to their needs.

We therefore propose to create an Early Childhood and Family Service. Our proposal is that this would mainly be delivered on an outreach basis within local community venues, such as libraries, village halls and community centres, schools, and in families' homes. As part of the proposal we would have seven district early childhood and family bases – these would be used as places for staff to work across the district and to deliver some of the local services.

We want the proposed Early Childhood and Family Service to make a significant difference to the lives of young children and their families. The aims of the new service would be to work with families who have children aged 0-5 years and who need extra help to cope with the demands of family life:

- Supporting them to help their children achieve their developmental milestones
- Preventing more children from experiencing neglect or emotional harm
- Increasing their social mobility

To do this we need to identify and work with disadvantaged children and vulnerable families as early as possible, and give them support and services to meet their needs.

Wherever possible, we want families' needs to be met from services set up and run by the local community, and for help and support to be provided by others who have been through similar experiences in the past – this is called peer-led support.

We are proposing that the new early childhood and family service will have four types of services.



### **Community support - helping communities and parents offer local activities and groups**

Many families with children aged 0-5 years want to attend activities and groups in their local community. They want to meet other parents and create friendships and local networks of support. They can share advice and information, while their young children socialise and make friends. Often families pay to attend these local activities and groups. We recognise that much of this already happens in many communities, but that in some places there are fewer opportunities for this to happen.

We are proposing to invest in community development and work closely with other community development teams in each district, including staff in our Early Years Team, local councils and the voluntary sector. This will ensure that the Early Childhood and Family Service supports the development of both existing and new community groups who are open to families with children aged 0-5 years. We will be able to help some local groups secure small amounts of funding to build new groups or improve existing ones.



We will expect there to be strong links with our Early Years Team, which works with pre-schools, nurseries, childminders and local community groups to support early education in each district area. The Early Years Team also support the 'home learning environment', which is everything a child experiences with their family and helps their learning, confidence and self-esteem at home.

### **Online digital offer – providing information, advice and guidance for all**

We know that the way families use services is changing; many parents and carers go online to find information about what is happening in their area or to seek advice when they need help. This information needs to be reliable, high quality and up to date. Families need to be able to get information in ways they find accessible. This could be available across a range of interactive online platforms, as we recognise that families access information from a range of sources.

We want to make it easier for families to access information online about what's on in their local area, and how to access groups and activities for 0-5s. Doing this will also help local groups with promoting their activities for children and young families. This information can be made available on the Norfolk Community Directory.

We are proposing to link up with the Healthy Child Programme 'Just One Norfolk' digital offer. This enables parents and carers to access health advice and guidance for their children online and by phone at the earliest opportunity.

We are also proposing to promote our information with the help of other services and partners, such as midwives. This would mean that parents could access information across Norfolk as early as possible. We are proposing that when parents register the birth of their child they will also be able to enrol online to receive information and advice which would support them and their child's development. We would integrate this with existing services provided by Norfolk's Library Service and Family Information Service, such as how to access childcare and early years learning for children. We would also join up with Norfolk's Local Offer, which currently provides information in a single place about education, health and social care for children and young people who have special educational needs and disabilities.

We propose providing a mix of high quality local, district, countywide and nationally recognised information, advice and guidance that all families can access online and use to support themselves and their children. This would be developed with partner organisations and families.

## **Group-based support - working with families who need extra help**

Families who are likely to need extra help to cope with the demands of family life, will be offered the opportunity to attend support groups and activities at venues close to them in their local communities where they feel comfortable. For example, in the local library, community centre or village hall. These group sessions would be at times to suit families, including evenings and weekends. We would offer group support on things such as, parenting skills, understanding your child's behaviour and development, or healthy eating, as well as helping families to link with other services and local community activities.

Parents would be able to choose to attend groups themselves or as part of the support provided by someone already working with them, such as an early help family practitioner or a social worker. The groups will be designed to meet the needs of families and disadvantaged children aged 0-5 years, although we particularly want to support families with children aged 0-2 years as we know these first few years of life are so important.

## **One-to-one support - working with families who need extra help**

This part of the new service will visit families, at home or in their community, who are likely to need extra help to cope with the demands of family life, and would work closely with health, education and other partners. We call this 'outreach'. We would work with families to develop a plan that helps them find ways to cope and get the support that they need. For example, some families need help with mental health, drug or alcohol issues, or domestic abuse. We would also help families access the local community networks and support that can be so important to them.

For more vulnerable families with additional and complex needs, the new service will work closely with our existing Early Help and Family Focus teams, Social Work teams and other agencies, offering additional help as part of the wider support being provided. As with the targeted group sessions, our focus would be on meeting the needs of families and disadvantaged children aged 0-5 years, and especially families with children aged 0-2 years.

## What our proposal means for people who use our services

We need to make sure that children and young people are receiving the right services at the right time. The Norfolk Threshold Guide describes four levels of need and how services might respond to this need. These levels of need are:

- **Universal Services:** Services all children receive to keep them safe and meet their health and development needs, often provided by early years' groups, schools, health visitors and GPs.
- **Early Help:** Services for children and families beginning to experience – or at risk of – difficulties, for example school counselling, parenting programmes, support for teenage parents.

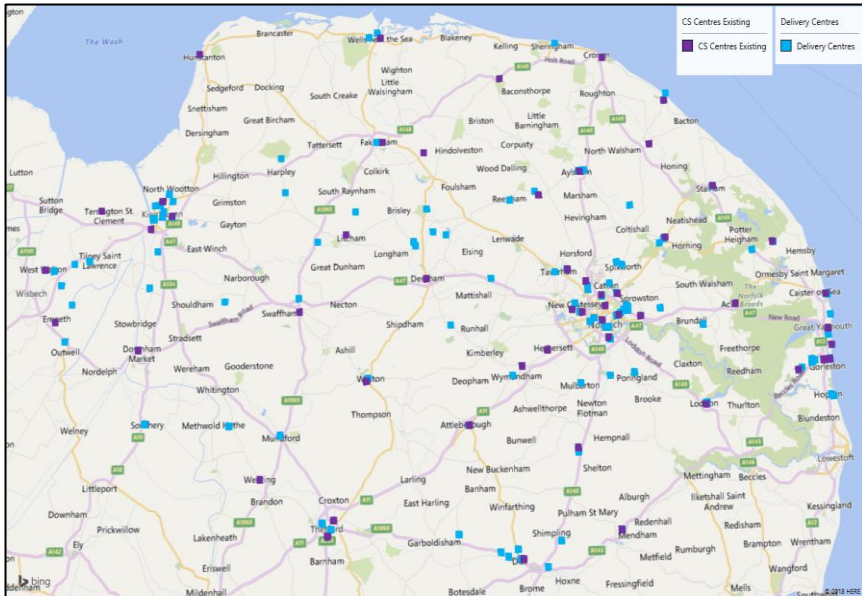
**Targeted Support:** Specialist services for children and families with additional and complex needs that require support from early help services and/or children's social care and other agencies, such as intensive family support or specialist child and adolescent mental health services.

- **Child Protection:** Children at risk of significant harm, with complex and/or acute needs requiring a referral to the Children's Advice Duty Team and Multi Agency Safeguarding Hub and sometimes the police where there is an immediate danger.
- (The technical description of these levels of need can be found here: [www.norfolkscb.org/people-working-with-children/threshold-guide](http://www.norfolkscb.org/people-working-with-children/threshold-guide))

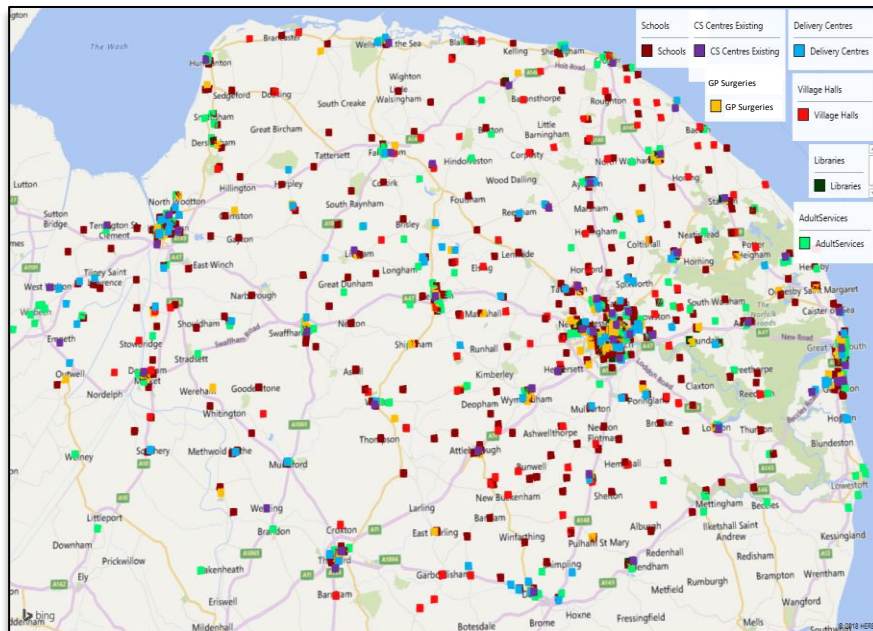
## How the new Early Childhood and Family Service would meet families' needs

We are proposing that the new Early Childhood and Family Service will focus more on supporting families who need extra help to cope with the demands of family life. This would be through a mix of group programmes and one-to-one support.

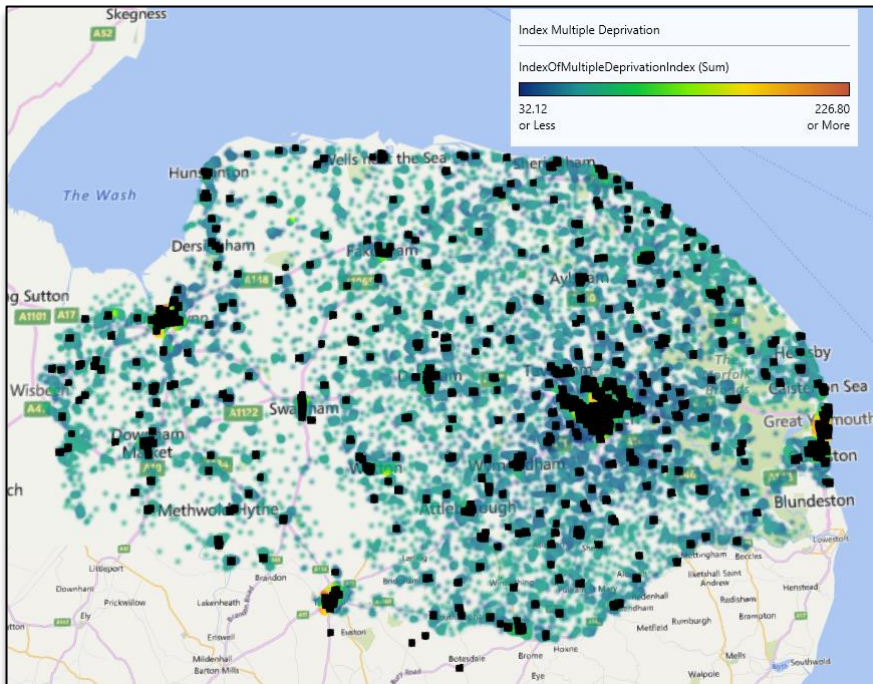
The following maps show the range of possible delivery sites compared to the existing children's centre delivery locations (shown in Map1).



**Map 1 - The current children’s centre delivery locations, including designated centres and outreach sites**



**Map 2 - The range of possible additional delivery locations for the proposed new Early Childhood and Family Service**



**Map 3 - The range of possible additional delivery locations for the proposed new Early Childhood and Family Service, shown against areas of multiple deprivation**

For people who use our services and communities this means that:

- Families currently receiving free universal services and support from children’s centres, for example Rhyme Time; Stories and Songs; Stay, Play and Learn Together; Baby Babble and Explore through Play, would receive similar services from community and peer-led groups. In future, families may have to pay to access some of these services. Information about these services will be available through the online digital offer.
- Families would be able to access high quality online and digital information, advice and guidance, which would be available 24 hours a day, 7 days a week.
- Families would have a single point of contact for the Early Childhood and Family Service and other support so that information, advice and guidance would be easier to find and access.
- Families likely to need extra help to cope with the demands of family life would receive help through support groups. These would be delivered in spaces such as village halls, community centres, schools, libraries and early years settings like pre-schools or nurseries. These would be at times to suit families, including evenings and weekends.

This means that some people currently receiving a service might receive it in a different building to the one they currently use.

- Families likely to need extra help to cope with the demands of family life would receive one-to-one support through an outreach service. This would be focused on supporting families with children 0-5 years especially in the first two years of life. This would be coordinated by staff working out of the early childhood and family base. Some of the outreach would be provided in families' homes, focusing on parenting support.
- Each district council area would have early childhood and family service spaces, with activity coordinated out of a base using one of the existing children's centre buildings.

For professionals and organisations this means that:

- Early years' education settings will continue to give families help to cope with the demands of family life, where their children are aged two years and above. These settings would work closely with the new Early Childhood and Family Service and the existing Early Years Team to ensure the right support is provided to children and their families at the right time.
- Children's Services Early Help Family Focus Teams will continue to offer vulnerable families with additional and complex needs the support they need, but would be able to seek additional targeted support from the new Early Childhood and Family Service as part of their plan with families and children aged 0-5 years.
- Children's Services social work teams will continue to support all children in need or needing protection, but would be able to seek additional targeted support from the new Early Childhood and Family Service as part of their plan with families and children aged 0-5 years.
- The Healthy Child Programme will continue to offer every family a programme of screening tests, promote uptake of immunisations, developmental reviews, and information and guidance to support parenting and healthy choices – all services that children and families need to receive if they are to achieve their optimum health and wellbeing. The service is for everyone with a very young child or baby, so families that

need additional support and children who are at risk of poor outcomes can quickly be identified.

- The Early Childhood and Family Support Service bases would enable staff to co-ordinate the group and one-to-one support, work with partner organisations across the district, as well as provide space for groups to deliver activities.
- We will have to go out to tender to find the right organisation/s to deliver the proposed group-based and one-to-one support for the new Early Childhood and Family Service.

**Examples of how the new Early Childhood and Family Service might work and what will be different**

<b>Community Support</b>	
<b>Current children’s centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<p>Every children’s centre service offers a range of activities. Usually these are delivered at the local children’s centre building and sometimes at other places like the local library or village hall.</p> <p>Anyone can come to these activities with their child. They can find out information about things like child development and meet other parents, creating networks of support.</p>	<p>The new Early Childhood and Family Service will support community groups to run activities available to everyone with a young child in a wider range of community venues.</p> <p>Many local communities have groups that are run in community centres, village halls or at the local library. The new Early Childhood and Family Service would have the resources to help support existing groups in communities and help develop new ones. It would do this through community workers who would support local people to organise and develop activity in their own communities.</p>

<p>The services are mostly free and consist of things like Rhyme Time, Stories and Songs, Stay, Play and Learn Together.</p> <p>If they have other things they want to talk about such as childcare and getting back to work there is someone on hand to give advice and support. Or there is information available so they can help themselves.</p>	<p>In most cases people would have to pay to use these groups.</p> <p>Parents would be able to meet and be helped to create networks of support.</p> <p>Advice on childcare would be available through the Early Years Team as part of providing information guidance and advice for all (see below)</p> <p>If they need extra help parents would be able to use the online digital offer and information and guidance part of the service (see below)</p>
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<b>Online digital offer</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<p>Parents can talk to someone from the children's centre service who will help with advice on breastfeeding, healthy eating, parenting and childcare or getting back to work.</p> <p>Children's centres service providers often use social media or websites to give information about what services they provide and where to find further information.</p>	<p>The new Early Childhood and Family Service would offer information advice and guidance either online or by telephone.</p> <p>Parents would be able to access high quality online and digital information, advice and guidance, which would be available 24 hours a day, 7 days a week.</p>



<p>If parents have more complicated worries, such as mental health, domestic abuse or substance misuse, they can talk to a staff member who can offer advice and support and refer or signpost to a more specialised service.</p>	<p>Parents would have a single point of contact for the Early Childhood and Family Service and other support so that information, advice and guidance would be easier to find and access.</p> <p>If parents have more complicated worries, a referral can be made to either the group-based or one-to-one support (see below).</p>
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<b>Group based support</b>	
<b>Current children’s centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<p>Families likely to need extra help to cope with the demands of family life receive help through support groups.</p> <p>These are delivered in designated children’s centres or outreach venues such as community centres or village halls.</p>	<p>Families likely to need extra help to cope with the demands of family life would receive help through support groups.</p> <p>Families with additional and complex needs, already being supported by our Early Help and Family Focus teams, Social Work teams and other agencies, would be offered opportunities to join group sessions as part of the wider support they receive.</p> <p>Families would be able to refer themselves.</p>

<p>They are often delivered on weekdays and during the daytime.</p>	<p>This would be focused on support for families and disadvantaged children aged 0-5 years, and especially children aged 0-2 years.</p> <p>These would be delivered at venues such as village halls, community centres, schools, libraries and early year's settings like pre-schools or nurseries.</p> <p>This means that some people currently receiving a service might receive a service in a different building to the one they currently use.</p> <p>This would be co-ordinated by staff at the early childhood and family base.</p> <p>These would be at times to suit families, including evenings and weekends.</p>
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<b>One-to-one support</b>	
<b>Current children's centre service</b>	<b>Proposed new Early Childhood and Family Service</b>
<p>Families likely to need extra help to cope with the demands of family life receive one-to-one support through their children's centre service.</p>	<p>Families likely to need extra help to cope with the demands of family life would receive one-to-one support through an outreach service.</p> <p>Families with additional and complex needs, already being supported by our Early Help and Family Focus teams, Social Work teams and other agencies,</p>

<p>This is focused on support for families with children aged 0-5 years.</p> <p>This is delivered by the children’s centre provider from the local designated children’s centre base.</p> <p>Some of the outreach is provided in families’ homes, focusing on parenting support.</p>	<p>would be offered additional help as part of the wider support they receive.</p> <p>This would be focused on support for families and disadvantaged children aged 0-5 years, and especially children aged 0-2 years.</p> <p>This would be co-ordinated and delivered by staff at the Early Childhood and Family Support Service base.</p> <p>Some of the outreach would be provided in families’ homes, focusing on parenting support.</p>
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**When would the proposed change happen?**

If we decide to go ahead with our proposal then the services would change from October 2019. We would work hard to make sure that the move to the new service would go smoothly. We would let parents who currently use services know where they need to go to find out information about the new services they can access. We would work with providers and local groups to make sure that there were services in place ready to meet people’s needs.

**Things we have considered when developing our proposal**

We have carried out a review of children’s centre services. As part of this review we have considered the things that can affect the start that children get in life.

These are:

- The parents’ income and home environment
- The parents’ health, particularly mental health
- The mother’s health in particular
- The parents’ education, skills and knowledge
- The impact of fathers in the early years

Social mobility is a person's ability to access a broader range of opportunities and experiences. In 2016 the Social Mobility Index commissioned by the Social Mobility Commission found that social mobility in Norfolk was among the lowest in the country.

Over a six-year period (2012-17), there have been 5,705 children requiring a child protection plan, with most due to neglect or emotional abuse. More children in disadvantaged areas are born with a low birth weight, they are more likely to experience poor housing, higher rates of chronic illness (such as asthma), and poor diet and nutrition.

We have also taken the following into account when developing our proposals:

- Our duties under Section 3 (2) the 2006 Childcare Act.
- Feedback from parents who use children's centre services recorded in our children's centre parental satisfaction survey 2017.
- Meetings and discussions with current children's centre providers and staff
- Conversations with individual parents and groups who use children's centre services; trying to understand why some families do not use the services.
- Information about our population and the needs of Norfolk's children and families, including the level of deprivation.
- Evidence of what works well in improving families and children's lives such as:
  - Fair Society, Healthy Lives – Marmot Review
  - An Equal Start: Improving Outcomes in Children's Centres - UCL Institute of Health Equity
  - 1001 Critical Days – Cross Party Report
  - Poverty and Social Exclusion – Frank Field
  - Attachment Theory and the Key Person Approach - Juliet Mickelburgh
- Feedback from the consultation about children's centres undertaken in winter 2017 <https://norfolk.citizenspace.com/consultation/childrenscentres/>
- The number of people using each children's centre service
- The number of people using each children's centre building
- How people get to children's centre services and the transport options available
- The way in which children's centre services are delivered elsewhere in the country
- The four guiding principles underpinning the council's Norfolk Futures strategy, which are:



Offering our help early to **prevent and reduce** demand for specialist services



**Joining up** our work so that similar activities and services are easily accessible, **done once and done well**



Being **business-like** and making best use of **digital technology** to ensure value for money



Using evidence and data to **target our work** where it can make the most difference

## Some of the options considered

**Option 1 - To extend the current contracts maintaining operation of current children's centres from April 2019 – March 2020** (possible under current plus one-year contract arrangements) – this option is unaffordable under the budget agreed by Norfolk County Council.

**Option 2 - To operate 50% of the current number of children's centres by focusing only on the 'reach areas' with the highest level of need**, taking account of 50% of current annual budget being available – This would not be a viable option as there would be gaps left for families. In addition, it would not fulfil statutory Department of Education requirements to offer sufficient children's centre services.

**Option 3 - District outreach model using only community venues**, no longer operating from any designated children's centre premises – This would be subject to formal challenge as it does not fulfil the requirements of statutory Department of Education guidance to have a designated building offering services.

**Option 4 - District early childhood and family bases with community outreach model** – using seven of our current designated children's centres and including libraries, day centres, village halls, community centres etc. – preferred option, as it fulfils statutory guidance and offers the opportunity to reach the most disadvantaged families across Norfolk.

You can read more detailed information on the evidence that we have considered in our data pack which can be viewed online at [www.norfolk.gov.uk/childrenscentres](http://www.norfolk.gov.uk/childrenscentres).

## Overview of Norfolk children's centres

Section 3 (2) the 2006 Childcare Act says Norfolk County Council *“must, so far as is reasonably practicable, include arrangements for sufficient provision of children's centres to meet local need”*.

Children's centres were set up in Norfolk in 2000, with the first centre opening in Norwich as part of the national Sure Start programme. Their aim was to offer support to families in the most disadvantaged areas of the county.

Our existing children's centres aim to make life better for young children and their families, with a focus on families in greatest need of support; wanting to make sure that:

- All children reach their development milestones and are ready for school when the time comes.
- All parents are ambitious for their children, feel confident and have good parenting skills.
- All children have access to good health and life chances.

The number of centres gradually expanded and there are now 53 designated children centres across the county.

Children's centres are defined in legislation as a place or a group of places:

- which is managed by or on behalf of, or under arrangements with, the local authority with a view to securing that early childhood services in the local authority's area are made available in an integrated way;
- through which early childhood services are made available (either by providing the services on site, or by providing advice and assistance on gaining access to services elsewhere); and
- at which activities for young children are provided.

Children's centre services themselves are delivered from a range of different buildings and locations across Norfolk. This includes schools, libraries and purpose-built buildings. Services are also delivered directly to some families in their own homes.

The services are currently delivered through contracts with 12 different providers including national charities, a local charity, an NHS Trust, and schools, including academies.

Children's centre services include:

- Antenatal and postnatal programmes and support.
- Parenting advice and programmes.
- Individual support for parents experiencing difficulties such as mental health, drugs and alcohol use and domestic abuse.
- Advice about early years education and childcare.
- Support, information and advice on a range of topics from healthy eating to employment and training.
- Drop-in play sessions.
- A place to meet and talk to other parents/carers.

There are over 47,000 children aged between 0-5 years old in Norfolk. Of these:

- 41,455 are currently registered with their local children's centre service.
- 33,424 families currently have a child registered with their local children's centre service.
- 23,000 children and their families have used their children's centre service in the past 12 months - either for advice and information, to attend groups or for more targeted support.
- On average there are over 800 families receiving more targeted support at any one time.
- 24% of Norfolk's most deprived children aged under five years have had no contact with children's centres.

How often families use children's centres is important and tells us how successful each centre is in reaching local families, especially those who are most in need.

Our most disadvantaged families who do use children's centre services use them more frequently than other families.

Current children's centre services were set up over seven years ago and contracts with current providers are coming to an end in September 2019.

## **What has changed since we last commissioned children's centres?**

### **Norfolk Futures**

Norfolk County Council has adopted the Norfolk Futures Strategy. This sets out new ways of working within the council and how council services should be delivered in future. By modernising our services, we can adapt how we meet families' needs now and into the future. This will help us avoid storing up more serious problems in the longer term.

We cannot do this alone and we need to work together. Norfolk Futures starts with our residents and their families. We need to develop a new relationship with our residents and partners and adopt different ways of working to sustain local services and realise Norfolk's ambitions.

By 2036 Norfolk will have a population of one million. People are generally living longer and the type of services that they need is changing and becoming more complex. Whilst our funding as a council continues to face real pressures, the demand for County Council services is rising in both Adult Social Care and in Children's Services, making the way we currently work unsustainable. By changing now, we will get ahead of our challenges and better adapt for a positive future.

### **Local Service Strategy**

We are working to join-up services in our communities, offering help early and in the right places. This will be better for people and better for the council, by making best use of our resources. We are getting away from a 'one size fits all' model. Services will be targeted, according to the different needs of different areas. We're trialling the approach at three sites in autumn 2018 and will learn lessons, before we develop centres in each district in 2019.

- This is not just about buildings. We are integrating services around communities
- We want to avoid making decisions in silos – this is about joining-up the council's different services and working more effectively together
- We want to work with partners on future phases

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

### **National and local context**

Government policy on supporting families and young children has changed over recent years. Central government no longer pay for children's centres or provide any funding for new ones.

At the same time the Government has introduced several other ways to support families, including:

- Entitlement to 15 hours fully funded early education for some two-year-olds who meet certain criteria, such as if the family receives benefits.
- Entitlement to 15 hours fully funded early education for all 3-4 year olds.



- Entitlement to an additional 15 hours fully funded early education for some 3-4 year olds where both parents work and meet certain criteria, such as each parent is earning at least the National Minimum Wage or Living Wage for 16 hours a week.
- The Healthy Child Programme for children, young people and families. By providing health visitors and school nurses, the service offers every family a programme of screening tests, promote uptake of immunisations, developmental reviews, information and guidance on parenting and healthy choices. This includes the Family Nurse Partnership, whose specially trained family nurses visit first-time mothers and fathers under the age of 19 at their homes, from early pregnancy until the child is two.
- The second phase of the Troubled Families Programme, launched in 2013 provides funding to transform early help services for children, young people and their families. In Norfolk we have used this funding to develop new Early Help Family Focus teams to help families cope better with the challenges and difficulties they face.

The Government has also published several reports that include recommendations for improving services. These include:

- “Unlocking, talent, fulfilling potential: A plan for improving social mobility through education”. Department of Education, December 2017 – which states the importance of good early years education to improving social mobility.
- “State of the Nation 2017: Social Mobility in Great Britain”, Social Mobility Commission, November 2017 – which recommends that every local authority should develop an integrated strategy for improving disadvantaged children’s outcomes, and for this strategy to include improved support for early education settings, collaborative working groups, tailored advice and comprehensive training for early years teachers.

The grant that central government gives Norfolk County Council has fallen since 2011 and is expected to end by 2021. In February 2018, following a consultation between November 2017 and January 2018, Norfolk County Council decided on a budget of £5 million a year for children’s centre services. Locally, children’s centre services have been a key part of the early help we offer to families. We need to make sure that we use these services in a more integrated way with other services to meet the changing needs of our Norfolk population.

We therefore think this is the right time to propose new ways of working that reflect the change in needs and how residents access services - and to seek views on how these services can be provided in the future.

## **What the proposed Early Childhood and Family service means for the buildings we currently use**

Currently our children's centre services operate through 53 designated children's centre buildings. Many of these are well used and people who use the centres have told us that they value them.

Some of the buildings are underused or used for other purposes, such as childcare. We have been very mindful of this in developing our proposals and we have done a lot of work to understand how our current children's centres are used. You can find more detail about this work in our data pack which can be viewed on line at [www.norfolk.gov.uk/childrenscentres](http://www.norfolk.gov.uk/childrenscentres). In some places the services have already moved to a local library or operate from different locations. In some areas the population has changed and our buildings are in the wrong place.

Our records show us that our service providers spend a substantial amount of money running buildings, including costs for receptionists, administration, managers and staff to service and maintain the buildings.

By bringing the services out of the buildings and into the community, we will be able to spend a greater proportion of the budget on providing services and frontline staff to the children and families who need it the most. Our proposed Early Childhood and Family Service would be more focused on providing outreach to families and less about families having to go to a centre.

We are proposing that, where possible, the Early Childhood and Family Service will still have access to many of the current children's centres to deliver services.

We are proposing to have early childhood and family spaces in each district area, co-ordinated by a base that offers a place for multi-agency staff to work from as well as providing a high-quality space for services for children aged 0-5 years.

When considering the location of the base in each district area we have thought about:

1. Ensuring there is a base in each district and where there is opportunity, we have located these with the proposed multi-function centres being developed as part of the Local Service Strategy.
2. That there will need to be an area in the base that provides delivery space for work with families and children.

3. Offering good quality space for early childhood and family support service staff to collaborate with other agencies who are working with families.
4. Making best use of the existing children centre buildings in each district area.
5. Protecting public capital investment in the buildings used for children's centres.

Our proposals mean that we would have to find ways that local communities could use the rest of buildings currently designated as children's centres. We are interested in your views on how we could use these in other ways to benefit families with children under the age of five.

The proposals for buildings in each district council area are:

<b>Norwich City</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
City and Eaton Children's Centre (The Vauxhall Centre, Johnson Place, Norwich NR2 2SA)		<b>City and Eaton Children's Centre</b>
CFM Children's Centre (Hunter Road, Norwich NR3 3PY)	CFM Children's Centre	
Thorpe Hamlet & Heartsease Children's Centre (63 Wolfe Road, Norwich NR1 4HT)	Thorpe Hamlet & Heartsease Children's Centre	
East City & Framingham Earl Children's Centre (Duckett Close, Norwich NR1 2LR)	East City & Framingham Earl Children's Centre	
Earlham Early Years Centre (Motum Road, Norwich NR5 8DB)	Earlham Early Years Centre	
Bowthorpe, West Earlham and Costessey Children's Centre (Humbleyard, Clover Hill, Norwich NR5 9BN)	Bowthorpe, West Earlham and Costessey Children's Centre	
	North City Children's Centre	

North City Children's Centre (Angel Road Infants School, Angel Road, Norwich NR3 3HR)		
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In addition to the rationale described earlier, City and Eaton has been proposed as a base for the following reasons:

- a) Local Service Strategy 'Multi-Function Centre' for services and staff to be located together
- b) Central location for city
- c) Other agencies are already operating from this site
- d) Norfolk County Council freehold building
- e) Alternative transport links other than parking

<b>Broadland District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Drayton and Taverham Children's Centre (Drayton Infants School, School Road, Drayton NR8 6EP)		<b>Drayton and Taverham Children's Centre</b>
Aylsham Children's Centre (The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW)	Aylsham Children's Centre	
Reepham Children's Centre (The Pavilion, Sir Williams Lane, Aylsham, Norwich, Norfolk NR11 6AW)	Reepham Children's Centre	
Hellesdon Children's Centre (Horsford CE VC Infant School, Holt Road, Horsford NR8 6EP)	Hellesdon Children's Centre	
Spixworth & Sprowston Children's Centre (Sprowston Infant School, Recreation Ground Road, Norwich NR7 8EW)	Spixworth & Sprowston Children's Centre	

Hoveton and Broadland Children's Centre (Hoveton Youth and Community Centre, Stalham Road, Hoveton NR12 8DJ)	Hoveton and Broadland Children's Centre	
Dussindale Children's Centre (Woodside Community Base, Witard Road, Norwich, NR7 9XD)	Dussindale Children's Centre	

In addition to the rationale described earlier, Drayton and Taverham Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Norfolk County Council freehold building
- c. Limited suitable children's centre alternatives in this district

**Borough of King's Lynn and West Norfolk**

Designated children's centres	Children's centres that may be available for alternative use for young children	Children's centre to remain designated and used as a district Early Childhood Family Service Base
St Clements Children's Centre (101 Churchgate Way, Terrington St Clement, King's Lynn PE34 4LZ)		<b>St Clements Children's Centre</b>
Hunstanton Children's Centre (Avenue Road, Hunstanton PE36 5BW)	Hunstanton Children's Centre	
North Lynn, Gaywood Children's Centre (4 Walpole Road, Kings Lynn PE30 2DZ)	North Lynn, Gaywood Children's Centre	
Vancouver Children's Centre (Fairstead Community Centre, Centre Point, King's Lynn PE30 4SR)	Vancouver Children's Centre	
West Walton Children's Centre (Ashleigh Infant and Nursery School, School Road, Wisbech PE14 7HA)	West Walton Children's Centre	
Nar Children's Centre (St Michael's Family Centre,	Nar Children's Centre	



<p>Saddlebow Road, King's Lynn PE30 5BN)</p> <p>Downham Market Children's Centre (Snape Lane, Paradise Road, Downham Market PE38 9JE)</p> <p>Methwold Children's Centre (Old School House, Brandon IP27 0QQ)</p> <p>Emneth Children's Centre (Hollycroft Road, Emneth, Wisbech PE14 8AY)</p>	<p>Downham Market Children's Centre</p> <p>Methwold Children's Centre</p> <p>Emneth Children's Centre</p>	
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In addition to the rationale described earlier, St. Clements Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Limited suitable children's centre alternatives in this district
- c. Car parking available

<b>Breckland District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Attleborough Children's Centre (2 Church Street, Attleborough NR17 2AH)	Attleborough Children's Centre	<b>Attleborough Children's Centre</b>
Watton Children's Centre (Westfield Infant and Nursery School, West Road, Thetford IP25 6AU)	Watton Children's Centre	
Thetford Kingsway Children's Centre (Kingsway, Thetford IP24 3DY)	Thetford Kingsway Children's Centre	
Thetford Drake Children's Centre (Drake Primary School, Fairfields, Thetford IP24 1JW)	Thetford Drake Children's Centre	
Dereham Central Children's Centre (Breckland District Resource Base, 18 London Road, East Dereham NR19 1AS)	Dereham Central Children's Centre	

Dereham South Children's Centre (Breckland District Resource Base, 18 London Road, East Dereham NR19 1AS)	Dereham South Children's Centre	
Litcham Children's Centre (Litcham Primary School, Weasenham Road, Litcham, Kings Lynn PE32 2QT)	Litcham Children's Centre	
Swaffham Children's Centre (White Cross Road, Swaffham PE37 7RF)	Swaffham Children's Centre	

In addition to the rationale described earlier, Attleborough Children's Centre has been proposed as a base for the following reasons:

- a) Local Service Strategy 'Multi-Function Centre' for services and staff to be located together
- b) Norfolk County Council freehold building

<b>South Norfolk District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Long Stratton Children's Centre (Manor Field Infant and Nursery School, Manor Road, Norwich NR15 2XR)		<b>Long Stratton Children's Centre</b>
Diss Children's Centre (Diss Infant and Nursery School, Fitzwalter Road, Diss IP22 4PU)	Diss Children's Centre	
Harleston Children's Centre (Harleston CE VA Primary School, School Lane, Harleston IP20 9HG)	Harleston Children's Centre	
Loddon Children's Centre (Loddon Library Annexe, Church Plain, Loddon NR14 6EX)	Loddon Children's Centre	
Wymondham Children's Centre (Ashleigh Infant and Nursery School, Sheffield Road, Sheffield Road, Wymondham NR18 0HL)	Wymondham Children's Centre	
	Hethersett Children's Centre	

Hethersett Children's Centre (Hethersett Woodside Nursery and Infant School, Firs Road, Hethersett NR9 3EQ)		
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In addition to the rationale described earlier, Long Stratton has been proposed as a base for the following reasons:

- a. Central location for district
- b. High public capital investment as a children's centre
- c. Norfolk County Council freehold building
- d. Car parking available

<b>Great Yarmouth Borough</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Seagulls Children's Centre (Shrublands, Magdalen Way, Gorleston, Great Yarmouth NR31 7BP)		<b>Seagulls Children's Centre</b>
Village Green Children's Centre (Moorlands Church of England Primary Academy, Moorland Way, Belton, Great Yarmouth NR31 9PA)	Village Green Children's Centre	
Greenacre Children's Centre (Peggotty Road, Great Yarmouth, NR30 3EF)	Greenacre Children's Centre	
Gorleston and Hopton Children's Centre (Gorleston Library, Lowestoft Road, Gorleston, NR31 6SG)	Gorleston and Hopton Children's Centre	
Great Yarmouth Children's Centre (Priory) (The Priory Centre, Priory Plain, Great Yarmouth NR30 1NW)	Great Yarmouth Children's Centre (Priory)	
Acle Marshes Children's Centre (Bridewell Lane, Acle, Norfolk NR13 3RA)	Acle Marshes Children's Centre	

<p>Caister Children's Centre (Caister Infant, Nursery School and Children's Centre, Kingston Avenue, Caister on Sea, Great Yarmouth NR30 5ET)</p>	<p>Caister Children's Centre</p>	
<p>Trinity Children's Centre (Martham Primary and Nursery School, Black Street, Martham, NR29 4PR)</p>	<p>Trinity Children's Centre</p>	

In addition to the rationale described earlier, Seagulls Children's Centre has been proposed as a base for the following reasons:

- a. Other agencies are already operating from this site
- b. High public capital investment as a children's centre
- c. Norfolk County Council freehold building
- d. Car parking available

<b>North Norfolk District</b>		
<b>Designated children's centres</b>	<b>Children's centres that may be available for alternative use for young children</b>	<b>Children's centre to remain designated and used as a district Early Childhood Family Service Base</b>
Holt Children's Centre (Corpusty and Holt Area Children's Centre, Charles Road, Holt NR25 6DA)		<b>Holt Children Centre</b>
Stalham & Sutton Children's Centre (Brumstead Road, Stalham NR12 9DG)	Stalham & Sutton Children's Centre	
North Walsham Children's Centre (Manor Road, North Walsham NR28 9HG)	North Walsham Children's Centre	
Mundesley Children's Centre (Trunch Road, Mundesley NR11 8LE)	Mundesley Children's Centre	
Cromer Children's Centre (Mill Road, Cromer NR27 0AD)	Cromer Children's Centre	
Stibbard Children's Centre (Fulmodeston Road, Stibbard, Fakenham NR21 0EL)	Stibbard Children's Centre	
	Fakenham Children's Centre	



<p>Fakenham Children's Centre (Fakenham Gateway Sure Start, Fakenham Infant and Nursery School, Norwich Road, Fakenham NR21 8HN)</p> <p>Wells Children's Centre (Polka Road, Wells-next-the-Sea, NR23 1JG)</p>	<p>Wells Children's Centre</p>	
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In addition to the rationale described earlier, Holt Children's Centre has been proposed as a base for the following reasons:

- a. High public capital investment as a children's centre
- b. Norfolk County Council freehold building
- c. Car parking available

We are now consulting on proposed new ways to deliver services to meet families' needs. We want to find out what people think about our proposed approach in general. We also want people's views on specific proposals about what might happen in their local area.

## **Have your say on our proposal for an Early Childhood and Family Service**

The views of Norfolk residents to the proposed changes set out in this document are very important. We need your thoughts and ideas to inform our decision-making as we shape the future of this service.

We also have a statutory duty to consult with those affected about any proposals that may result in significant changes to, and/or the use of, our children's centre buildings, as part of any proposed redesigned service.

### **Who we are consulting with:**

We want the views of the public in Norfolk, and in particular we want to hear from families, community groups, staff, children's centre advisory board representatives, service providers, district councils, parish councils and voluntary sector organisations.

### **We are consulting through:**

- Our online consultation – visit [www.norfolk.gov.uk/childrenscentres](http://www.norfolk.gov.uk/childrenscentres) to complete this consultation online.
- This paper copy of our consultation.
- Events.

## **Personal information, confidentiality and data protection**

We will use any personal information to see how representative the feedback is of Norfolk's population. We will also use it to see if any particular groups of people are especially affected by our proposals.

We will process any personal information we receive from in line with the *General Data Protection Regulation (GDPR)* (Regulation (EU) 2016/679), the Data Protection Act 2018 and Norfolk County Council's data protection policy and guidelines. This means that Norfolk County Council will hold your personal data and only use it for the purpose for which it was collected,

being this consultation. We won't identify individuals when reporting back our findings and under our record management policy we will keep this information for five years.

We will also, under normal circumstances, not pass your personal data on to anyone else. However, we may be asked under access to information laws to publish or disclose some, or all, of the information you provide in response to this consultation, including any personal information. We will only do this where such disclosure will comply with such relevant information laws which include the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

**Questions we are inviting you to answer as part of this consultation:**

1. We are proposing to create an Early Childhood and Family Service that would offer:

- Community support - helping communities and parents offer local activities and groups
- Online digital offer – providing information, advice and guidance for all
- Group-based support - working with families who need extra help
- One-to-one support - working with families who need extra help

How far do you agree with or disagree with our proposal? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

2. Why do you say that? Please write in below:

3. If our proposals went ahead how, if at all, would you be affected? Please write in below:

4. If you have any specific comments about any of the four types of services we are proposing please write them in the relevant section below:

Community support - helping communities and parents offer local activities and groups

Online digital offer – providing information, advice and guidance for all

Group-based support - working with families who need extra help

One-to-one support - working with families who need extra help

5. We are proposing that the service would run groups and other outreach services through a variety of different community venues, such as schools, libraries, village halls, community centres and GPs surgeries.

How far do you agree or disagree with this approach? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

6. Why do you say that? Please write in below:

7. We are proposing to use seven of our current children's centre buildings as early childhood and family bases. Where possible we would like to continue to use the other 46 children's centre buildings to support families with children under the age of five years

How far do you agree or disagree with this approach? Please select one only:

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know

8. Why do you say that? Please write in below:

9. If you have any suggestions for how we could use any of the 46 buildings mentioned above to support families with children under the age of 5 years please write these in below. If your suggestion is about a specific building please tell us which one.

### About you

We use this information to see how representative the feedback is of Norfolk's population. We also use it to see if any particular groups of people are especially affected by our proposals.

10. Please select all the descriptions that apply to you?

- I am a parent / carer of a child (or children) aged 0-5
- I currently use children's centre services
- I am a children's centre worker
- I work for an organisation that operates from a children's centre
- None of the above

11. If you currently use a children's centre, which one do you usually use? Please select one from the list below:

- Acle (Marshes) Children's Centre
- Attleborough Area Childrens Centre
- Aylsham Cluster Area Children's Centre
- Bowthorpe, West Earlham and Costessey Children's Centre
- Caister Children's Centre
- Catton Grove, Fiddlewood and Mile Cross Children's Centre
- City and Eaton Children's Centre
- Corpusty and Holt Area Children's Centre
- Cromer Children's Centre
- Dereham Central Children's Centre
- Dereham South Children's Centre
- Diss Children's Centre
- Downham Market Childrens Centre
- Drayton and Taverham Childrens Centre
- Dussindale Children's Centre
- Earlham Early Years Centre
- East City and Framingham Earl Area Children's Centre
- Emneth Children's Centre
- Fakenham Gateway Children's Centre
- Gorleston and Hopton Children's Centre



Greenacre Children's Centre, Peggotty Road, Great Yarmouth	<input type="checkbox"/>
Harleston Area Childrens Centre	<input type="checkbox"/>
Hellesdon Childrens Centre	<input type="checkbox"/>
Hethersett Area Childrens Centre	<input type="checkbox"/>
Hoveton & Broadland Area Children's Centre	<input type="checkbox"/>
Hunstanton Childrens Centre	<input type="checkbox"/>
Litcham Children's Centre	<input type="checkbox"/>
Loddon Area Childrens Centre	<input type="checkbox"/>
Long Stratton Area Childrens Centre	<input type="checkbox"/>
Methwold Children's Centre	<input type="checkbox"/>
Mundesley Children's Centre	<input type="checkbox"/>
Nar Children's Centre	<input type="checkbox"/>
North City Children's Centre, Angel Road Infant School	<input type="checkbox"/>
North Lynn, Gaywood North Bank and The Woottons Children's Centre	<input type="checkbox"/>
North Walsham Children's Centre	<input type="checkbox"/>
Priory Children's Centre, Great Yarmouth	<input type="checkbox"/>
Reepham Children's Centre	<input type="checkbox"/>
Seagulls Children's Centre, Gorleston	<input type="checkbox"/>
Spixworth & Sprowston Children's Centre	<input type="checkbox"/>
St Clement's Children's Centre, Terrington St Clement	<input type="checkbox"/>
Stalham and Sutton Children's Centre	<input type="checkbox"/>
Stibbard Children's Centre, Fakenham	<input type="checkbox"/>

- Thetford Children's Centre, Kingsway
- Thetford Drake Children's Centre, Drake Infant School & Nursery
- Swaffham Children's Centre
- Thorpe Hamlet and Heartsease Children's Centre
- Trinity Children's Centre, Martham
- Vancouver Children's Centre, King's Lynn
- Village Green Children's Centre, Belton
- Watton Children's Centre
- Wells-next-the-sea Children's Centre
- West Walton Children's Centre
- Wymondham Area Children's Centre
- Don't know

**12. Are you responding as...?**

Please select one answer

- An individual / member of the public
- A family
- On behalf of a voluntary or community group
- On behalf of a statutory organisation
- On behalf of a business
- A Norfolk County Councillor
- A district or borough councillor
- A town or parish councillor
- A Norfolk County Council employee

13. If you are responding on behalf of another organisation, what is the name of the organisation, group or business?

Please write your answer in the box:

14. Are you...?

Please select one answer

Male

Female

Prefer to self-describe (please specify below)

Prefer not to say

If you prefer to self-describe please write in here:

15. How old are you?

Please select one answer

Under 18

18-24

25-34

35-44

45-54

55-64

65-74

75-84

85 or older

Prefer not to say

16. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do?

Please select one answer

Yes

No

Prefer not to say

17. How would you describe your ethnic background?

Please select one answer

White British

White Irish

White other

Mixed

Asian or Asian British

Black or Black British

Chinese

Prefer not to say

Other ethnic background - please describe below

18. What is your first language?

Please write your answer in the box:



19. What is the first part of your postcode? (e.g. NR4)

Please write your answer in the box:



You can respond by post for free to:

Freepost Plus RTCL-XSTT-JZSK, Norfolk County Council, Ground floor - South Wing, County Hall, Martineau Lane, Norwich NR1 2DH.

However, if you want to help the council save money please use a stamp and send to this address: Stakeholder and Consultation Team, Norfolk County Council, Ground floor - South Wing, County Hall, Martineau Lane, NR1 2DH.

You may wish to keep a copy of your response to our consultation for your own records.

We are consulting from Monday 17<sup>th</sup> September to midnight on Friday 9<sup>th</sup> November 2018. Please note that if we receive any consultation responses after this date we cannot guarantee that we will be able to take them into account.

## **How we will make our decision and report back to you**

We will take a report about the findings to this consultation to our Children's Services Committee on 22 January 2019. The report will feed back what people have told us about the potential impact of our proposal. Our county councillors will use this as part of the evidence they consider when deciding whether to go ahead with this proposal.

They will consider:

- The impact of the proposal on individuals, groups or communities and in particular on people identified as having 'protected characteristics' under the Equality Act 2010. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. As well as this equality impact assessment, councillors will consider the impact of proposals on rural areas.
- The views of people and stakeholders consulted.
- The evidence of need and what is proven to work effectively and well.



- The financial and legal positions and any constraints at the time.

**Your opinions are valuable to us. Thank you for taking the time to read this document and respond.**



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

September 2018

**MEDIUM TERM FINANCIAL STRATEGY – 2019/20 TO 2022/23**

- Summary: This report presents an updated Medium Term Financial Strategy (MTFS) for the period 2019/20 to 2022/23. The strategy has been updated to support the Corporate Plan for the period 2015 to 2019.
- Options considered: The MTFS has been refreshed in the year and provides an updated financial projection in support of the 2019/20 budget process.
- Conclusions: The financial position for 2019/20 is currently showing a deficit of c£319k with ongoing funding gaps year on year reaching c£2.1m in 2022/23. The MTFS identifies the key themes and priorities for the Council in seeking to reduce the forecast budget gap.
- Recommendations: **It is recommended that Members of the Overview and Scrutiny Committee consider the contents of the report and MTFS and make recommendations to Cabinet as required.**
- Reasons for Recommendations: To refresh the Medium Term Financial Strategy in line with the Corporate Plan and to inform the detailed budget work for 2019/20.

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

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

*2018/19 Budget report and in year budget monitoring reports.*

Cabinet Member(s) Cllr Wyndham Northam	Ward(s) affected All
Contact Officer, telephone number and email: Duncan Ellis, Head of Finance and Assets, 01263 516330, <a href="mailto:duncan.ellis@north-norfolk.gov.uk">duncan.ellis@north-norfolk.gov.uk</a>	



## **1. Introduction and Background**

- 1.1 The paper attached as an appendix to this covering report sets out the Financial Strategy for the period 2019/20 to 2022/23. It sets out how both the external financial changes and internal budget pressures will impact on the overall financial position of the Council for the next four years.
- 1.2 In addition the Financial Strategy updates the Council's financial projections for the medium term. It identifies the budgetary pressures on the Council during the period of the Corporate Plan by examining inflation, service pressures, income streams, reserves and the capital programme and seeks to identify strategies for addressing these areas within the overall context of the revenue and capital budgets.
- 1.3 This will be the last MTFS to be based on the current Corporate Plan with a new updated Corporate Plan expected following the elections in May 2019.
- 1.4 Revised funding projections have been made and are included within the MTFS. These have been informed by the 2017/18 outturn position along with the in-year budget monitoring and updating for delivery of savings and additional income that was factored into the current and future financial forecasts as part of the 2018/19 budget process.
- 1.5 As part of the annual budget process the Financial Strategy is the first of a number of pieces of work which culminate in setting the annual budget for the forward financial year in February 2019.
- 1.6 The papers are being presented for pre-scrutiny ahead of consideration by Cabinet on 29 October with final approval by Full Council on 21 November.

## **2. Financial Implications and Risks**

- 2.1 The detail within the financial strategy has highlighted the significant challenges that Local Authorities are facing in terms of the forecast funding reductions.
- 2.2 The strategy provides an update to the funding forecasts for the period 2019/20 to 2022/23.
- 2.3 The Strategy provides details of a programme of key themes that will be delivered over the period of the financial strategy that will assist in reducing the forecast budget gap although further work is required to try and address a forecast shortfall in excess of £2m by the end of the period currently under review.

## **3 Sustainability**

- 3.1 This report does not raise any sustainability issues.

## **4. Equality and Diversity**

- 4.1 This report does not raise any equality and diversity issues.

## **5. Section 17 Crime and Disorder considerations**

- 5.1 This report does not raise any Crime and Disorder considerations.

# Medium Term Financial Strategy

2019/20 to 2022/23

North Norfolk District Council

# Executive Summary

North Norfolk District Council's Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan. The MTFS sets out how Council's priorities will be achieved by setting out the framework within which resources are available to the Council over the medium term and the financial challenges facing the Council in terms of future funding gaps.

## The MTFS Aims to:

- provide a high-level assessment of the resources available and outlines the projections for the following four financial years (beyond the current year);
- refresh the financial projections taking into account a number of local and national factors. These will include known spending pressures and commitments, along with forecast future funding reductions and the impact of the national economic outlook;
- provide preparatory work for the following year's budget;
- explore the demands on the capital programme both in terms of ambition and resources along with the impact on the revenue account and reserve levels held by the Council;
- address the sustainability of the Council's financial position.

The MTFS is fundamentally linked to the Corporate Plan, a summary of which can be found at: [https://www.north-norfolk.gov.uk/media/2394/corporate\\_plan\\_summary\\_2015\\_to\\_2019.pdf](https://www.north-norfolk.gov.uk/media/2394/corporate_plan_summary_2015_to_2019.pdf)

The following diagram provides an overview of the financial processes undertaken by the Council to ensure value for money for the tax payers.



The updated forecasts in this strategy build on previous figures from the 2018/19 Budget setting exercise in early 2018 as described by the table below.

	<b>2018/19 Base Budget</b>	<b>2019/20 Projection</b>	<b>2020/21 Projection</b>	<b>2021/22 Projection</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
(Surplus)/Deficit forecast Feb 2018	(843,441)	1,565,599	2,128,739	2,111,233
Revised Funding	-	(21,813)	340,306	714,188
Revised Budget Pressures	-	(500,000)	(500,000)	(500,000)
Revised Income and savings	-	(724,454)	(373,500)	(356,000)
<b>Revised (Surplus)/Deficit Oct 2018</b>	<b>(843,441)</b>	<b>319,332</b>	<b>1,595,545</b>	<b>1,969,421</b>

The Council is currently projecting a deficit position for the coming years. Forecasting the deficit allows the Council time to plan mitigating actions more effectively, meaning they are more likely to be successful. This strategy will explore some of the Council's plans for addressing this deficit. As can be seen from the full General Fund summary contained within appendix 1, based on the updated forecasts for the final year of this plan (2022/23), the deficit is forecast to be in excess of £2m by the end of the period currently under review.

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2. National Pressures
3. Local Pressures
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6. Income
7. Looking forward
8. Closing the budget gap

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# 1. Context

*Some financial pressures are driven nationally and are beyond the control of the Council and may come about due to policy directions of new legislation from Central Government. Some of these which impact NNDC are shown below.*

The population of North Norfolk is gradually increasing, with residents living longer. There is a higher than average number of residents migrating into the district, particularly in the 50-64 years age group as people retire to the area. When compared to county and regional averages, there are far more over 55 year olds proportionately that live in North Norfolk; this puts pressure on services such as Adult Social Care in the district.

North Norfolk has a fairly low index of deprivation score, but is higher than the Norfolk and East of England averages. Areas of deprivation often require higher levels of service provision and are a budget pressure for both NNDC and the County Council. Barriers to housing services and living environment are the highest deprived domains within North Norfolk and these are increasing in deprivation.

The strongest business sectors in the district are:

- Accommodation and food services
- Manufacturing
- Arts, entertainment and recreation
- Retail

There is a higher than average number of micro-businesses in North Norfolk and this trend is increasing. This area has a lower than average number of new business start-ups. The Council offers support for its small businesses through Business Rates relief schemes.

North Norfolk has proportionally more residential property sales than the East of England average, with house prices higher than the County average. The unaffordability of houses and number of second homes is proportionally higher in North Norfolk and is on the increase. The high number of second homes particularly increases the burden on Council services, as well as affecting the sense of community in individual areas with a high number of second homes.

A large part of the North Norfolk economy is dependent on tourism and travel to the area, with the Council itself benefiting directly from tourism in the form of car parking income. Visitor trips to North Norfolk are increasing, with July, August and December being the most popular months for tourists. Overall, visitors spend and the numbers of jobs in the tourism sector are increasing.

## 2. National Pressures

## National Pay Review

There are ongoing discussions in relation to the national pay spine and national living wage which are likely to impact on staffing costs. As part of the 2016-18 pay deal, the National

*These arise from local circumstances and demand for services. The financial effects of these must be dealt with by the Council, as there is often no external funding.*

Joint Council (NJC) agreed to conduct a review of the NJC pay spine. The primary reason for this review is the introduction of the National Living Wage (NLW).

The forecast of £8.75 per hour NLW in 2020 requires a 12.5% increase from current £7.78 bottom rate of the NJC pay spine. However NNDC already pay a supplement up to the Real Living Wage (RLW) which is currently £8.75 per hour. Previous forecasts regarding the potential impact of this changes were estimated to be £450,000 on the assumption that the review would impact the whole of the pay spine (excluding Heads of Service/Senior Management), the estimated impact being 4-6% on the total pay bill.

However the Council is in a fortunate position as it only needs to make minor adjustments to our grade bands and these are only at the lower end of the scale (no impact above grade 10). Due to this the revised impact of these changes is expected to be around £250,000 and this is the figure currently built in to the future projections. Ultimately this will mean that our minimum rate is above the NLW and there should also be a positive impact on our gender pay gap although the scheme is still subject to approval by Unison.

## Brexit

Following the Brexit referendum result we are due to leave the European Union (EU) on 29 March 2019. At present it is unclear as to exactly what deal will be negotiated and how this might then impact on a raft of factors including Local Government funding, inflation, businesses, availability of labour for construction etc. Due to the level of uncertainty this poses it is flagged as a risk rather than having any quantifiable financial risk. Volatility of investments, cost of commodities and access to funding streams are all likely to affect NNDC post-Brexit.

## Low interest rates

The current Bank of England bank rate is 0.75% following two recent rate rises. Investment income continues to be an important source of income to the Council. This is generated from investment of the Council's reserves and surplus funds from the timing of daily cash inflows and outflows. In this climate of low interest rates, the Council has had to work hard to generate investment returns that outstrip inflation.

If this does not happen, not only does this put pressure on our budget through lost investment income, but inflation effectively erodes the spending power of the invested cash. On the upside, borrowing continues to be relatively cheap, and remains a potential source of capital funding for the council and an effective tool to help manage cash flows. As can be seen below the current rate of CPI inflation as at August 2018 is 2.7% and our average rate of return on investments is 2.58%. The current year's budget assumes that an average rate of 3.3% will be achieved.

## 3. Local Pressures

### Local Economic changes

NNDC derives significant sums of income from fees and charges for services such as car parking and planning. These will be affected by factors outside the Council's control, such as the weather, consumer confidence and the general health of the economy.

### Waste Management

Waste management currently represents a pressure for two reasons. The first relates to the current outsourced contract, which is coming to an end in March 2020 and is in the process of being re-procured. This represents a potential cost pressure as market conditions have changed since the contract was last let. We are anticipating this will cost around £700,000 a year more than currently. Recycling income is also under threat as recent quality control developments in China have effectively closed that market with income reducing as a result. The Council is currently exploring ways to mitigate this.

### Local Council Tax Support Schemes (LCTS)

The LCTS scheme was implemented in April 2013 as a replacement to Council Tax Benefit. This change was part of wider welfare reforms to reduce expenditure, giving responsibility of the replacement scheme to Local Councils. LCTS schemes should encourage people into work and be based on the ability to pay. Previously the Council Tax Benefit scheme was 100% funded through subsidy paid to the Council from the Department for Work and Pensions (DWP).

From April 2013 each billing authority was given the discretion to set their own scheme, although at the outset the government did stipulate that the scheme would not change the 100% maximum support for low income pensioners i.e. they would receive the same level of support as they did under the system of Council Tax Benefit. Funding for LCTS is no longer received as a separate subsidy grant but is now within the overall Local Government Funding system as non ring-fenced funding within the Revenue Support Grant (RSG) and baseline funding level. The local scheme (for North Norfolk) has remained the same since the introduction of LCTS in 2013/14. The local scheme means that those of working age previously entitled to 100% maximum council tax benefit are required to pay a maximum of 8.5% of their council tax liability.

The Council Tax Support Working Group met in June 2018 to consider the options for the LCTS for 2019/20 and decided that the scheme should remain the same. With the changes made for the rollout of Universal Credit there will be implications for the cost of LCTS schemes. The Council will need to review options going forward to ensure this remains a cost effective, affordable scheme.



## 4. Inflation

*Inflation is the rate at which the prices for goods and services that the Council buys are expected to rise. At the end of August, Consumer Price Index (CPI) inflation was at 2.7%, considerably higher than the Bank of England's target rate of 2%*

**Staff Pay** - the forecasts assume an annual pay award of 2%. The Council is part of a national pay agreement and as a guide for NNDC, 1% equates to approximately £100,000 annually. Therefore should the annual pay award agreement be different to the 1% assumed, say for example by 0.5%, this would equate to an additional cost of £50,000 per annum.

**General prices and contracts** - the Council assumes in this financial strategy that inflation will follow the pattern in the graph below as outlined by the Office for Budget Responsibility (OBR) with general price increases being assumed at around 2%. There are also some areas and contracts, such as the waste contract, which use different indices to calculate annual increases and these are taken account of where appropriate.

**Income (fees and charges)** – In recent years budgets for fees and charges have included a 3% increase unless there have been specific reasons for higher or lower increases or alternatively the Council is not able to influence them.

During the 2018/19 budget setting process, the inflationary pressure on the budget for 2019/20 was assumed to be £336,000 in total, offset partly by income inflation of (£69,000).

**Chart 1 – Inflation Forecast 2019/20 onwards (source OBR)**



## 5. Funding changes

*Local Government is currently going through a significant period of change in terms of the way it is funded and the way the funding elements are to be calculated for the future.*

### Settlement Funding

The Local Government funding settlement is issued each year by the Ministry of Housing, Communities and Local Government (MHCLG) and for NNDC comprises several elements. These include Revenue Support Grant (RSG), New Homes Bonus (NHB), Baseline Funding Level (via the Business Rates Retention Scheme), Council Tax (through the setting of referendum principles) and Rural Services Delivery Grant.

RSG is an un ring-fenced grant which can be spent on services at NNDC's discretion. This has been reducing over the past years, and in 2019-20, the last year of receipt of this grant, NNDC will receive just £88,000 compared to £2.4m back in 2015/16.

To reflect North Norfolk's rural nature and the increasing cost this brings to the Council in terms of sparsity, NNDC receive an annual amount of Rural Services Delivery Grant. The final year of this grant is assumed to be 2019-20.

The total amount of settlement funding is anticipated to drop, as detailed below and is summarised below in Chart 2. Chart 3 shows the change in total funding sources, including Council Tax.

Chart 2: Anticipated Settlement Funding Assessment

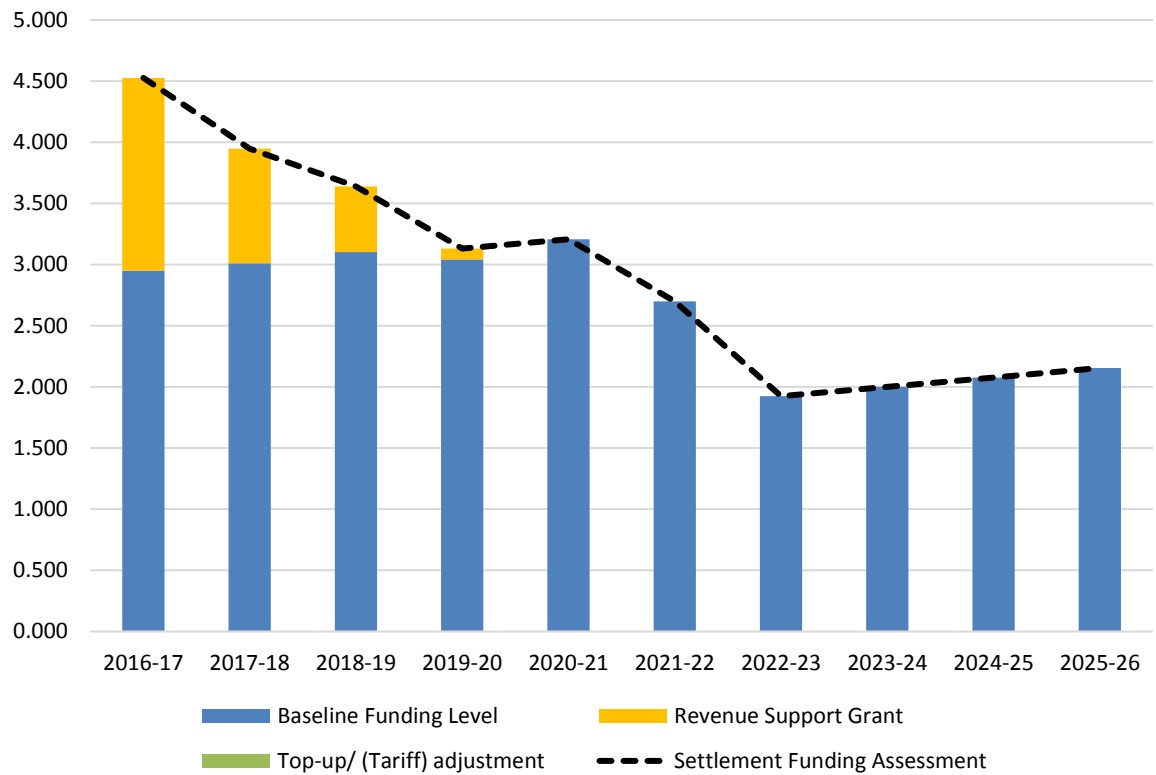
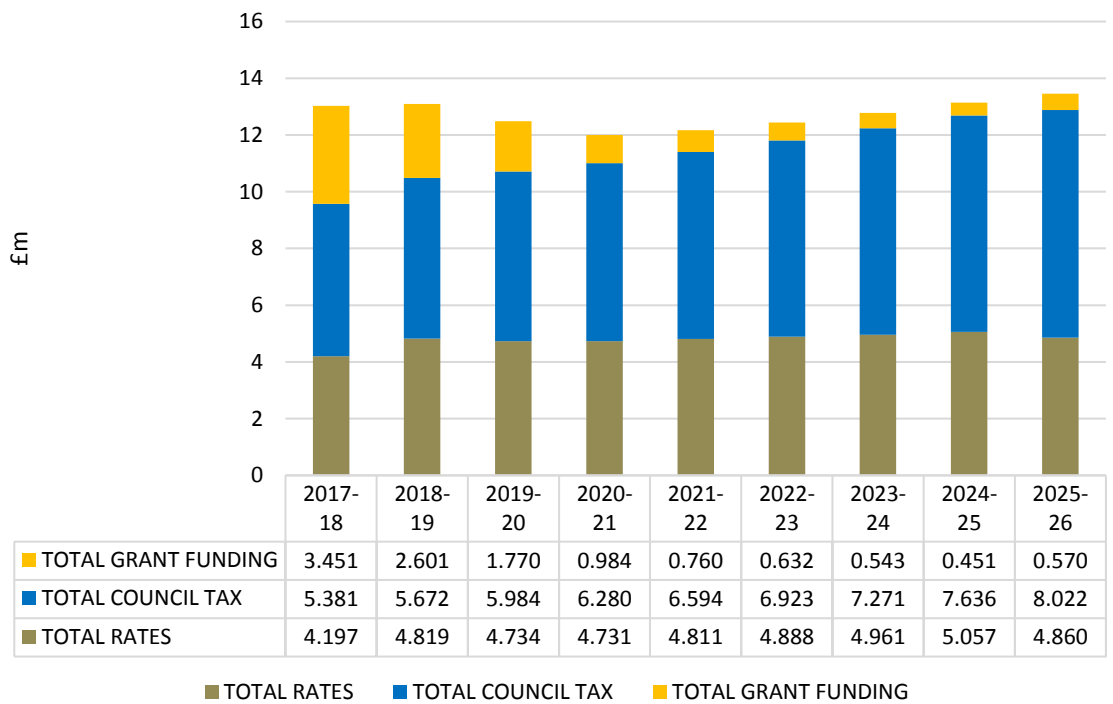


Chart 3: Sources of Funding



## Spending Review/Fair Funding Review

There are a number of projects currently being carried out by MHCLG which have the potential to have a large and unpredictable impact on the Council's finances. The Fair Funding Review is looking at refreshing the data and formulas that sit behind funding allocations for Local Authorities from Central Government. This has not been done since 2011, so even simply refreshing the data would potentially cause large shifts in funding between Councils.

The current crisis in social care funding is likely to mean that more money is channelled towards Authorities with social care responsibilities (such as the County) and away from Authorities such as NNDC. The Fair Funding Review will look again at what drives a Council's need to spend, what resources they can raise locally and create new funding allocations for each authority.

The overall amount of funding available for allocation – the quantum - will be governed by the Spending Review, which will effectively decide how much money each Central Government department will have available to spend. Both of these reviews represent significant risk to NNDC's balanced budget position and are being monitored closely by officers. Within this strategy, the Council has assumed there will be a reduction to core funding of approximately £850,000 (before damping) as a result of the Fair Funding Review.

## **6. Income**

*The Council derives a limited and reducing amount of funding from Central Government, with the main sources of income now being locally raised taxes, fees and charges and specific grants. This section explains more about how the Council is funded and how this is expected to change over the coming years.*

### Business Rates Retention

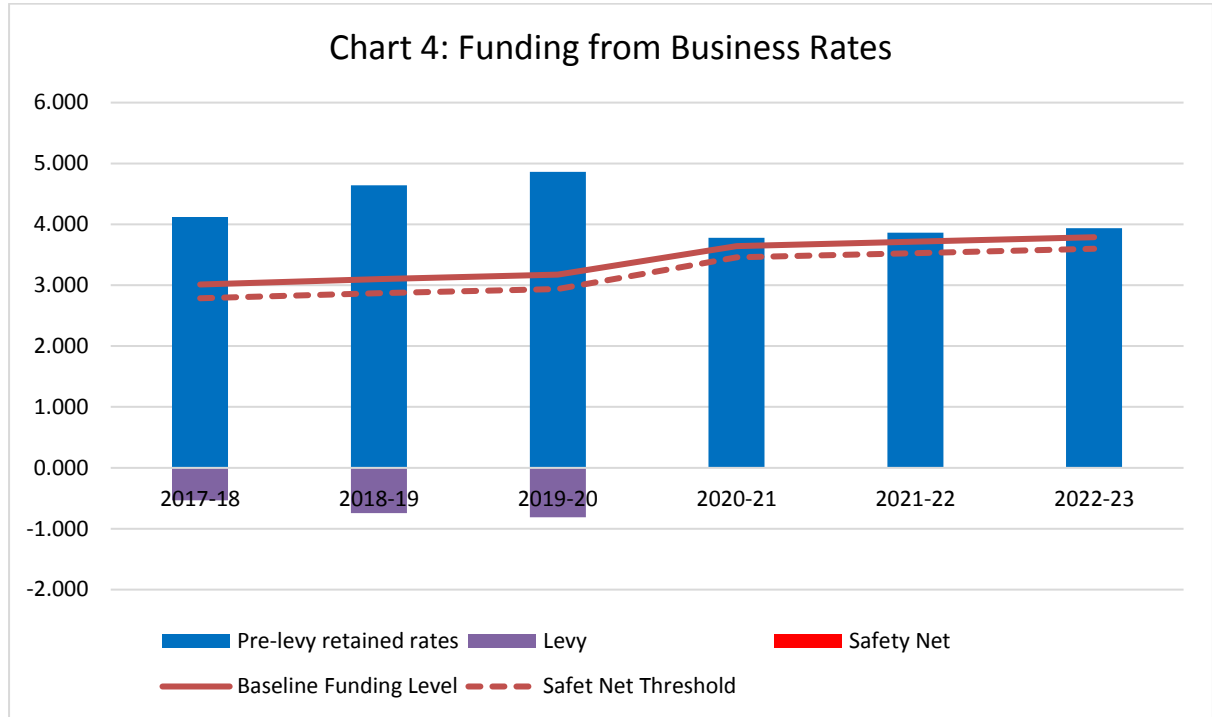
Since the 2013/14 financial year, local government has been able to retain 50% of the growth in the local business rates income to support services. As part of a manifesto commitment, the Government had pledged to allow Councils more control locally over their finances, and as part of this began to plan for an eventual system of 100% local retention of business rates growth. In exchange for this, Councils would have to forgo certain grants received from Central Government.

Following the snap General Election in 2017 and a period of uncertainty around the new Business Rates Retention Scheme, MHCLG have now confirmed a local 75% share from April 2020. A small number of authorities will pilot this scheme in 2019-20. North Norfolk District Council has applied to be a pilot authority as part of the Norfolk Business Rates Pool, as it is forecast that the pilot would bring significant financial benefit to the district.

The income from the current system is shared on the basis of 50% being returned to Central Government, 40% being retained by NNDC with 10% going to the County. However, while

technically NNDC's share is projected to be around £12.7m, after the tariff payment is made the net income to NNDC reduces to around £4.7m for 2019/20.

Chart 4 shows the anticipated funding for the Council from the Business Rates Retention Scheme.



### New Homes Bonus

The New Homes Bonus (NHB) was introduced in 2011/12 as an incentive and reward mechanism to promote housing growth. Councils receive payment for new houses built in the district and also long term empty properties that have been brought back into use with 80% kept by NNDC and 20% returned to the County. Since its initial introduction the payment mechanism has undergone two fundamental changes which have significantly impacted on the income received by NNDC.

The first was the transition from payments rolled up over a 6 year period up to 2016/17 (for which the Council received £2.1m, to 5 years in 2017/18 to the new 'floor' of 4 years from 2018/19 onwards.

The second was in 2017/18 when a national baseline of 0.4% (based on property numbers within the district) was introduced. For the current financial year this equates to 192 properties which is supposed to represent 'normal growth' and it is now only properties which exceed this baseline that attract the bonus.

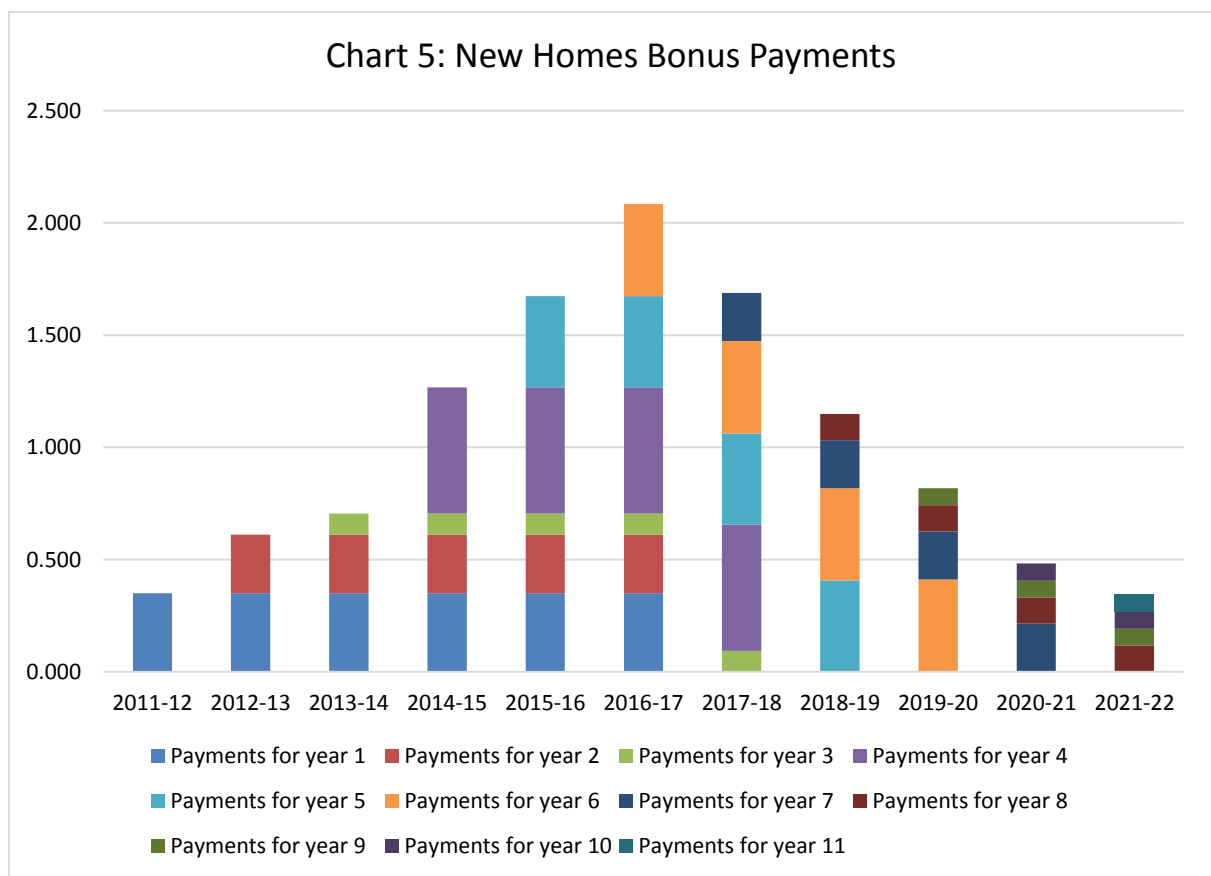
The combined effect of these two changes is forecast to see income decrease from the highest point in 2016/17 of £2.1m to only £0.3m in 2021/22 and that is assuming that the baseline only increases to 0.6% as per the current projections.

The current consultation on the settlement indicates that the Government is intending to increase this baseline level for the 2019/20 financial year, as money is redirected by the

Ministry into social care, but it is not yet clear by how much. Our forecasts assume a 0.2% increase of the national baseline to 0.6% and a continuation of the premium paid for affordable dwellings (currently £350 per dwelling).

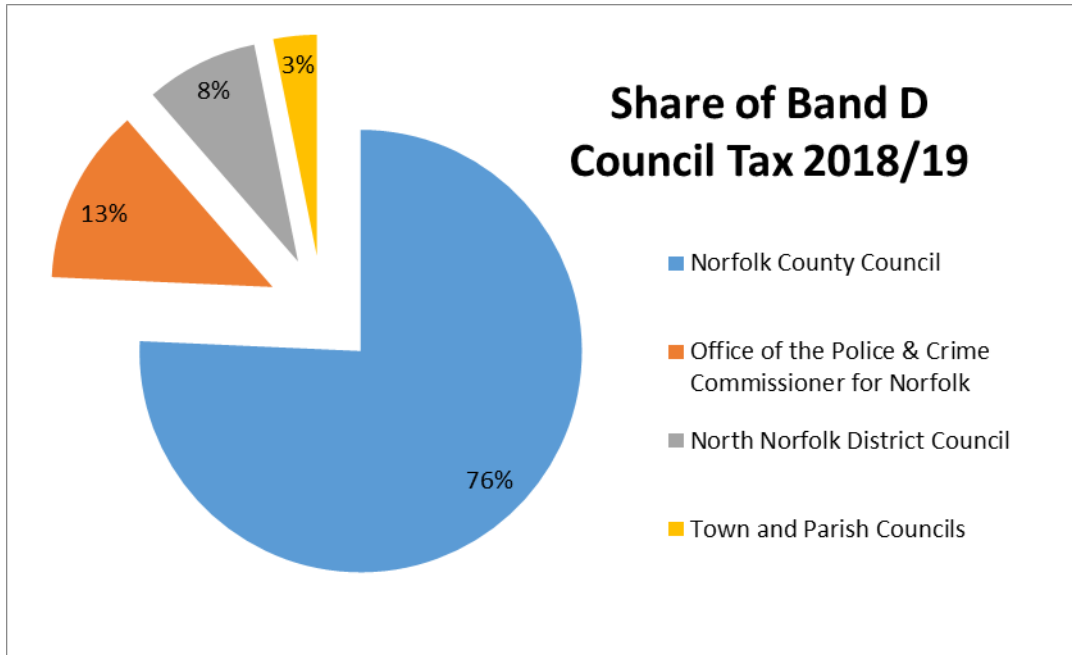
The current forecasts of growth in the District anticipate a 0.67% increase in dwellings; any increase of the national baseline above the 0.6% level forecast would effectively mean the only NHB earned would be in relation to any affordable homes delivered which aren't impacted by the baseline (just over £19,000 based on the 2018/19 budget). The Government intends to consult further in the coming months on more radical changes to the distribution of NHB, to ensure that additional housing growth is rewarded, rather than what could be seen as normal growth and there is a very strong possibility that NHB will disappear altogether in the very near future.

Chart 5 shows the forecast payments to the Council for NHB.



### Council Tax

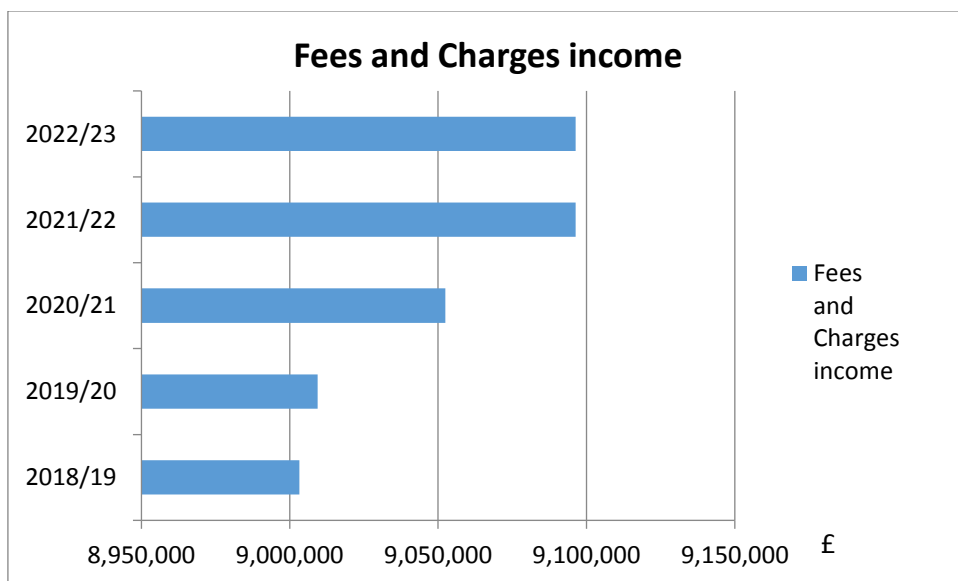
NNDC is the billing authority for the district of North Norfolk. This means that NNDC send out the Council Tax bills to residents and collect the Council Tax, but most of this is then distributed to the County Council and Norfolk Police Authority with a further element then going to town and parishes councils.



The charge on a Band D property which is retained by NNDC is currently £143.82. Any increases on this amount are restricted by a cap put in place by the Government, which means that NNDC cannot increase its precept by more than 3% or £5, whichever is the greater. The Government is currently consulting on this, but the current view is that this cap will remain the same for the coming year. Within the MTFS, it has been assumed that NNDC will increase its precept annually by the maximum amount to partly offset the reduction in grant funding from Central Government.

#### Fees and charges

The Council has limited means to charge for some of the services it provides. Some of these charges are set by central government, but the Council has discretion over the levels of others. The latest projections for fee income are shown below.



## 7. Looking forward

*In the context of these pressures and reduced funding, the Council has produced a forecast for spend for Capital and Revenue purposes and also anticipated use of Reserves*

### General Fund

The General Fund shows how much the services provided by the Council cost the taxpayer, and how much funding is required from other sources.

Table 1: General Fund Summary 2019/20 – 2022/23

	<b>2018/19 Base Budget</b>	<b>2019/20 Projection</b>	<b>2020/21 Projection</b>	<b>2021/22 Projection</b>	<b>2022/23 Projection</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Net Operating Expenditure	14,677,474	16,496,154	16,004,601	16,135,643	16,235,643
Contributions to/(from) Earmarked Reserves:	(1,040,693)	(1,889,133)	(585,248)	(462,808)	(462,808)
Amount to be met from Government Grant and Local Taxpayers	13,636,781	14,607,021	15,419,353	15,672,835	15,772,835
Income from Government Grant and Taxpayers	(14,480,222)	(14,287,689)	(13,823,808)	(13,803,414)	(13,898,873)
<b>(Surplus)/Deficit</b>	<b>(843,441)</b>	<b>319,332</b>	<b>1,595,545</b>	<b>1,869,421</b>	<b>1,873,962</b>

### Reserves

The Council holds a number of 'useable' reserves both for revenue and capital purposes which fall within one of the following categories:

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

The *General Reserve* is held for two main purposes:

- to provide a working balance to help cushion the impact of uneven cashflows and avoid temporary borrowing
- a contingency to help cushion the impact of unexpected events or emergencies

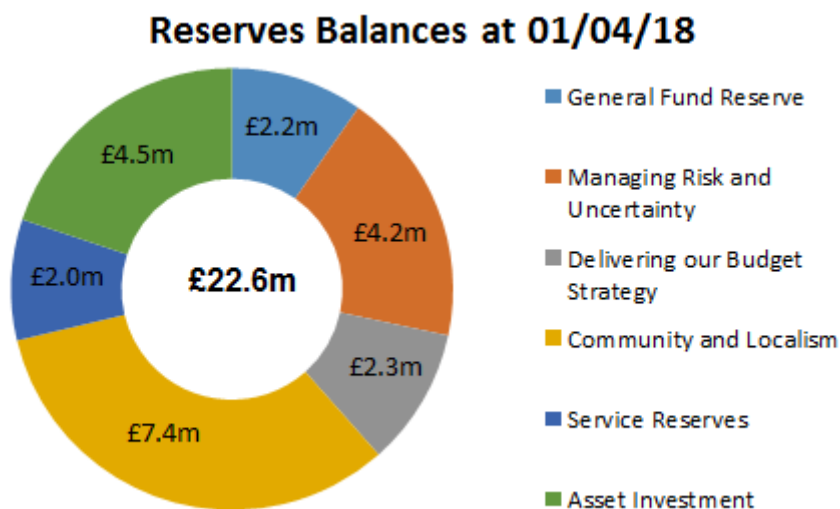
As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared.



*Earmarked Reserves* provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce the impact on Council Tax payers of future uncertain events such as business rate appeals or clawback of benefit subsidy.

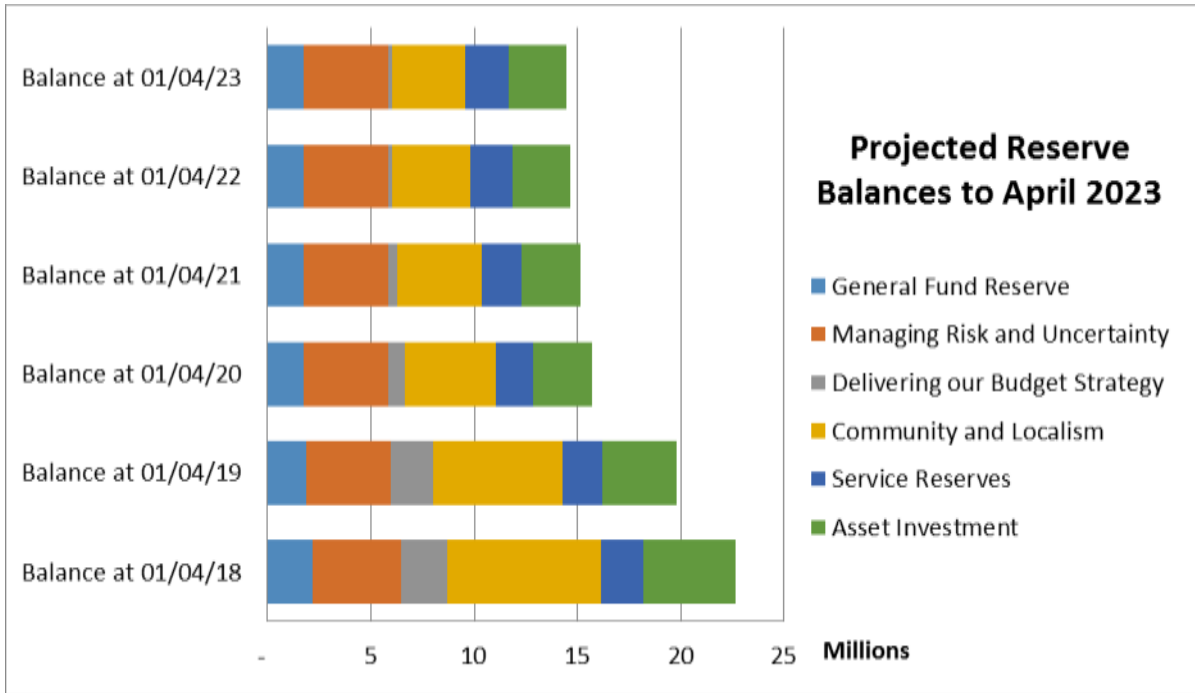
All reserves, general and earmarked, will be reviewed over the coming months as part of setting the budget for 2019/20, with a view that where commitments have not been identified and funds or reserve balances are no longer required these are re-allocated to specific reserves to address other requirements as applicable.

Use of reserves to balance a budget provides only a short term solution as the funds can only be used once. They can however be used to smooth the impact of funding gaps over the short to medium term and to allow for planning and implementing projects and work streams that will deliver a longer term financial benefit through reduced costs and/or additional income.



Similarly, reserves can be used to fund one-off costs for projects that will deliver a longer-term benefit. For example the use of the Restructuring and Invest to Save reserve to fund one-off restructuring costs, where a restructuring will deliver a longer term saving for a service and for some of the implementation and project costs for the Business Transformation programme that will deliver future savings. The use of reserves in this way will be considered as part of the full business case for individual project proposals, taking into account the payback period of the project along with indirect financial implications, for example, reduced balances available for investment and the associated loss of investment income.

The *Capital receipts Reserve* consists of capital receipts from the disposal of assets and land and is used to fund the capital programme. Capital receipts can not ordinarily be used to fund revenue expenditure.



This strategy predicts a fall in the levels of Reserves held from £22.6m to £14.5m by April 2023

## Capital

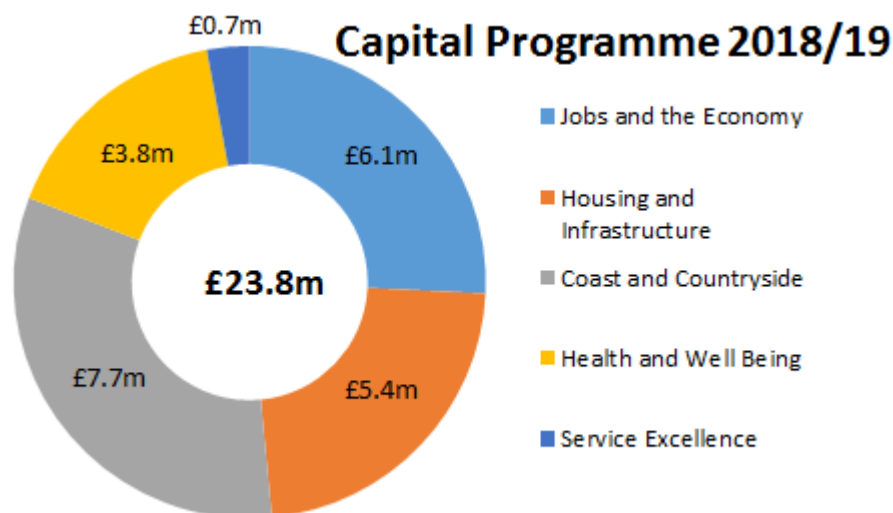
The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years.

As capital expenditure is incurred, a source of finance must be identified. This can be done through capital receipts, grants and other revenue resources or alternatively through borrowing.

Any expenditure that is financed through borrowing increases the Council's 'Capital Financing Requirement' (CFR). Each year a revenue charge called the Minimum Revenue Provision (MRP) is made to reflect the funding of the CFR by the taxpayer, it is required to be set aside to cover the repayment of debt caused by the need to borrow for capital purposes. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.

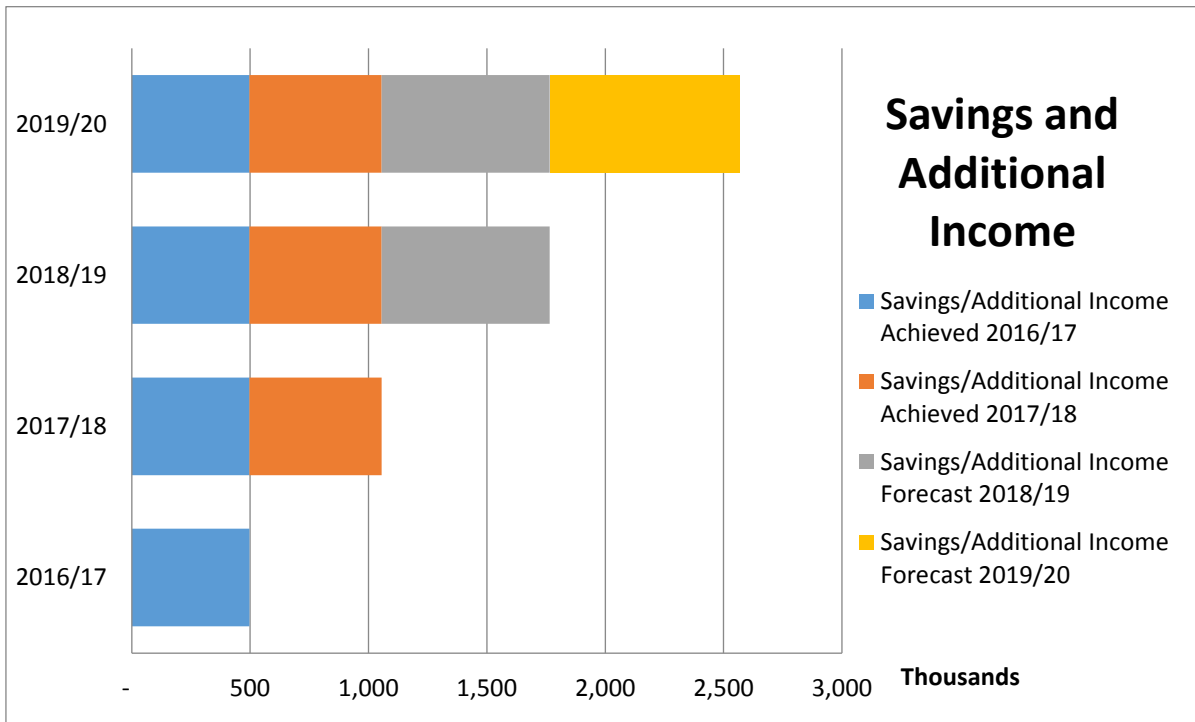
New projects, which are included in the programme in the future, will need to be financed by MRP if no capital resources such as capital grants or capital receipts from future asset sales are available. Alternatively existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge.

Future external borrowing is assumed to finance a portion of the Sheringham Leisure Centre replacement project and could also be used to finance future capital projects. Short-term borrowing rates are currently very low, meaning it may be preferable to undertaking long-term borrowing at the current time.



## 8. Closing the Budget gap

*The Council's strategy for reducing the budget gap covers several work streams as outlined below.*



### Property Investment and Asset Commercialisation

Opportunities for investment in property, whether direct or indirect, are being considered to achieve either a direct income stream from the asset or improved returns on investment. Following the initial work with the Council's property advisor Gleeds, which identified four potential projects to consider, it has been challenging trying to deliver any of these projects with only one of them (Grove Lane, Holt) progressing, albeit in a different format from that originally anticipated.

Opportunities for the most efficient utilisation of the Council's assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the LAMIT Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment. In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset commercialisation which aims to deliver long-term revenue streams for the Council and

work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is, however, more resource intensive to manage than externalising these investments.

### Digital Transformation

Building upon the Business Transformation project that commenced in 2014 savings continue to be identified from changes to service delivery from the implementation of new technology and changes to business processes. The overall programme was delivered over a number of years and as projects have been rolled out there have been changes to working practices which have helped to deliver efficiencies. Phase 1 of the Digital Transformation programme is currently being closed down, having achieved annual savings of £427,000 by the end of 2018/19. Phase 2 of the project is in the planning and early delivery stages, and is being funded by a £940,000 contribution from the Invest to Save reserve. Over the next 3 to 4 years, it is anticipated that Phase 2 will result in net savings of approximately £216,000. Our current forecasts assume this will be delivered in the following profile:

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Savings delivered (£)	83,750	167,500	335,000	335,000

### Shared Services, collaboration and selling services

Creating efficiencies through shared services continues to be a priority for central government. Identifying such opportunities must therefore continue at a local level, ensuring that realistic and deliverable benefits can be achieved. This could include joint procurement opportunities such as the new waste contract, shared service delivery where appropriate and selling services via arrangements such as East Law.

Identifying opportunities to work alongside other public sector partners and organisations to deliver services, such as our successful partnerships with NCC Children’s Services, the Early Help Hub and the DWP in terms of shared office space and the One Public Estate agenda.

### Growing Business Rates and NHB

Under the current allocation method of New Homes Bonus (NHB) there is a direct financial benefit to the Council from growth in homes through the NHB funding and through increasing the council tax base and additional income generated from council tax. Whilst new housing growth will have an impact on the demand for local services, there will still be a net gain in terms of overall income for delivery while the NHB remains and subject to potential changes to the baseline. For similar reasons growing the business rates base will have a direct impact on the level of business rates income retained locally. Equally, maintaining existing business rates remains a priority in that decline in business rates will reduce the amount of income retained.

### Council Tax

The increased flexibilities around council tax discounts and increases following the removal of the tax freeze grant in 2016/17 provides a further potential income stream. Further review of the current level of discounts can also provide additional income, recommendations on the level of council tax discounts will be reported for approval as part of the budget reports for 2019/20.

### New opportunities

Given the current uncertainties around issues such as Brexit and changes to the Local Government funding mechanisms it will be essential to identify new opportunities to either increase income, increase efficiency through the redesign of services, explore new partnership models for service delivery etc and this will be one of the main challenges over the medium term.

While the Council's reserves do provide some level of comfort over the short term and could be used to address budget deficits this is not a sustainable financial strategy for the medium to long term.

Appendix 1 – General Fund Summary

<b>General Fund Summary</b>					
<b>Service Area</b>	<b>2018/19 Base Budget</b>	<b>2019/20 Projection</b>	<b>2020/21 Projection</b>	<b>2021/22 Projection</b>	<b>2022/23 Projection</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Corporate Leadership Team/Corporate	316,213	480,797	321,425	325,581	328,837
Community & Economic Development	2,648,580	2,596,492	2,474,432	2,488,908	2,513,797
Customer Services & ICT	2,143,311	2,384,163	2,468,617	2,545,093	2,570,544
Environmental Health	3,761,582	3,785,342	3,823,943	3,864,987	3,903,637
Finance and Assets	2,429,642	3,400,350	2,343,098	2,358,782	2,382,370
Legal and Democratic Services	591,003	541,247	547,687	556,702	562,269
Planning	2,061,807	2,156,748	2,096,707	2,145,457	2,166,912
National Joint Council (NJC) Pay Review	0	250,000	250,000	250,000	250,000
Waste Contract Extension/Reprovision	0	700,000	700,000	700,000	700,000
Service Savings to be identified (DT)	0	(83,750)	(167,500)	(335,000)	(335,000)
<b>Net Cost of Services</b>	<b>13,952,138</b>	<b>16,211,389</b>	<b>14,858,409</b>	<b>14,900,510</b>	<b>15,043,365</b>
Parish Precepts (Estimate from 2019/20 onwards)	2,210,812	2,408,410	2,633,115	2,633,115	2,633,115
Capital Charges and REFCUS	(1,344,248)	(2,308,288)	(1,125,478)	(1,049,430)	(1,049,430)
Interest Receivable	(1,147,384)	(1,100,110)	(1,109,440)	(1,000,110)	(900,110)
External Interest Paid	3,500	30,991	225,395	219,631	219,631
Revenue Financing for Capital:	751,407	1,000,000	0	0	0
Minimum Revenue Provision	0	0	266,300	273,064	273,064
IAS 19 Pension Adjustment	251,249	253,762	256,300	258,863	258,863
<b>Net Operating Expenditure</b>	<b>14,677,474</b>	<b>16,496,154</b>	<b>16,004,601</b>	<b>16,235,643</b>	<b>16,478,498</b>
<b>Contributions to/(from) Earmarked Reserves:</b>	<b>(1,040,693)</b>	<b>(1,889,133)</b>	<b>(585,248)</b>	<b>(462,808)</b>	<b>(462,808)</b>
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>13,636,781</b>	<b>14,607,021</b>	<b>15,419,353</b>	<b>15,772,835</b>	<b>16,015,690</b>
Collection Fund – Parishes	(2,210,812)	(2,408,410)	(2,633,115)	(2,633,115)	(2,633,115)
Collection Fund – District	(5,909,655)	(5,983,555)	(6,279,530)	(6,593,868)	(6,923,249)
Retained Business Rates	(4,190,773)	(4,601,726)	(4,428,231)	(4,231,047)	(4,038,138)
Revenue Support Grant	(535,619)	(88,359)	0	0	0
New Homes bonus	(1,149,592)	(817,427)	(482,932)	(345,384)	(304,370)
Rural Services Delivery Grant	(483,771)	(388,212)	0	0	0
<b>Income from Government Grant and Taxpayers</b>	<b>(14,480,222)</b>	<b>(14,287,689)</b>	<b>(13,823,808)</b>	<b>(13,803,414)</b>	<b>(13,898,873)</b>
<b>(Surplus)/Deficit</b>	<b>(843,441)</b>	<b>319,332</b>	<b>1,595,545</b>	<b>1,969,421</b>	<b>2,116,818</b>

## Appendix 2 – Projected Reserve Movements

	2018/19		2019/20		2020/21		2021/22		2022/23		
	Balance at 01/04/18	Budgeted Movement	Balance at 01/04/19	Budgeted Movement	Balance at 01/04/20	Budgeted Movement	Balance at 01/04/21	Budgeted Movement	Balance at 01/04/22	Budgeted Movement	Balance at 01/04/23
General Fund Reserve	2,196,488	(345,370)	1,851,118	(80,000)	1,771,118	-	1,771,118	-	1,771,118	-	1,771,118
Managing Risk and Uncertainty	4,237,026	(93,431)	4,143,595	(50,128)	4,093,467	(18,000)	4,075,467	(18,000)	4,057,467	(18,000)	4,039,467
Delivering our Budget Strategy	2,290,514	(242,939)	2,047,575	(1,278,924)	768,651	(325,000)	443,651	(240,000)	203,651	-	203,651
Community and Localism	7,441,435	(1,204,658)	6,236,777	(1,839,371)	4,397,406	(312,248)	4,085,158	(274,808)	3,810,350	(274,808)	3,535,542
Service Reserves	2,004,314	(88,057)	1,916,257	(90,000)	1,826,257	90,000	1,916,257	90,000	2,006,257	90,000	2,096,257
Asset Investment	4,510,738	(917,714)	3,593,024	(730,000)	2,863,024	(20,000)	2,843,024	(20,000)	2,823,024	(20,000)	2,803,024
<b>Contributions to/(from) Earmarked Reserves:</b>	<b>22,680,514</b>	<b>(2,892,169)</b>	<b>19,788,345</b>	<b>(4,068,423)</b>	<b>15,719,922</b>	<b>(585,248)</b>	<b>15,134,674</b>	<b>(462,808)</b>	<b>14,671,866</b>	<b>(222,808)</b>	<b>14,449,058</b>



Appendix 3 – Capital Programme 2018/19 and beyond

Corporate Priority	Scheme Total Current Estimate £	Pre 31/3/18 Actual Expenditure £	Current Budget 2018/19 £	Actual Expenditure 2018/19	Updated Budget 2019/20 £	Updated Budget 2020/21 £	Updated Budget 2021/22 £
<b>Jobs and the Economy</b>	7,556,361	422,424	6,133,937	103,776	1,000,000	-	-
<b>Housing and Infrastructure</b>	4,128,262	265,889	5,413,905	493,647	-	-	-
<b>Coast and Countryside</b>	17,860,492	10,167,705	7,692,787	288,422	-	-	-
<b>Health and Well Being</b>	13,801,120	23,210	3,880,436	559,727	5,799,000	4,333,500	-
<b>Service Excellence</b>	1,843,910	957,142	691,768	321,378	95,000	55,000	55,000
<b>Total Expenditure</b>	<b>45,190,145</b>	<b>11,836,370</b>	<b>23,812,833</b>	<b>1,766,950</b>	<b>6,894,000</b>	<b>4,388,500</b>	<b>55,000</b>
<b>Grants and Contributions</b>			9,213,891		2,465,500	-	-
<b>Reserves</b>			4,123,917		1,000,000	-	-
<b>Capital Receipts</b>			10,475,025		3,428,500	55,000	55,000
<b>Internal / External Borrowing</b>			-		-	4,333,500	-
<b>Total Funding</b>			<b>23,812,833</b>		<b>6,894,000</b>	<b>4,388,500</b>	<b>55,000</b>

**BEACH HUT AND CHALET REVIEW**

- Summary: To develop a 5 year Beach Hut & Chalet Strategy optimising income streams, reviewing policies and regularising the administration process whilst having regard to the reputation of the Council
- Options considered: Various options considered as detailed in report for both Weekly and Annual lets
- Conclusions: For Overview & Scrutiny Committee to consider a range of practical service improvements, suggested opportunities for development and a blueprint charging regime to bring about service efficiencies and fair rents.
- Recommendations: To recommend to Cabinet a series of process and charging changes and to suggest options for future opportunities

Cabinet Member(s)	Ward(s) affected Coastal wards
Contact Officer, telephone number and email: Rob Young 01263 51	

**1. Introduction**

At a meeting of the Overview & Scrutiny Committee on 21 March 2018 the establishment of a Task and Finish Group for Beach Huts and Chalets was agreed.

The resolutions stated

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

In order to facilitate changes that may be able to come in to effect for April 2019, it was felt that the process should be best managed through six, monthly meetings. Members wishing to give ideas, highlight concerns or provide local perspectives have been given the opportunity to feed into the process.

**1.1 The review overview**

At the first meeting the Terms of Reference were agreed as follows;

**Purpose** To develop a 5 year Beach Hut / Chalet Strategy and Business Plan, optimising income streams and regularising the administration process whilst having regard to the reputation of the Council

- Consider written evidence regarding beach hut and chalet management, fees and charges policies
- Attend site visits
- If appropriate, attend other comparable sites / organisations to review good practice

**Actions**

- Talk to people who are affected by this service and have regard to their views
- Research and review, options, proposals, issues – as required
- Help shape procedures and enforcement requirements
- Agree a proposed plan of action for future management of all resorts and aspects of the beach hut sites and chalet assets
- Agree a long term financial strategy for the service
- Help shape positive change management through the media and other communication channels around implementation of the strategy

It was also agreed that initially the group would look at all elements of the Beach Hut and Chalet service in order to determine priorities for change as well as opportunities for further growth or cost saving.

The figure opposite shows the 6 elements which were considered as part of this review which has culminated in a comprehensive report (appendix X: Beach Hut & Chalet Review: Overview & Scrutiny Task and Finish Group 2018)



As part of this process the T&FG met monthly and undertook site visits to both current beach huts and chalets and also explored potential new sites.

The resulting report is split into two. Part 1 demonstrates the current financial and user information for both weekly and annual let assets. This information was central to

discussions regarding performance and opportunities. Part 2 documents the findings, subsequent discussions and ideas proposed. All ideas and proposals were measured against key indicators

- Does it directly increase income or offer savings?
- Does it represent a significant process efficiency?
- Does it increase the quality or variety of the offer?
- Does it mitigate reduce risk of natural impact (ie storms, erosion)
- Is the proposal considered reasonable and acceptable?

## 2. The Results

Following consideration of 18 options (Page 27 or Appendix A) and some 15 locations along the coast, the preferred options for both Weekly Lets and Annual Lets were collated and split into three time frames covering the 5 years of this strategy;

**Stage 1:** within 12 months - small changes that can be implemented including monitoring, followed by an annual progress review;

**Stage 2:** 1 -2 year further objectives dependant on the outcomes of the annual review;

**Stage 3:** 3 – 5 year longer term proposals that require further investigation and business cases depending on outcomes from 1 and 2 above.

Further detail regarding all of the considerations are detailed in the Beach Hut & Chalet Review: Overview & Scrutiny Task and Finish Group 2018 document.

### Weekly lets

#### Stage 1: within 12 months

PROCESS EFFICIENCIES	MARKETING	QUALITY AND MONITORING	MITIGATE RISK	REVIEW CHARGES	OPPORTUNITIES
Move to on line booking and charge collection asap	Create a marketing strategy	Set standards and keep quality consistent	Install removable shutters to a selection of chalets to better facilitate off peak lets	Keep charges same for 2019 until changes take place and outcomes reviewed	Offer weekend bookings
Agree process for charging to facilitate bookings 18 months in advance	Make better use of on-site advertising, TICs etc	Obtain feedback from users and make improvements where possible	Monitor bookings to be able to react in a timely way to optimise bookings during events and good weather	Monitor competition and if possible service to visit local facilities to evaluate and make comparisons relative	Use automation of system to allow better use of staff resources to obtain and react to feedback effectively and plan improvements accordingly
Make better use of resources by concentrating on marketing, monitoring and quality control	Provide better customer service through targeted correspondence	Ensure continued ongoing maintenance / improvement programme	Agree plan of action to ensure continuity of offer should bookings increase significantly (ie ensure cover		Obtain certainties over pricing and obtain income at time of booking – up to 18 months in advance.
Ensure adequate training is provided for staff and ensure the system is developed to allow some	Allow 'offers' to encourage off season use and take advantage of good weather and local events	Monitor quality regularly through spot checks and feedback forms	for cleaning, off peak contacts, problem resolution etc)		Consider weekly lets at other locations (ie East Runton)

flexibility (ie weekend booking)					
Review key change overs (particularly during off peak) to offer better customer experience	Ensure web pages are up to date and encourage on-line booking and make better use of social media	Monitor prices of similar offer to ensure competitiveness			

### Stage 2: Undertake a review of service following Stage 1

MARKETING	QUALITY AND MONITORING	REVIEW CHARGES	OPPORTUNITIES
Review and revise communication plan and marketing strategy	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	Compare competitors prices and offer. Review feedback on charges and take up of offers before considering price changes	Consider weekly lets at other locations (ie Weybourne and Cart Gap)

### Stage 3: Weekly lets – If necessary review further options/opportunities

MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Review marketing – ask people how they found out about NNDC. What is working that is cost effective? Try new means if necessary	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	If income from weekly lets does not exceed the annual rent achieved at this time then consider <ul style="list-style-type: none"> <li>a) Reducing or eliminating the weekly let offer</li> <li>b) Outsourcing blocks of chalets or huts to suitable hospitality organisations to manage under tenancy agreement</li> </ul>

## Annual lets

### Stage 1: within 12 months

PROCESS EFFICIENCIES	MARKETING & COMMUNICATIONS	QUALITY AND MONITORING	MITIGATE RISK	REVIEW CHARGES	OPPORTUNITIES
Move from 1 to 5 year licences	Actively engage through annual newsletter.	Obtain feedback to evidence change and direct improvements	Mitigate risk of storms to ensure 'time-out' is minimised – ensure chalets are part of contingency programming	Graded increase in charges – open and transparent charging mechanism	Review opportunities for huts at other non-promenade locations
Move to on-line licence issue and receipt	Seek ways to highlight advantages of chalets/huts. ie: Health / relaxation/ hobbies etc	Monitor comparative charges in East Anglia to ensure ongoing competitiveness	Use newsletter to highlight and negate risk (storms, vandalism, property)	Set 3 year term based on approvals – aim to reach target price within 2 years.	Increase/maximise the number of lets at Key resorts
Continue to	Promote and	Ensure all issues		Use matrix for	

encourage DD payment	encourage community spirit and improvements using events/competitions etc	raised are dealt with efficiently and effectively.		determining charges to ensure clarity and transparency	
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**Stage 2:** Undertake a review of service and implement changes following Stage 1 years 1 – 2

MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Advertise / promote waiting lists if necessary	Evaluate feedback and use results for future planning.	Consider use of currently redundant lower art deco block as new chalets if other options do not progress
	Review charging matrix – is it working?	If feedback suggests need for improved quality of offer (ie: designer chalets), submit business case and seek capital funding.

**Stage 3:** years 3 – 5

MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Advertise / promote waiting lists if necessary	Review prices for year 3 against market prices /local comparatives. Set for further two years. Repeat process to ensure continuity	Move from Annual lets to weekly lets if more viable to do so
		Consider selling or long term leasing (25yrs) of chalets and hut sites
		Consider outsourcing chalets to local businesses to manage maintenance and lettings

#### 4. Conclusion

Having undertaken the review of the Beach Hut and Chalet service the T&FG have identified a range of improvements and opportunities as well as proposing an improved matrix for charging that better reflects our offer and current demand.

It is anticipated that should these elements be adopted that the Council could see significant increase in income from this service area through a structured price matrix and improved delivery efficiencies.

#### 5. Implications and Risks

#### 6. Financial Implications and Risks

#### 7. Sustainability

#### 8. Equality and Diversity

#### 9. Section 17 Crime and Disorder considerations



# Beach Hut & Chalet Review

Overview & Scrutiny Task & Finish Group 2018



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# Beach Hut & Chalet Review

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- c. Example of licences
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## 1. Introduction

North Norfolk District Council (NNDC) currently manages 325 beach hut sites and 93 chalets in four of its coastal resorts of Cromer, Sheringham, Overstrand and Mundesley. These provide an important aspect of the tourist offer and judging by the waiting lists, there is strong demand from both locals and regular visitors to the area.

Recent storms, particularly the tidal surge in December 2013, have had a significant impact on the make-up of the offer with the creation of additional huts sites in favour of replacing destroyed chalets.

Since 2015 the beach hut and chalet service has been part of the Leisure and Localities team, previously forming part of the Assets section.

This report outlines the findings of a review undertaken of this service in order to identify operational improvements and highlights options for future efficiencies and service enhancements.



# PART 1: THE CURRENT SITUATION

## 2. Summary of Provision

### i) Location & Stock

In the past few years the popularity of beach huts and chalets has increased significantly with a trend towards staycations and a return to the traditional seaside, family orientated holiday. Anecdotally the huts have always been popular with local people seeking a quiet ‘home from home’ space from which to enjoy our beautiful coast.

As a consequence of these trends, the emphasis on the past few years of this service was to increase numbers of units offered in an effort to increase income and satisfy the ever growing waiting list

The storm surge of 2013 saw the destruction of 40 brick chalets and the devastation of huts along our coast line. Following this, and being mindful of the increasing cost of upkeep on chalets, the numbers of hut sites was increased in favour of replacement chalet blocks which have significant ongoing costs which the hut sites do not.

The siting of the huts and chalets has always concentrated on the four key beach resorts under NNDC management – Cromer, Sheringham, Overstrand and Mundesley. Wells beach, well known for its beach huts, is under the ownership of Holkham Estates. This review will identify other potential hut sites for consideration. Given the vulnerability of our coast line the policies will also be reviewed to determine their suitability to current processes and coastal management.

Location	Beach Huts		Chalets	
	Pre 2013 Tidal surge	2018	Pre 2013 Tidal surge	2018
Cromer East	68	85	40	40
Cromer West	21	37	64	24
Overstrand	37	51	0	0
Sheringham	73	92	29	29
Mundesley	60	60	0	0
<b>Total</b>	<b>259</b>	<b>325</b>	<b>133</b>	<b>93</b>

### ii) Chalet Condition overview

Varying in age from Edwardian to circa 1970s their construction varies from rendered brick to breezeblock, all have windows and external doors. Winter protection to windows and doors takes the form of di-bond panels fixed to each chalet every autumn and removed each spring. In 2017 roller shutters were fitted on the lower art deco block as these (on adjacent cafe) fared well in the January storm and have the benefit of allowing easy access. The basic construction of the chalets, with no insulation, little ventilation, single glazing and, in most cases, no electricity, means that the chalets suffer from ongoing issues. Problems are perennial – particularly bad following each winter when chalets have remained closed for long periods of time. Mouldy or discoloured and damp walls and peeling paintwork are regular features of the maintenance programme. The salt air and sea water causes havoc with locks with most needing replacing every 2-3 years, padlocks often need replacing annually.

Without exception, the chalet blocks, because of their sea side position, are vulnerable to the harsh environment and storm damage. The tidal surge of Dec 2013 wreaked havoc on the Cromer chalets and huts along the coast. The lesser surge in January 2017 brought further chalet damage and loss of huts. Chalets situated above prom level tend to fair better.

**Current Chalet stock**

**Cromer East Block 1) 15- 25 Block 2) 28 – 41**



**42-46**



**Block 47 – 54**



**Cromer West Grade II Listed Edwardian Block 34-39**



**Art Deco Block - 126-131 lower 132—142 upper**



## Sheringham Chalets

Nos 1-12



Nos 13-18



Nos 19-29



Recently the rolling programme of maintenance has been disrupted by having to deal with the effects of tidal flooding causing ad-hoc repairs and decoration to all chalet blocks affected.

On-going maintenance budgets do not permit significant improvements to be made and merely serve to 'hold' the line on internal and external repairs.

Previous capital input sought, partly through insurance conditions, to return properties to their previous state. It should be noted that, due to the insurance claims history following the recent storm surges, that there is an excess of £1,000 per chalet on any claim.

At this stage there are limited records on chalet maintenance but recent changes to the management of the repairs and maintenance of the chalet stock has seen responsibility for this passed to the Asset Maintenance team allowing the current team more time to focus on strategic and customer service aspects.



### 3. Charges

Out of the 325 hut sites and 93 chalets the Council lets, the majority are let on a rolling annual licence scheme with 14 huts and 16 chalets being let on a weekly basis by the Council.

#### i) Annual Licences

##### Charges

The following tables indicate the charges for hut sites and chalets for the past 5 years.

##### Hut sites

£ year ending	14/15	15/16	16/17	17/18	18/19
<b>Cromer</b>	220.00	220.00	250.00	300.00	400.00
<b>Sheringham</b>	220.00	220.00	250.00	300.00	400.00
<b>Overstrand</b>	220.00	220.00	250.00	300.00	400.00
<b>Mundesley</b>	210.00	210.00	240.00	290.00	390.00

##### Chalets

£ year ending	14/15	15/16	16/17 <sup>1</sup>	17/18	18/19
<b>Cromer East</b>	690.00	690.00	610.00	630.00	650.00
<b>Cromer West</b>	640.00	640.00	560.00	580.00	600.00
<b>Sheringham (serviced)</b>	830.00	830.00	682.00	702.00	750.00
<b>Sheringham (unserviced)</b>	690.00	690.00	554.00	574.00	650.00

##### Annual Lettings

The majority of the huts and chalets are let on an Annual Licence. In 2017 the following annual lets were in place.

	No available	No occupied
<b>Cromer Chalets</b>	52	52
<b>Cromer Hut sites</b>	122	115 (7 being held over)
<b>Sheringham Chalets</b>	25	25
<b>Sheringham Hut sites</b>	85	84
<b>Mundesley Hut sites</b>	53	53
<b>Overstrand Hut sites</b>	51	51

Once a site or chalet is relinquished then the facility is offered to the next person on the waiting list. The Council waiting lists have been historically very long with people often waiting 10+ years to be offered a hut or chalet.

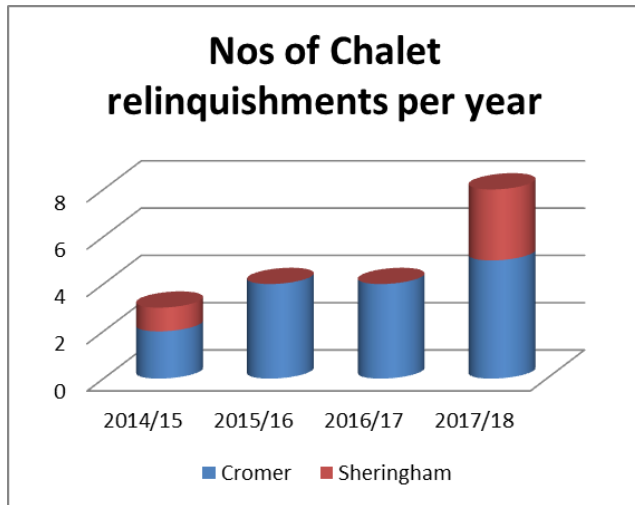
<sup>1</sup> In 2016 NNDR, which was previously paid by NNDC, was charged to the Licensor and the NNDC annual fee reduced accordingly

**Turn over**

Turnover of annual lets is slow, with many remaining as a licence holders their entire lives. Storm surges often see a small upsurge of relinquishments, particularly hut sites where owners have suffered the loss of their hut. This means that average turnover is below other resorts (eg. Felixstowe 8%, Hove 8%).

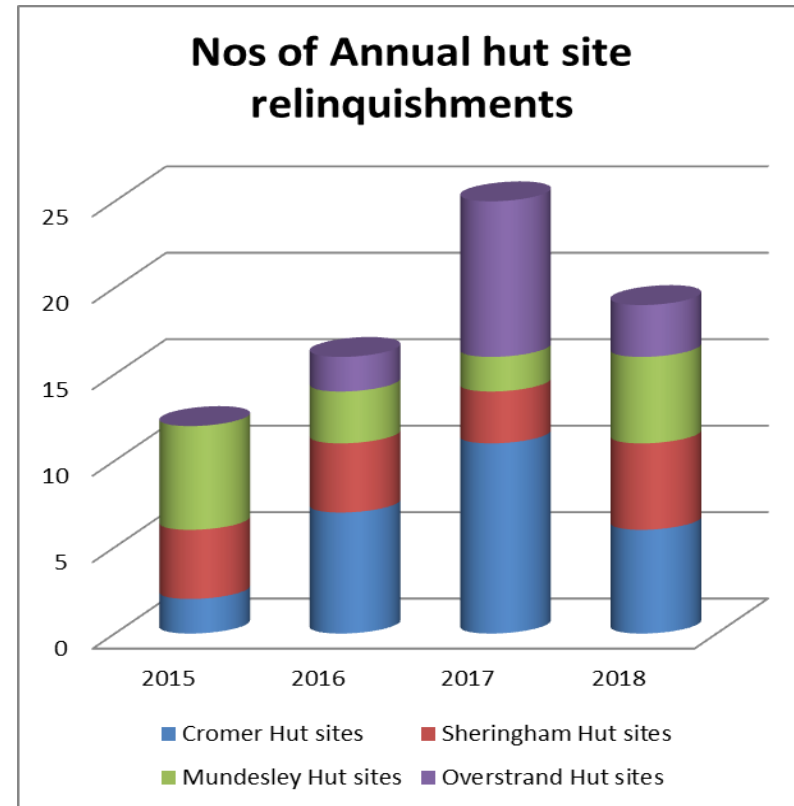
2015-2017	Ave. turnover %
Cromer hut sites	5%
Sheringham hut sites	4%
Mundesley Hut sites	7%
Overstrand Hut sites	7%
Cromer Chalets	6%
Sheringham Chalets	3%

Sheringham reserves its place as the key location for long term licence holding with very few giving up annual lets with only 4 chalet relinquishments over the past 4 years.



This has a direct impact on the waiting lists with many people waiting up to 10 years to be offered a licence.

A jump in relinquishments of huts in 2017 is likely to be due to a combination of storm damage sustained in Jan 2017, with significant hut loss in Cromer and Overstrand. Increase in hut site charges may have also been a contributory factor.



## Waiting lists

The ever expanding waiting lists were reconfigured in 2016 when people were asked to pay £25 per resort area to remain on the waiting list. The purpose of this was to focus people's requests rather than accepting multiple requests. This aimed to reduce time wasted on chasing people who were not serious about wanting a licence. The initiative has brought in over £11k.

This introduction does not appear to have deterred potential licence holders and whilst there is an overall reduction in numbers – waiting time, based on current relinquishment levels, still remains very high.

The current waiting lists (Jan 2018) are;

	No units in total*	No on W list	Ave turn over/yr	Equals no of units
Cromer Chalets	52	116	6%	7
Cromer Hut sites	122	106	5%	5
Sheringham Chalets	24	74	3%	2
Sheringham Hut sites	82	128	4%	5
Mundesley Hut sites	53	53	7%	4
Overstrand Hut sites	51	48	7%	3

\* excludes weekly lets

The above table gives an indication of turnover based on average relinquishments over the past 3 years. This table supports the need to increase facilities to meet demand and alleviate waiting times, which, at potentially up to 30 years for some chalets, is undesirable.

In recent years the stamina of hut and chalet owners has been tested; with increased storm damage, often resulting in total loss of huts and personal belongings, and new policies bringing about additional requests regarding insurance and charges. Despite this the popularity of huts and chalets remains high.

## ii) Weekly Lets

Weekly lets (from Easter to September) run from Saturday (am) to Friday (pm) in line with most holiday lets. During the winter they run from Friday to Friday.

In 2017 the Council held the following weekly lets;

	Chalets with elec / water	Basic Chalets	Huts
Cromer	1	11	0
Sheringham	2	2	7
Mundesley	0	0	7
<b>TOTAL</b>	<b>3</b>	<b>13</b>	<b>14</b>

There are three charge periods;

- Winter (Nov- Mar),
- Off peak (Apr – Jun and Sep-Oct)
- Peak (Jul-Aug)

The lets are basic – huts and chalets are equipped with a patio table and chairs, coat hooks, drying line, a cupboard and brush/dustpan. Three weekly let chalets at Sheringham and one in Cromer have electricity and the Sheringham chalets have a cold water tap and sink.

## Hut Hire (weekly charge including VAT)

£ year ending	2014	2015	2016	2017	2018
<b>Peak</b>	105.00	105.00	135.00	165.00	195.00
<b>Off peak</b>	47.50	47.50	50.00	60.00	70.00
<b>% increase on previous year (Peak)</b>	5%	0%	28%	22%	19%

## Chalet Hire (weekly charge including VAT)

£ year ending	2014	2015	2016	2017	2018
<b>Peak</b>	120.00	120.00	150.00	180.00	210.00
<b>Off Peak</b>	62.50	62.50	65.00	75.00	85.00
<b>Serviced Peak</b>	142.00	142.00	180.00	220.00	260.00
<b>Serviced Off Peak</b>	78.00	78.00	85.00	90.00	95.00
<b>Winter</b>	21.00	21.00	25.00	21.00	21.00
<b>% increase on previous year (Peak)</b>	5%	0%	25%	20%	17%



**Booking patterns**

For the purposes of this report weekly let booking information for 2017 (calendar year) has been reviewed.

The graph opposite indicates the occupancy rates based on the number of lets. It should be noted that the number is not static as some weekly let huts are let for the period October to June (as a whole) when weekly lets are not in high demand.

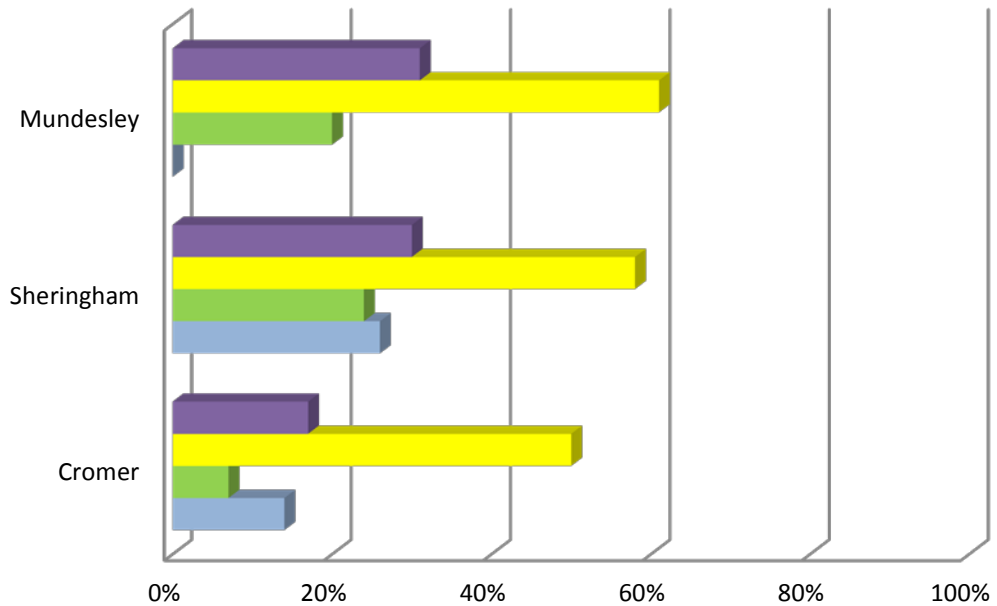
The graph clearly indicates that even in the peak season of July and August the lets only manage a 60% occupancy rate which is firmly centred around the 6 week school holiday period. Significant numbers in early July and late August are often unlet. Carnival week in Cromer is often booked well in advance.

Mid-season letting is very disappointing – especially given often favourable weather conditions from Easter onwards and during September.

Bookings are taken 12 to 18 months in advance with charges being confirmed at the start of the season when Council budgets have been set.

Currently bookings cannot be made on-line – people have to phone in. It is anticipated once on-line booking is in place then bookings will increase because of the ease in booking. This system is being developed as part of the Business Transformation programme.

**Weekly let occupancy rates (Jan - Dec) 2017**



	Cromer	Sheringham	Mundesley
Total occupancy	17%	30%	31%
Peak Season	50%	58%	61%
Mid Season	7%	24%	20%
Low Season	14%	26%	0

Low Season	Mid Season	Peak Season
Jan/Feb/Mar/Nov/Dec	Apr/May/Jun/Sep/Oct	Jul/Aug

## 4. Financial Appraisal

### i) Income

Annual let licences follow a financial calendar. Licence renewals are sent out in February when Council budgets have been agreed. Licences commence in April which leaves very little time to manage the process of issue and receipt of signed licences and the issue of invoices or setting up of direct debits.

Where a hut site or chalets licence is not renewed, there can be further delay whilst they are offered to new users, huts are cleared from sites etc. Ultimately this can affect income if the delay in re-letting exceeds 8 weeks.

The process is administered by one part time person which highlights a potential vulnerability.

Once budgets have been set, then the weekly let bookings can be confirmed. Up to this point bookings are taken but no monies are transferred. Again this creates additional pressure during the first few months of the year. If an on-line booking system was created then prices would need to be agreed and set in advance to permit bookings and payments to be made simultaneously.

Up to this point there has been a piece-meal approach to charges. Popularity, adjacent facilities and floor space does not appear to have been a specific consideration in the past to create a cohesive and logical approach to charges. Currently the following applies.

Chalet Type	£ (inc VAT) 2018
Serviced chalets (ie with water and power), primarily based at Sheringham, attract the highest charge	750.00
Unserviced chalets at Sheringham	650.00
Cromer East Chalets ( because of their popularity )	650.00
Cromer West Chalets	600.00

Hut site charges are consistent for all resorts excepting Mundesley which have traditionally been marginally cheaper because they are removed in October and held in storage until March/April. Hut owners in Mundesley pay an additional £220 per year for hut removal, winter storage and reinstatement.

In 2015 a 4 year timeframe for year on year increases in hut site charges was proposed as follows;

Proposal as follows;	£ inc VAT	% increase	cash increase	Additional income
2015/16 charge	£220			
Proposed charge 2016/17	£250	13.6%	£30	£7,500
Proposed charge 2017/18	£300	20.0%	£50	£12,500
Proposed charge 2018/19	£400	33.3%	£100	£25,000
Proposed charge 2019/20	£500	25.0%	£100	£25,000

Each annual increase has to be approved as part of the annual budget process.

## Annual Lets

It is difficult to make accurate comparisons in income year on year because, for a variety of reasons, income is subject to change. The key reason for loss of income is through events such as surges/storms creating periods of inhabitation. Significant damage cause by storms can result in weeks or months when chalets are not used.

Previously significant storm surges have also required the termination of licences to allow works to be carried out on the promenade or adjacent beaches preventing access. This also results in a refund to the occupant. Although these refunds are discretionary and are subject to phasing (see Appendix 2 Charges and Refunds) this does skew comparative data.

## Weekly lets

Again looking at 2017 calendar year income, the weekly lets brought in £ 29,495.83 (excl. VAT).

Comparisons with previous years are as follows;

	2014	2015	2016	2017
<b>Cromer</b>	8,254.58	9,338.08	11,083.34	10,832.50
<b>Sheringham</b>	7,340.83	8,737.50	11,400.00	12,150.83
<b>Mundesley</b>	4,879.16	3,825.00	4,545.83	6,512.50
<b>TOTAL</b>	20,474.57	21,900.58	27,029.17	29,495.83

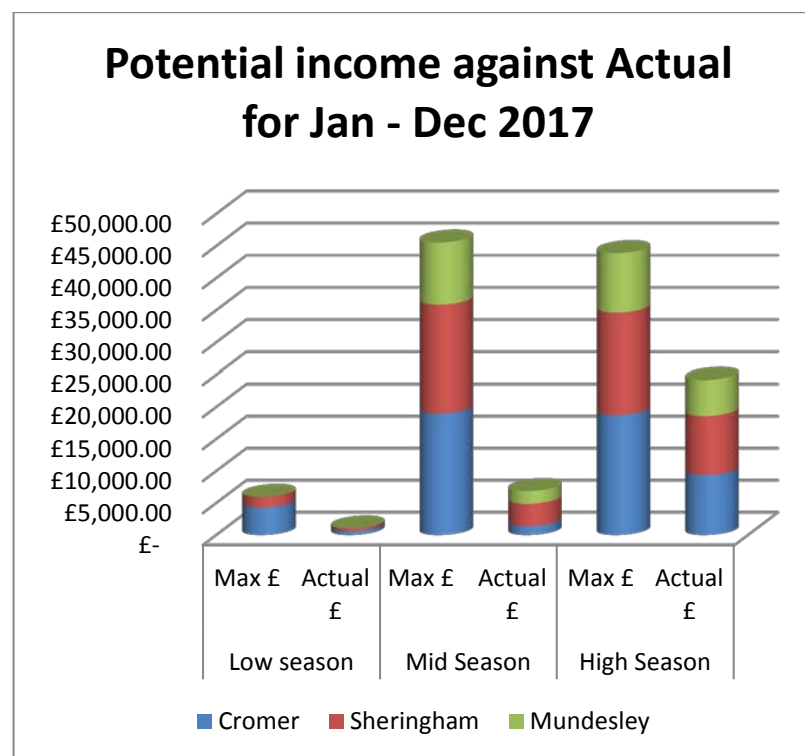
In, what might be considered, a perfect year for beach hut lets due to favourable weather, to date in 2018 the bookings (as at 1.8.18), amount to £27,246.

Taking into account price rises of between zero and 28% over 5 years bookings increased by approx. 9% in years 2015/2016 with 2017 seeing an 8% fall in anticipated income based on previous occupancy levels.

As a rough average this equates to annual income of £951.48 per unit in 2017.

Whilst this would compare favourably with the annual let charge of £400 per hut site and ave. £ 621.50 per chalet, administration of this service and costs for the provision/upkeep of the facility significantly reduces this.

The most important consideration of this service is the need to maximise lets. The graph below indicates potential maximum income against actual weekly let income and this will be considered in Section 2. Whilst maximum occupation would be unrealistic it is clear this could be improved significantly throughout the year.



## ii) Expenditure

For the purposes of this review beach huts and chalet budgets have been combined to give clearer comparisons and overview.

The table opposite indicates **actual** expenditure and income.

For information the staff-related costs for the Foreshore Officers have also been added (at the end) because, although they are currently charged to a different budget code (promenade management) it would not be possible to offer weekly lets without this resource.

### Capital costs

As previously indicated, the R&M costs are supported by significant capital expenditure as a result of the 2013 storm surge. Approximately £165k was spent on chalet repairs in Cromer and c£15k for Sheringham. With all the other incidentals / related costs amounting to around £200k


The damage caused by storms in Jan 2017 was covered in the main by revenue budgets.

<b>Chalets &amp; Beach Huts combined</b>						
EXPENDITURE	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Salaries	£ 9,097.32	£ 6,431.76	£ 9,292.73	£ 9,390.24	£ 9,484.92	£ 10,086.85
OT	£ 1,729.44	£ 1,122.53	£ 1,016.51	£ 1,652.31	£ 1,612.11	£ 1,234.85
Other staff costs	£ -	£ 15.55	£ 394.98			
NI	£ 203.14	£ 175.30	£ 211.57	£ 206.80	£ 413.50	£ 463.90
Pensions	£ 1,316.69	£ 938.57	£ 1,497.41	£ 1,570.51	£ 1,610.75	£ 1,670.65
Pension Adjustments	-£ 173.91	£ 164.43	£ 73.59	£ 660.49	£ 93.25	£ -
Pension deficit funding	£ 610.00	£ 484.00	£ 887.00	£ 993.00	£ 1,141.00	£ 1,068.00
R&M Programmed	£ 9,953.68	£ 24,289.86	£ 1,492.33	£ 2,460.47	£ 5,318.88	£ 11,731.87
R&M Reactive	£ 4,647.20	£ 3,425.94	£ 2,747.12	£ 975.54	£ 20,990.22	£ 25,335.38
Vandalism	£ 840.00	£ 288.63	£ -	£ -	£ -	£ 74.80
R&M Other	£ 893.07	£ 1,142.32	£ 275.45	£ 7.50	£ -	£ 317.00
Business Rates	£ 14,942.18	£ 11,357.54	£ 10,323.13	£ 3,369.92	£ 2,976.78	£ 4,213.45
Electricity	-£ 288.53	£ 298.51	-£ 17.09	£ 516.90	£ 780.17	£ 884.27
Equipment	£ 2,986.92	£ -	£ -		£ 223.16	£ 151.86
Tools	£ 105.25	£ -	£ 40.64	£ 40.64	£ -	£ -
Written off debts	£ -	£ -	£ -	£ -	£ -	£ -
Support Services (MUC)	£ 42,341.00	£ 33,565.00	£ 48,704.00	£ 51,829.00	£ 56,460.00	£ 58,320.00
<b>Sub Total</b>	<b>£ 89,203.45</b>	<b>£ 83,699.94</b>	<b>£ 76,939.37</b>	<b>£ 73,673.32</b>	<b>£ 101,104.74</b>	<b>£ 115,552.88</b>
<b>INCOME</b>						
Fees/ waiting lists				-£ 2,310.00	-£ 9,548.54	
Rents	- 118,532.70	- 114,128.19	- 108,554.45	-£ 101,950.81	-£ 119,967.02	-£ 171,084.44
Insurance claims				-£ 25,870.13	-£ 38,994.16	
<b>Income</b>	<b>-£ 118,532.70</b>	<b>-£114,128.19</b>	<b>-£ 108,554.45</b>	<b>-£ 130,130.94</b>	<b>-£ 168,509.72</b>	<b>-£ 171,084.44</b>
<b>Net position</b>	<b>-£ 29,329.25</b>	<b>-£ 30,428.25</b>	<b>-£ 31,615.08</b>	<b>-£ 56,457.62</b>	<b>-£ 67,404.98</b>	<b>-£ 55,531.56</b>
FORESHORE OFFICERS *sta	£ 15,221.12	£ 11,344.70	£ 11,898.24	£ 15,059.49	£ 15,238.84	£ 25,488.70
Net position incl FSO	-£ 14,108.13	-£ 19,083.55	-£ 19,716.84	-£ 41,398.13	-£ 52,166.14	-£ 30,042.86

### iii) Audit

A recent audit of the service reported a 'substantial assurance' regarding the service with 3 minor changes suggested. The following is an excerpt of their report;

#### OVERALL ASSURANCE ASSESSMENT



The diagram illustrates the overall assurance assessment. It features a central green circle labeled 'SUBSTANTIAL ASSURANCE' surrounded by a blue ring with the text 'Adequate & effective governance, risk and control processes'. To the right, four horizontal bars represent different levels of assurance: 'SUBSTANTIAL ASSURANCE' (green), 'REASONABLE ASSURANCE' (yellow), 'LIMITED ASSURANCE' (orange), and 'NO ASSURANCE' (red).

#### ACTION POINTS

Control Area	Urgent	Important	Needs Attention	Operational
Policies and procedures	0	0	1	0
Beach huts and chalets	0	0	2	0
Recovery of clear up costs	0	0	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>

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#### SCOPE

This area has not been subject to audit review before and therefore the system was assessed to determine if adequate controls are in place and that the system is efficient. In addition, as a result of the recent tidal surge, the process in place for the recovery of the tidy up costs was assessed.

#### RATIONALE

- The systems and processes of internal control are, overall, deemed 'Substantial' in managing the risks associated with the audit. The assurance opinion has been derived as a result of three 'needs attention' recommendations being raised upon the conclusion of our work.
- The audit has also raised one 'operational effectiveness matter', which sets out a matter identified during the assignment where there may be opportunities for service enhancements to be made to increase both the operational efficiency and enhance the delivery of value for money services.

#### POSITIVE FINDINGS

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It is acknowledged there are areas where sound controls are in place and operating consistently:

- A complete record of beach huts and chalets, including licensee contact details, is maintained.
- The Council maintains a waiting list to ensure that newly available lets are allocated fairly.
- Hire charges are formally agreed by the Council and publicly available on the Council's website.
- The Council holds copies of all licences and beach hut insurance policies.
- Licence terms and conditions are provided to licensees when they receive their licence, with further clarification on the Council's website.
- Chalet repairs and maintenance are carried out in a timely manner when reported.
- The Council has reviewed the arrangements for recharging costs after the storm surge to determine the most efficient use of resources in future.

## **ISSUES TO BE ADDRESSED**

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The audit has also highlighted the following areas where three 'needs attention' recommendations have been made.

### **Policies and procedures**

- Written procedure notes are created to guide staff on key tasks within the service, to reduce the risk of inconsistent or ineffective practices in the event of staff absence.

### **Beach huts and chalets**

- All licences are to be signed by the Council as well as the licensee, as evidence that the terms and conditions have been agreed by all parties.
- A planned maintenance programme is to be created for chalets, including electrical safety checks as applicable, to reduce the risk of chalets falling into disrepair and the Council not ensuring a safe structure.

### **Operational Effectiveness Matters**

The operational effectiveness matters, for management to consider relate to the following:

- The Council to consider investigating potential sources of financial assistance in the event of future storm surges.
- 

This report strongly suggested the procedures in place were robust and adequate for good service delivery.

## 5. Policies and administration

### i) Administration

The beach hut and chalets are managed as part of the Leisure and Localities team and a part-time administration post is employed to manage the weekly lettings, annual licence and waiting list processes. Two part time seasonal Foreshore Officers manage the operational lettings (key collections etc) and servicing of the weekly lets from April until early September (approx. 20 weeks).

The Council website gives details of the arrangements for hiring each element but as yet is still to be converted to a fully functioning on-line booking system. At this time the key administration tasks are as follows;

Task	Current method	Monies collected	Optimum method
Weekly bookings	People phone or email to make booking. Details are entered and held on spreadsheets.	Payment requests issued electronically (where possible) alongside terms and conditions of hire. Payments can be made on line.	Ability for customers to book on-line, agree to T&C and submit payment simultaneously.
Annual licences (run April – Mar)	Issued electronically – signatures are required on each licence. New licence issued from the waiting list.	Invoice raised and issued through sundry debtors. Payments can be made on line, through DD (for chalets) or by cheque.	Ability to issue and receive licences and payments electronically.
Waiting lists	Application form available from website or on request.	People submit details and send cheques in payment or visit the offices to pay by card.	Ability to submit details direct to waiting list along with payment on line. Ability to see position on waiting lists.
Manage weekly bookings on site	Foreshore officers telephone customers to arrange collection.	Monies have been collected prior to letting.	Standardised collection and return systems could be considered with details being issued on booking.

## ii) Foreshore Officers Role

The role of the two Foreshore Officers has changed considerably over the past 10 years from providing an advisory and 'eye' on the ground role during peak season to being integral to the letting of the chalets and huts.

The key areas of the roles that affect hut areas;

- Looking after the Council's properties and ensuring beach chalets are ready for letting.
- Undertake the facilitation of beach chalet/hut weekly lets including provision / collection of keys, advising / assisting occupants, cleaning chalets post letting and maintaining internal fixtures and fittings.
- Carry out emergency or minor repairs where appropriate and routine maintenance of chalets.

Currently the Foreshore Officers are assigned to a separate budget and therefore do not automatically show as a cost to the Chalet and Beach hut management however they are integral to this service during the peak season and this is being changed for future budget preparations they are charged direct.

## iii) Current Policies

Because of the customer focused nature of these assets and the numbers of licence holders it is necessary to ensure any governing /management policies are clear and transparent. Details of policies are on the NNDC website and given to every new licence holder. Appendix b) gives details of current policies. They cover:

- 1) Waiting Lists
- 2) Reimbursements
- 3) Locks
- 4) Sub letting
- 5) Rights of succession
- 6) Hut sizes and encroachments
- 7) Insurance
- 8) Sale of private huts





## 1) Waiting Lists

Beach huts and chalets have increased significantly in popularity in recent years. Previously people could request to join the waiting lists on an ad-hoc basis. Turn-over of annual lets, particularly chalets, is slow so people remained on the waiting lists for many years before an offer was able to be made.

In 2016 it was decided in order to address the extensive waiting lists that a charge for joining/remaining on a list would be introduced to help ensure understanding and commitment of the potential licence holder and in doing so reduce administration time on the management of new lets. Those currently on the waiting lists were contacted and a fee of £25 requested to remain on each resort list.

The following table indicates the waiting list at the time of the change (Sept 16) and once responses had been received (Dec 17).

Resort	CROMER	SHER'HAM	OVERS'D	MUND'Y	TOTAL
<b>HUT SITES</b>	East 188 West 102	East 252 West 121	164	144	971
<b>Pre review</b>					
<b>Post review</b>	East 62 West 21	East 69 West 13	33	44	242 (↓75%)
<b>CHALETS</b>	East 117 West 107	168			392
<b>Pre review</b>					
<b>Post review</b>	East 62 West 21	63			146 (↓62%)

Introducing a charge saw an inevitable drop in those wishing to remain on the waiting list but has made the lists easier to maintain and has brought in approx. £11k additional income. New prospective licence holders continue to pay to join the lists with 32 new applications to June 2017.

## 2) Reimbursements

Reimbursements and refunds are given on a sliding scale (see appendix 2) and appear to offer an equitable and successful process for dealing with refunds and reimbursements.

The Council charges £30 administration fee when a licence is cancelled by the holder mid-term. This amount is deducted from any refund.

## 3) Locks

The chalets are master key suited to allow access for maintenance teams. The 'locks policy' was brought in to deter chalet licence holders from changing or altering the locks which prevented access by NNDC staff and contractors. Whilst the occurrence of this issue happening has fallen it is a useful policy which enables NNDC to clarify and enforce when necessary.

NNDC does not hold keys or provide locks for privately owned huts and is therefore unable to access them at any time.

Weekly let key-holders who lose keys are charged for replacements.

## 4) Sub Letting

The licences issued by the Council state the premises are for the use of the licence holder, family and friends **without charge**. The sub-letting policy was introduced to clarify licence details and to enable us to take action against those seeking to profit through subletting – either on an annual or weekly basis. In the main this took the form of the chalet or hut being advertised as part of a holiday let.

Unfortunately although we know sub-letting occurs it is often difficult to evidence sufficiently to take action through warnings or termination of

licence. However this policy does allow enforcement when it is blatantly disregarded. Consideration is given later in this paper to look at 'commercial' licence agreements which would allow businesses such as holiday lets or hotels to offer beach hut use.

### **5) Rights of Succession**

Over the years families have enjoyed the right to pass the licence entitlement onto their children or other family members which has resulted in some families having occupancy of premises in excess of 50 years. The previous allowance of this practice was felt to be unsupportive of the council's own waiting lists.

At the time all licence holders were informed of the change of policy and holders were invited to add their children (if over 18 years of age) to join the lists as an independent user. In this way some children have obtained succession of premises (when they rose to the top of the list) through equitable, transparent and accountable means.

### **6) Hut sizes and encroachments**

Following problems with hut sites 'engulfing' adjacent, presumed unoccupied, land this policy clarifies the entitlement.

### **7) Insurance**

Despite being a condition of the licence for many years, it was evident, following the tidal surge in 2013, that many hut owners were not insured. The policy regarding insurance is now clarified and evidence of insurance is required at the time of renewal. It is essential that hut owners hold public

liability insurance as their property lies in an area of public realm/access and the Council does not indemnify hut owners.

### **8) Sale of private huts**

The sale of huts is a private matter but obviously the Council manages the waiting lists so dictates the next likely occupant of a site. This policy clarifies the council's position regarding the sale of private property to incoming licence holders.

## 6. Trends & Comparisons

From the point of beach huts and chalet lets, the waiting lists are our biggest indicator of popularity and demand but figures are showing that the service may no longer be flexible enough to capitalise on current trends and visitor needs. This would relate specifically to changing habits of visitors ie more weekend or day trip visitors, and changes to visitor expectations and demands particularly relating to the quality of offer, supply of utilities, home comforts or adjacent attractions.

Currently, whether as a result of the weaker pound, Brexit or other international events, there is a significant increase in domestic tourism...

*Figures from VisitBritain show that between January and September 2017, Brits took 7.5m overnight trips to the East of England, spending £1.4bn. Visitor numbers are expected to increase this year, as more people opt for staycations amid continued uncertainty around Brexit and the value of the pound.*

*VisitBritain director Patricia Yates said: "Tourism is one of our most valuable export industries and we are forecasting that growth will continue in 2018."*

*She said Norfolk had a "huge amount" to offer as a holiday destination for both international and domestic visitors.*

*....The North Norfolk coast remained the most popular choice for holidaymakers, with bookings for Sheringham up by over 70pc compared to previous years and Cromer, which was still the most popular, by 76pc.*

**<http://www.edp24.co.uk/business/norfolk-tourism-businesses-prepare-for-bumper-holiday-season-1-5363593>**

North Norfolk could also be making the most of what people want ...

*According to our Travel Insight Survey of 25,000 UK travellers, British holidaymakers are getting much more active on holiday, with beach breaks*

*being overtaken in popularity by wildlife and walking holidays. Short city breaks are preferred too.*

*The trend at the moment is for experience-based holidays, especially on staycations — people want to stay in unique, Instagram-friendly places such as underground bunkers, "hobbit houses" or a treehouse. Staycation demand is up by 70 per cent compared with 2016.*

*But in 2018 people are also looking for the authentic and secluded, so we're also going to see more remote and wilderness. They want places that others are unlikely to have seen yet, and which offer the ultimate in escapism from everyday life. **Evening Standard Jan 18***

It would be true to say that, to date, little acknowledgement of regional trends and forecasts or learning from competitors has taken place on a regular basis. The Business Survey below revealed weather is a constant concern for the tourism economy but with 2018 looking like having record breaking weather we should ask whether we, as an organisation, capitalised on this, filling our beach hut lets?

*With the weather being a constant worry for many businesses, it was truly a great year, with East Anglia enjoying more hours of sunshine than any other region in the UK and we recorded the eighth highest average temperature since records began. June was wet, but the visitors still came and September excelled. That helped extend the season, with the temperature*

*2.7C above the average for the month. So will we see an end to the weather being a fear factor? With 33% still seeing it as a key worry for the success of their business it's doubtful. But we are one of the driest regions in the UK and maybe the message will finally become loud and clear that we should be the destination of choice*

**<https://mediafiles.thedms.co.uk/Publication/ee-nor/cms/pdf/Larking%20Gowen%20Tourism%20Business%20Survey%202017%20lores.pdf>**

## PART 2: THE REVIEW

### 7. Background

At a meeting of the Overview & Scrutiny Committee on 21 March 2018 the following was agreed.

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

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

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

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

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

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

#### **RESOLVED that:**

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

## 8. The Review process

In order to facilitate changes that may be able to come in to effect for April 2019, it was felt that the process should be best managed through six, monthly meetings with a view to a 5 year Strategy being presented to Overview and Scrutiny in October with the recommendations feeding through to Cabinet in December. Members wishing to give ideas, highlight concerns or provide local perspectives have been given the opportunity to feed into the process.

### The project plan milestones were as follows

- April – Agree Terms of Reference (Appendix d) , plan project outline, agree dates
- May - Review current situation, identify key areas to review. Obtain other Members views and suggestions
- June – Undertake site visits, identify issues and opportunities and brainstorm solutions
- July – Agree charging policy and preferred solutions, outline timeframes. ‘Reality check’ options with Service Area
- August – Review/amend draft report
- September – T&F group approve final Strategy and O&S report
- October – Submit review and strategy to O&S

## 9. Findings

### i) Site review

Whilst the District enjoys a bountiful 43 miles of coastline, varying from cliffs to shingle banks and tidal creeks, very little of it is suitable for development or siting of even temporary buildings. In addition whilst the Council owns much of the coastal fringe by way of promenades and sea defences there are still significant areas in private or alternative ownership including the Environment Agency and National Trust. Coastal erosion resulting in cliff slip and changing beach levels are a significant factor limiting possibilities for any development along with service provision. Prevailing weather also plays a large part in the sustainability of coastal resorts and developments adjacent to the seashore. Whilst tidal surges have always been an integral part of this coastline violent winter storms appear to be increasing in ferocity and frequency.

It should also be acknowledged that many of the visitors to North Norfolk enjoy the tranquil and unspoilt coastline which serves as home to a myriad of seabirds, seal colonies and unique habitats enjoying significant Area of Outstanding Natural Beauty (AONB) designations and 6 Blue Flag beach awards.

On reviewing the coast, looking primarily at resorts or areas offering additional facilities, the following table summarises the findings.

## Review of resorts for hut sites

Resort	Current provision	Issues	Conclusion
Sea Palling	None	No beach side land under NNDC ownership. Car Park under lease from Sea Palling and Waxham Trust	Huts on car parks could be considered although primarily for storage. This would be subject to Trust agreement and careful consideration should be given to increased security. The car park only reaches full capacity a few days of the year.
Cart Gap	None	Approx. 8 potential sites on dunes but this is not under NNDC ownership.	Potential for car park sites as above or may be worth discussing with EA.
Eccles	None	No NNDC land	No identified opportunities at this stage
Happisburgh	None	No NNDC land	No identified opportunities at this stage
Walcott	None	Limited land availability. No obvious sites. Walcott does suffer from tidal flooding.	No identified opportunities at this stage
Bacton /Keswick	None	No NNDC land	No identified opportunities at this stage
Mundesley	60 hut sites	Potential for couple more sites but area subject to recent cliff slip. Land to the east of the café is subject to various ownership.	No identified opportunities at this stage
Trimingham	None	No suitable NNDC land. Coast suffers particularly from cliff slip.	No identified opportunities at this stage
Sidestrand	None	No NNDC land and few facilities.	No identified opportunities at this stage
Overstrand	51 hut sites	Increased from 37 to 51 in 2017. Capacity for more sites but poor facilities.	Consideration needs to be given to improving facilities on the promenade.
Cromer	65 chalets 122 hut sites	Recently increased numbers of hut sites (from 89 to 122)	Given the recent review and expansion of sites , without tiered or other works involving cliff piling Cromer is at full capacity.
East Runton	None	No beach-side land but potential for some sites on grassed area of car park.	Pursue the siting of 6 – 8 beach huts overlooking the sea on the northern aspect of the car park.
West Runton	None		No identified opportunities at this stage
Sheringham	29 chalets 89 hut sites		Some additional sites available
Weybourne	None	No beach-side land but potential for some sites on grassed area of car park.	Potential use as leisure huts to be considered if improvements are made to the car park and surrounds to increase viability
Blakeney to Wells	None	Little suitable NNDC land west of Weybourne. Wells beach huts are under the management of Holkham Estates.	No identified opportunities at this stage

## Summary of current hut site adjacent facilities

Resort	Current provision	Facilities	Conclusion
<b>Mundesley</b>	60 hut sites	Concrete hut sites (on promenade) Cafe, lifeguard, toilets, fresh water. Cliff top Car Parking, No vehicular access to promenade Access to village facilities. Huts HAVE to be removed for winter.	Good prom and access to village facilities
<b>Overstrand</b>	51 hut sites	Huts sites vulnerable to flooding and cliff slip Chemical toilets provided on prom during summer break only Cliff top parking , toilet facility and play area Restricted vehicular access to promenade. Access to village facilities.	Poor facilities on prom but well serviced by village. Need to think about supplying water supply and longer prom toilet provision.
<b>Cromer</b>	65 chalets 122 hut sites	West: Huts sites on promenade Cliff top parking, cafes, lifeguard, toilets, showers, fresh water, play equipment, vehicular access to prom. East: Hut sites on bare ground, occasional cliff slip. Café, fresh water. No vehicular access. Easy access to town facilities.	West prom now better served than east. Lack of vehicular access and facilities on East Prom although still popular.
<b>East Runton</b>	None	Huts sites on grassed car park Car Parking, toilets. Easy access to village facilities	Good facilities and access. Minimal impact on car park income.
<b>Sheringham</b>	29 chalets 89 hut sites	All hut sites on concrete promenade East & West: Cliff top parking, toilets, showers, fresh water . Restricted vehicular access to prom. Easy access to town facilities	Good facilities and access
<b>Weybourne</b>	None	Potential for Huts sites on grassed car park – part site subject to tidal flooding. Car parking – village facilities approx. 0.5km	Remote site but may be popular with fishermen, birdwatchers etc.
<b>Cart Gap</b>	None	Potential for Huts sites on grassed car park. Toilets, car park, cafe short distance, RNLI station and Coast watch.	Adequate facilities and access. Minimal impact on car park income.

## ii) Key issues

Over the course of the first few months of the review, the group identified the following key issues ;

- **Take up of weekly lets** – poor off peak take up, quality and price of offer
- **Provision of annual lets** – long waiting lists, slow turn over, administration heavy
- **Costs regarding long term maintenance of chalets and age of stock**
- **Inconsistency of pricing** and price increases – review structures and charges
- **The weather and coastal vulnerability** – ways to mitigate loss
- **Use of resources** – making best use of resources

## iii) Opportunities

During a workshop the issues were explored and a range of options and/or solutions to the keys issues were proposed and discussed. The options considered were diverse and were each assessed against criteria using a decision matrix to determine best options that will underpin the 5 year strategy proposed. The following briefly explains each aspect and if the option is being proposed to be implement at this time. The decision matrix assessed each option against the following criteria;

### Does the proposal...

- Directly increase income or offer savings?
- Create a process efficiency?
- Increase the quality or variety of the offer?
- Mitigate or reduce risk of natural impact, vandalism etc
- Seem likely to be acceptable with users/residents/others?

The decision matrix is shown below





PROPOSAL	Does it directly increase income or offer savings?	Does it create a process efficiency?	Does it increase the quality or variety of the offer?	Does it mitigate reduce risk of natural impact (ie storms, erosion)	Will this be popular or acceptable with a) users b) Residents / Businesses c) Others	WHAT MIGHT NEED TO CHANGE TO MAKE THIS HAPPEN?
<b>WEEKLY LETS</b> Bringing in on- line bookings	Yes – significantly increased bookings expected and monies taken at time of booking	Yes	No but significantly improves access to booking system	No	a) Yes b) Yes c) Yes	Develop system, marketing, longer term pricing strategy to allow advanced bookings (ie up to 18 months in advance)
<b>WEEKLY LETS</b> Prepare a proper Marketing Strategy including renewing posters, twitter feeds, media releases, TICs	Indirectly should lead to more lettings	No	No	No	a) Yes b) Yes c) Yes	Work with Comms team. Give Del Authority to undertake 'offers' to capitalise on good weather or local events
<b>WEEKLY LETS</b> increase out of peak season use by ensuring easy key collection throughout the year	No	Yes	Indirectly	No	a) Yes b) Yes c) Yes	Service to look into how best to achieve this
<b>WEEKLY LETS</b> increase out of peak season use by finding ways to not board up (shutters/rollers)	Indirectly should lead to more lettings	No	Yes	Should do	a) Yes b) Yes c) Yes	Some capital funding required to install (initially) to a few chalets to test popularity
<b>WEEKLY LETS</b> ensure standards of cleanliness and décor are maintained	Indirectly could lead to more lettings	No	Yes	No	a) Yes b) Yes c) Yes	Resources released by other time saving measures should monitor lettings. Standards need setting and adhering to
<b>WEEKLY LETS</b> consider outsourcing some of the weekly lets on trial basis to hotel or similar to maintain /manage	Potentially – needs further analysis	Yes	Yes	No –may potentially increase it	a) Possibly b) Yes c) Potentially	Could Be worth considering but BUSINESS CASE REQUIRED
<b>ANNUAL LETS</b> Sell off chalets and but retain ground rent	Yes – significant Capital income and reduced revenue costs ongoing	Probably In the longer term	Remains the same but may see increase/decrease in property condition	No – may cause increased risk	Likely to be very controversial and needs further thought regarding long term impact vs benefit.	Could Be worth considering but BUSINESS CASE REQUIRED
<b>ANNUAL LETS</b> Put in place 5 year licence options. Licences can be renewed after 5 years but price reset each time.	Potentially	Yes	No	No	a) Yes b) Yes c) Yes	Propose setting prices for 3 years with a rent review after 3 years. Licences to have an annual break clause.

<b>ANNUAL LETS</b> Chalet lets to increase. Put in place a rigorous process for reviewing/setting charges every year. Potentially consider different charges to reflect amenities and demand	Yes	Yes			a) Probably not b) Yes c) May be controversial	Create a matrix to support charge reviews and price setting. To consider demand and facilities and asset size.
<b>ANNUAL LETS</b> Consideration was given to significant interior upgrades but not agreed at this stage. Regular ongoing maintenance programmes should however take place.						
<b>ANNUAL LETS</b> Consideration was requested and given to the use of auction sites (eg:ebay) for maximising profit on a selection of hut sites. Given this would incur an anticipated capital outlay of £2k per hut, this was not agreed at this stage given the current waiting lists, reputation risk, acceptability and uncertainty regarding net profit .						
<b>NATURAL FORCES</b> Consider Shutters where appropriate	No	No	No but may reduce down-time following storms	Yes	a) Yes b) Yes c) Yes	Service to identify appropriate cost effective shuttering for 4 chalets in Cromer and monitor take up Nov – Mar. If viable increase fitting to other areas.
<b>NATURAL FORCES</b> Ensure the protection of chalets forms part of contingency planning ie herras fencing installed to help prevent stone/debris damage	Yes	No	No but may reduce down-time and lost income following storms	Yes	a) Yes b) Yes c) Yes	Service to ensure its included in Asset Contingency planning
<b>NATURAL FORCES</b> Introduce an emailed newsletter at the end of each season to encourage the removal of huts, clear chalets etc	No but emphasises good customer service	No	No	Yes – may help to reduce those impacted by storms clear ups	a) Yes b) Yes c) Yes	Include this in the communication strategy
<b>USE OF RESOURCES</b> The role of the Foreshore Officers may need to be reviewed in light of proposed changes	Potentially	Yes	No	No		Service discussions need to be undertaken to clarify roles if proposed changes are implemented
<b>USE OF RESOURCES</b> It is anticipated that changes to lease periods, on line booking etc would release resources to enable time to be spent on marketing, customer service, planning etc	Potentially	Yes	Marketing is key to the offer	No		Service discussions need to be undertaken to clarify roles if proposed changes are implemented
<b>OTHER SITES</b> Additional beach huts sites were considered at 7 locations (see below) but agreed to progress (at this stage)	Yes	No	Yes	Considering sites away form promenades would be less	a) Yes b) Yes c) Yes	Service to progress options

Sheringham, Cromer West, East Runton. Further consideration should be given to Weybourne and Cart Gap if site improvement projects are completed				affected by storm damage – otherwise no change		
<b>REDUCED RATES</b> In order to maximise offer to local people it was hoped the on-line booking system, supported by media releases, could accommodate ad hoc offers for last minute booking or off peak bookings	Yes through increased bookings	No	Its likely to be popular and could target warm weather during off peak or under used periods of hire	No	a) Yes b) Yes c) Yes	Ensure mechanisms are in place with both software and delegated authority to be able to do this as and when required.
<b>REDUCED RATES</b> Given the ratio of licence holders was roughly 80% Norfolk 20% Other it was not considered necessary at this stage to offer reduced rates for annual lets at this stage						

## 10. Marketing & Communications

Marketing, particularly of the weekly lets, was considered to be an area desperately in need of development and the service should create a calendar of promotional activity in order to best underpin the launch of the on-line booking system. Communication currently focuses on a personal interaction with the service staff but this could be improved on a more general level with communications to engender joint working and positive messages, rather than blanket communications focussing on billing or fault reporting. Below is an example of the types of marketing and communications means that were considered by the group and could be explored at minimal cost. The service would need to discuss with the Communications Team how to optimise and expand these ideas to coincide with the lettings calendar.

<b>Weekly Lets:</b> Make the web pages more user friendly with updates and news items	Put feedback forms in the chalets and remind people about booking for next year	Use 'Hire this Hut' posters in the chalet windows – make sure they are replaced when faded!	Use social media to send out details of offers and events.
Put flyers or posters in TICs	Consider permanent signage in key locations in the resorts	Look for ways to get more electronic coverage – links from other tourism based websites, accommodation guides etc	
<b>Annual lets:</b> Create an annual newsletter for Annual Lets to remind and advise them about winter storage, storms etc	Think about getting the waiting lists on-line so people can sign up and pay and check their position.	Where possible encourage Beach Hut & Chalet associations to act as a collective voice.	Focus on events ie. annual best dressed beach huts or themed windows.

## 11. Charges

Previously, charges for annual and weekly lets have been ‘standard’ resort charges with some minor historical differences. Increases appear ad-hoc; in line with inflation or by a fixed amount. Prior to the recent substantial increases in beach hut site prices, charges for chalets have remained fairly static for many years. To date, charges had not been based on property footprint or fabrication or reflective of the desirability or offer at each resort. Whilst not wishing to make a complex system an opportunity to bring annual lettings in line with commercial letting arrangements and practices was felt appropriate.

**Annual Lets** - In order to ‘test’ viability of a new system a matrix was created which assigned a ‘charge’ for square meterage which included a ‘resort’ assessment, plus a desirability element (based on waiting list numbers). It has been acknowledged that facilities may be subjective but generally speaking it was felt that availability of basic facilities such as toilets and drinking water was a draw for the majority and where these are not provided or sufficiently close then the charge should reflect this.

**Weekly Lets** - Current charges for weekly lets was discussed and it was felt that the price for these was sufficient and comparative and that income should be gained through increased lettings rather than by continuing to increase weekly hire rates. Weekly let charges could be reviewed alongside 3 year annual let reviews once the on-line booking form and marketing changes has been established. In order to facilitate on –line bookings it would be necessary to offer the ability to book up to 18 months in advance. In order to do this delegated authority should be given to permit the hire of a weekly let at the current rate until any budgetary changes are approved. It was felt the income derived from early payment would off-set any potential subsequent weekly let increases.

### Comparative prices

It is very difficult to compare prices between resorts when the offer and management arrangements of each resort vary so much. In most cases offers vary with lettings often being managed by District, Town or Parish Councils or private letting companies. In turn there is a mixture of offer from short term letting, long term leasing to sale of beach huts and chalets. Clearly no two districts offer the same in terms of quality or quantity. Many chalets and hut sites are on a long term lease options which can be sold on, some are sold outright, others are able to supplement income through sub-letting whilst some resorts only appear to offer weekly /seasonal lets on an ad-hoc basis. In addition many places have supplemental fees (ie Suffolk Coastal charge £600 administration charge to set up a hut licence), or some places offer resident discounts, some offer electricity and water or overnight sleeping. Huts and Chalets on the south coast generally command a higher price as do hot spots like Southwold (where a lease hold hut recently sold for £45k) and Holkham (Wells).

<b>Permanent Chalets 2018/19</b>	<b>Hunstanton</b>	<b>Suffolk Coastal</b>		
	640.00	£724.92 to £1981.64		
<b>Hut sites 2018/19</b>	<b>Heacham</b>	<b>Suffolk Coastal</b>	<b>Tendring DC</b>	<b>Felixstowe</b>
	£504.00	£500 for 2.13m x 2.43m site plus £144/m surcharge for over-sized sites	Varies from £285 to £870	500.00

On this basis the following charge matrix was devised that included a consideration of desirability (based on waiting list numbers), resort facilities including closeness of associated facilities such as; parking, drinking water and toilet facilities. Separate charge would be set for the provision of utilities. This assessment formed the basis of a charge that would be levied according to square meterage of the chalet or hut site size.

The proposed charge would be £140/m<sup>2</sup> for Prime Resort chalets and £135/m<sup>2</sup> for standard Resort Chalets and £60 and £50 respectively for Hut sites. The matrix also accommodates a basic resort standard or non-resort standard should opportunities in the future present themselves for non-beach based hut hire. This method of charging is in line with other commercial assets and is commonly used.

This charge does not include the desirability charge which is levied in addition to the above charge and directly reflects the waiting list numbers. This in effect means that should waiting lists fall significantly then the charge would also fall to reflect demand.

## 12. Financial outcomes

### Weekly Lets

We anticipate that once the on-line booking of weekly lets are available and the associated marketing/communications strategy are taking place we would expect to obtain, over 2 years, a 200% increase in the numbers of bookings across the year based on 2017 lettings.

During year one we would anticipate the number of bookings to increase overall by 133% split approx. as follows;

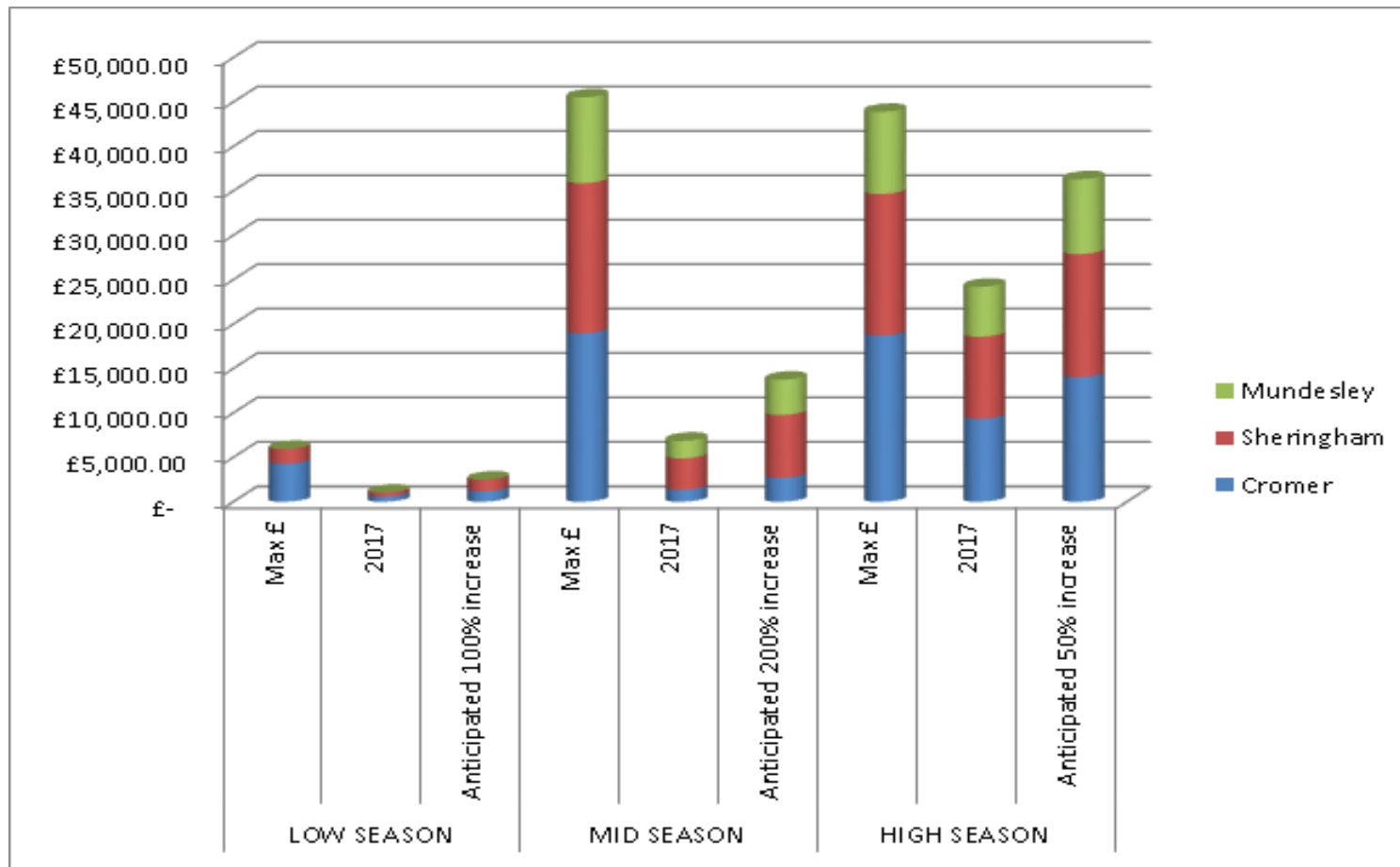
- We anticipate the number of low (winter) bookings will double (from 20% to 40%)
- We anticipate mid-season bookings are most likely to see the greatest rises with targeted marketing and offers, so we expect bookings to go up in excess of 200% (from 17% capacity to 51% capacity)
- Given Peak season bookings are already at 56% capacity we suggest a 30% increase might be achievable. Taking it to 73% full during peak periods.

Average potential increased income from letting per unit								
	Current occupancy	Occupancy Goal	No weeks	Ave charge / week	No units	current	Goal	
<b>CHALETS</b>								
Peak	56.00%	96%	8	210	16	£ 15,052.80	£ 25,804.80	
Mid	17%	51%	23	85	16	£ 5,317.60	£ 15,952.80	
Low	20%	40%	21	21	16	£ 1,411.20	£ 2,822.40	
						£ 21,781.60	£ 44,580.00	
<b>HUTS</b>								
Peak	56.30%	96%	8	185	14	£ 11,665.36	£ 19,891.20	
Mid	18%	51%	23	70	14	£ 4,057.20	£ 11,495.40	
Low	huts removed							
						£ 15,722.56	£ 31,386.60	
	<b>Total potential additional income</b>						<b>£ 38,462.44</b>	

If a 133% increase of bookings can be achieved there would be a potential increase in income as follows during year one based on current pricing.

It should be noted that should demand rise significantly then a proportion of the gained income should be available to support the revenue budget as it is likely that additional costs will be incurred. For example to facilitate additional cleaning charges, repairs and maintenance and replacement costs of contents.

**Graph showing potential occupancy rates and income (after 2 years) in comparison to total unit availability**



## Annual Lets

Over the past 4 years the annual beach hut site licence charge has been increased significantly from £220 to a proposed £500 in 2019/20.

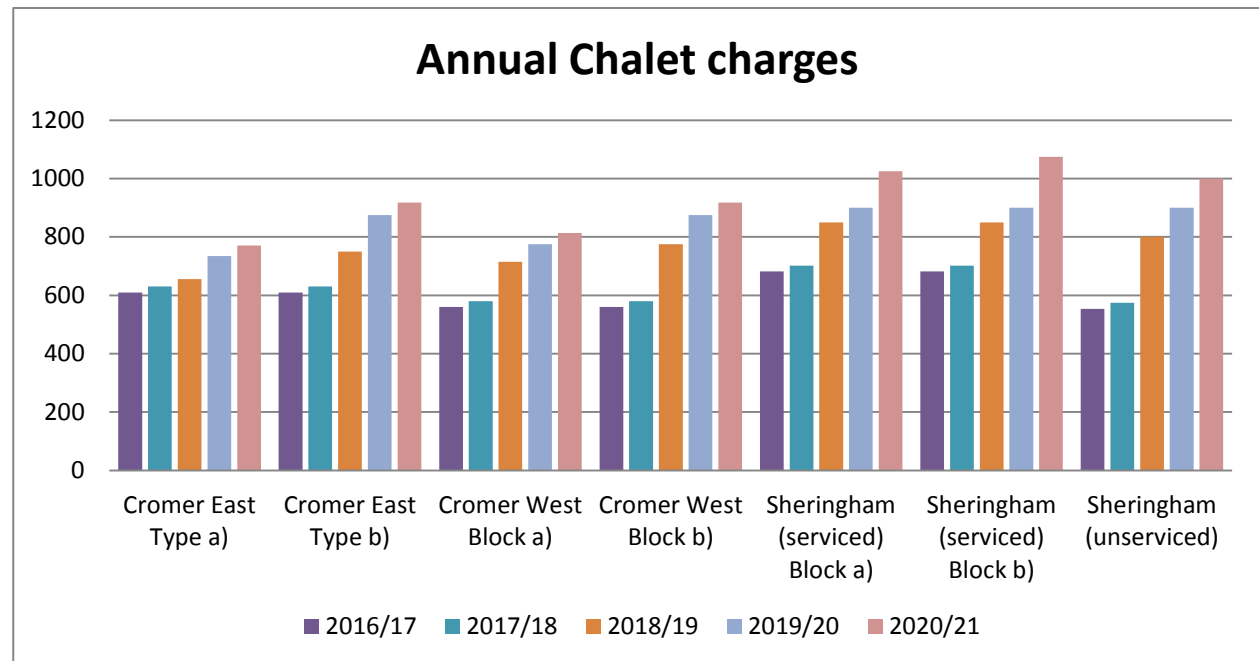
Beach chalet charges were not reviewed at that time with only small increases being introduced year on year. It is considered that currently the charge does not fully reflect the popularity of these assets, the size of each chalet or the adjacent facilities.

The basic fee introduced as part of the charging matrix was considered a reasonable charge of between £110/m<sup>2</sup> to £135/m<sup>2</sup> depending on resort facilities. In addition a charge based on ‘desirability’ should be levied (which varies depending on numbers on the waiting list). Reasonable adjustments will allow professional consideration and movement of charges for chalets in less popular positions if appropriate.

The chart opposite indicates the relative proposed price increases for chalets in 2019/20 to 2020/21.

After 3 years it is anticipated that this increase will bring in an additional £52k in revenue.

To support this, in the next 12 – 18 months, the Council is undertaking a series of chalet condition surveys. These surveys will be carried out in with a view to providing a comprehensive report that will target repairs and create an improvement programme of works.



### 13. Review Summary and Recommendations

The diagram opposite illustrates the six key elements identified which were explored and discussed as part of this review. The preferred options for both Weekly Lets and Annual Lets were collated and split into three time frames covering the 5 years of this strategy;

**Stage 1:** within 12 months - small changes that can be implemented including monitoring, followed by an annual progress review;

**Stage 2:** 1 -2 year further objectives dependant on the outcomes of the annual review;

**Stage 3:** 3 – 5 year longer term proposals that require further investigation and business cases depending on outcomes from 1 and 2 above.



#### Weekly lets

##### Stage 1: within 12 months

PROCESS EFFICIENCIES	MARKETING	QUALITY AND MONITORING	MITIGATE RISK	REVIEW CHARGES	OPPORTUNITIES
Move to on line booking and charge collection asap	Create a marketing strategy	Set standards and keep quality consistent	Install removable shutters to a selection of chalets to better facilitate off peak lets	Keep charges same for 2019 until changes take place and outcomes reviewed	Offer weekend bookings
Agree process for charging to facilitate bookings 18 months in advance	Make better use of on-site advertising, TICs etc	Obtain feedback from users and make improvements where possible	Monitor bookings to be able to react in a timely way to optimise bookings during events and good weather	Monitor competition and if possible service to visit local facilities to evaluate and make comparisons relative	Use automation of system to allow better use of staff resources to obtain and react to feedback effectively and plan improvements accordingly
Make better use of resources by concentrating on marketing, monitoring	Provide better customer service through targeted correspondence	Ensure continued ongoing maintenance / improvement programme	Agree plan of action to ensure continuity of offer should bookings increase significantly (ie		Obtain certainties over pricing and obtain income at time of booking – up to 18



and quality control			ensure cover for cleaning, off peak contacts, problem resolution etc)		months in advance.
Ensure adequate training is provided for staff and ensure the system is developed to allow some flexibility (ie weekend booking)	Allow 'offers' to encourage off season use and take advantage of good weather and local events	Monitor quality regularly through spot checks and feedback forms			Consider weekly lets at other locations (ie East Runton)
Review key change overs (particularly during off peak) to offer better customer experience	Ensure web pages are up to date and encourage on-line booking and make better use of social media	Monitor prices of similar offer to ensure competitiveness			

**Stage 2:** Undertake a review of service following Stage 1

MARKETING	QUALITY AND MONITORING	REVIEW CHARGES	OPPORTUNITIES
Review and revise communication plan and marketing strategy	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	Compare competitors prices and offer. Review feedback on charges and take up of offers before considering price changes	Consider weekly lets at other locations (ie Weybourne and Cart Gap)

**Stage 3:** Weekly lets – If necessary review further options/opportunities

MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Review marketing – ask people how they found out about NNDC. What is working that is cost effective? Try new means if necessary	Review feedback and determine desire for improved offer. If yes complete business case and submit capital bid	If income from weekly lets does not exceed the annual rent achieved at this time then consider <ul style="list-style-type: none"> <li>a) Reducing or eliminating the weekly let offer</li> <li>b) Outsourcing blocks of chalets or huts to suitable hospitality organisations to manage under tenancy agreement</li> </ul>

## Annual lets

### Stage 1: within 12 months

PROCESS EFFICIENCIES	MARKETING & COMMUNICATIONS	QUALITY AND MONITORING	MITIGATE RISK	REVIEW CHARGES	OPPORTUNITIES
Move from 1 to 5 year licences (see notes below) <sup>2</sup>	Actively engage through annual newsletter.	Obtain feedback to evidence change and direct improvements	Mitigate risk of storms to ensure 'time-out' is minimised – ensure chalets are part of contingency programming	Graded increase in charges – open and transparent charging mechanism	Review opportunities for huts at other non-promenade locations
Move to on-line licence issue and receipt	Seek ways to highlight advantages of chalets/huts. Ie: Health / relaxation/ hobbies etc	Monitor comparative charges in East Anglia to ensure ongoing competitiveness	Use newsletter to highlight and negate risk (storms, vandalism, property)	Set 3 year term based on approvals – aim to reach target price within 2 years.	Increase/maximise the number of lets at Key resorts
Continue to encourage DD payment	Promote and encourage community spirit and improvements using events/competitions etc	Ensure all issues raised are dealt with efficiently and effectively.		Use matrix for determining charges to ensure clarity and transparency	

#### <sup>2</sup> **Setting the Licence Fee – how this will work**

*It is generally felt that the charge levied for the beach hut or chalet licence should better reflect the market value. However, setting the licence fee for the next 5 years would be hard to justify as we don't know what the market is going to do over the next five years. Therefore the fairest option is to set the first three years – to allow the licence holder to assess their commitment, and review after 3 years. During the third year of the licence the rents will be reviewed through a process of comparing prices with others in similar locations. This will allow the Council to check that our charges are competitive and fair. If the market has significantly increased then rents may increase but similarly if the market is stagnant then rents will remain the same. Similarly loss of facilities or reductions in demand could potentially result in charges being reduced. For the purposes of this report we have suggested a new rent for chalets which has been phased in as appropriate over two years. For budget projection purposes we have indicated an annual 5% increase thereafter but this will be subject to market assessment and is not being 'set' at this stage beyond 3 years.*

*In addition to assessing and formalising market charges the Council can use 'reasonable / professional judgement' to determine an appropriate charge for a particular block or even, if appropriate, individual chalet/hut site. This means the Council has the discretion to apply relevant knowledge, training and experience to a situation. It allows us to look at the charges but then adjust these to better reflect the conditions / situation on the ground, for example, if a chalet is considered less desirable because it is situated away from the beach or is immediately adjacent a service area.*

**Stage 2:** Undertake a review of service and implement changes following Stage 1 years 1 - 2

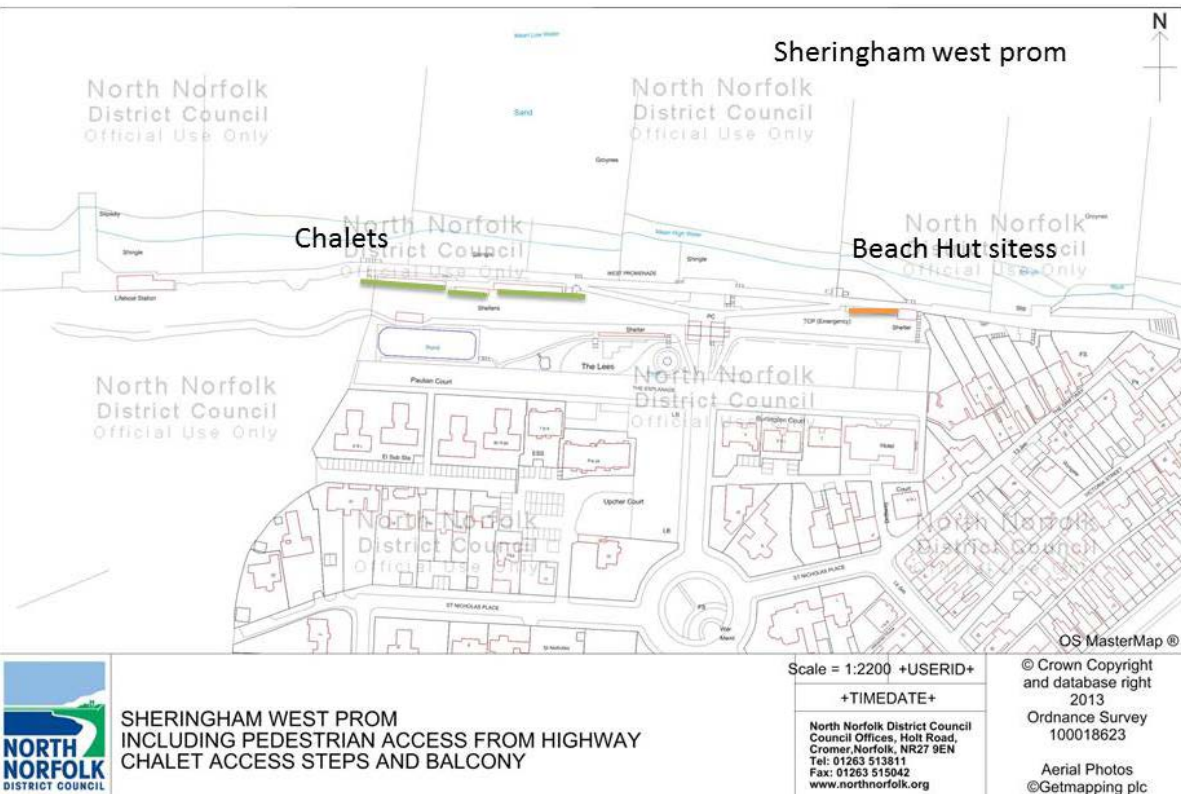
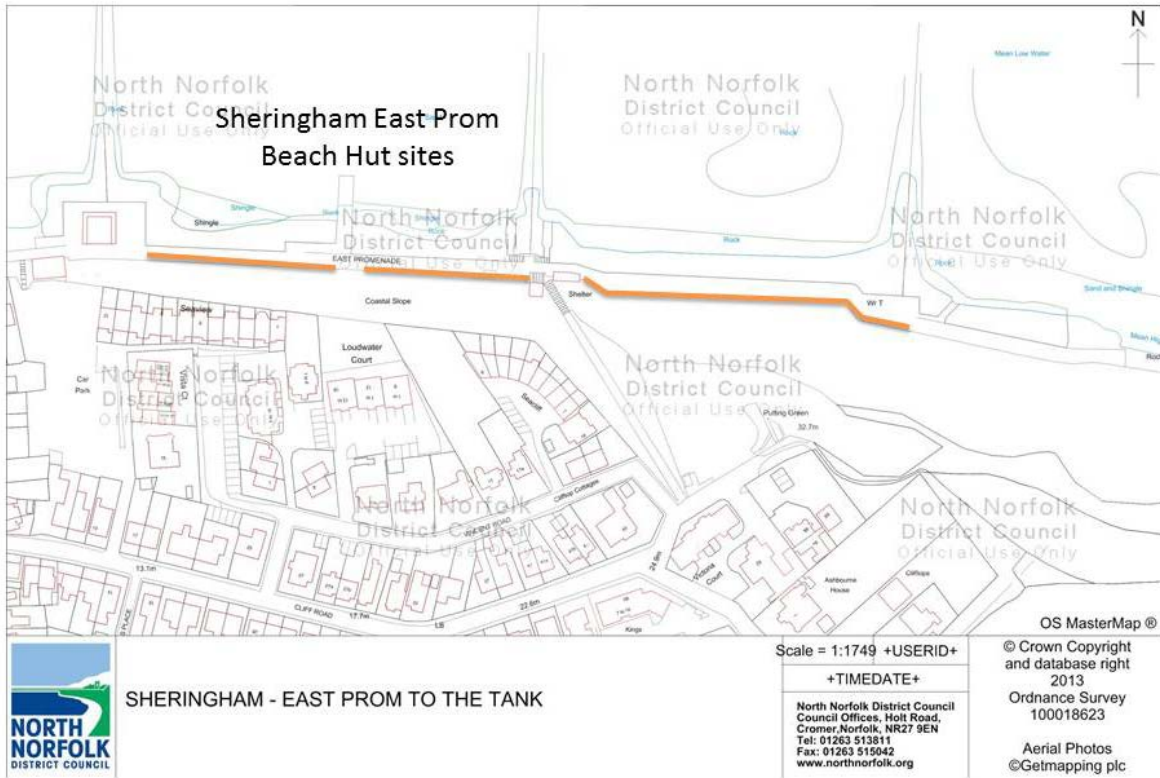
MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Advertise / promote waiting lists if necessary	Evaluate feedback and use results for future planning.	Consider use of currently redundant lower art deco block as new chalets if other options do not progress
	Review charging matrix – is it working?	If feedback suggests need for improved quality of offer (ie: designer chalets), submit business case and seek capital funding.

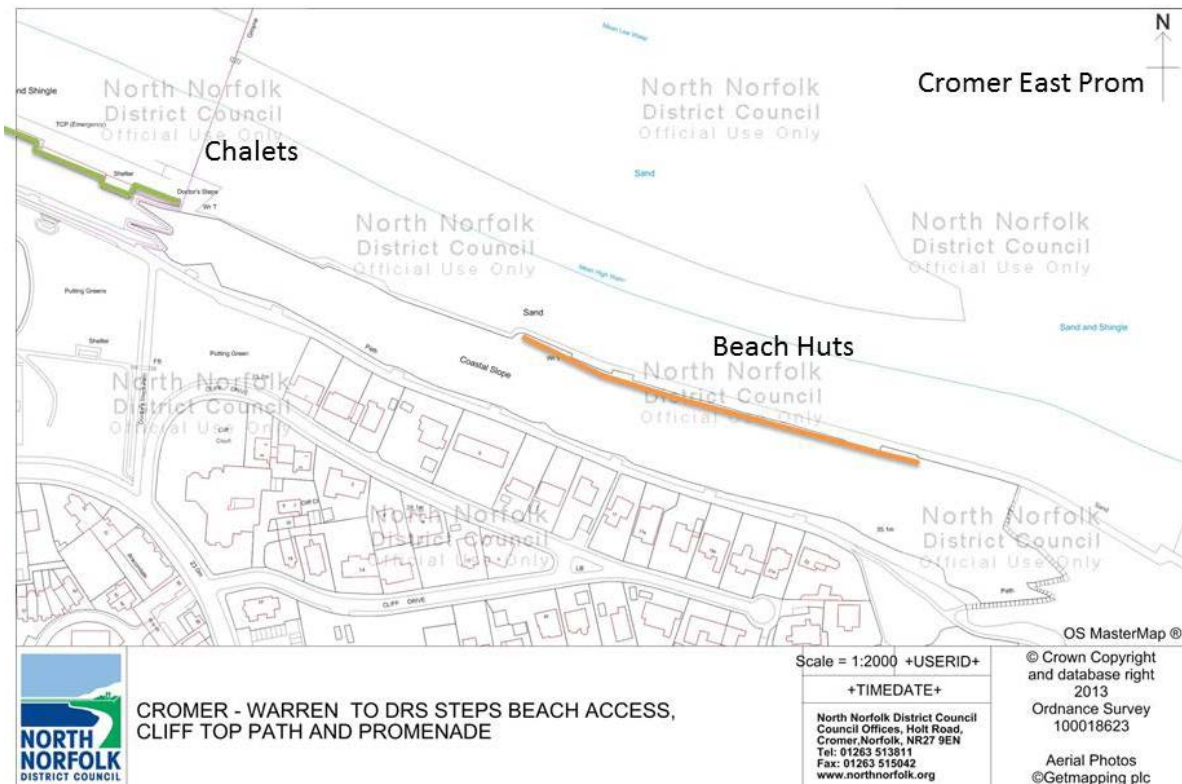
**Stage 3:** years 3 - 5

MARKETING	QUALITY AND MONITORING	OPPORTUNITIES
Advertise / promote waiting lists if necessary	Review prices for year 3 against market prices /local comparatives. Set for further two years. Repeat process to ensure continuity	Move from Annual lets to weekly lets if more viable to do so
		Consider selling or long term leasing (25yrs) of chalets and hut sites
		Consider outsourcing chalets to local businesses to manage maintenance and lettings

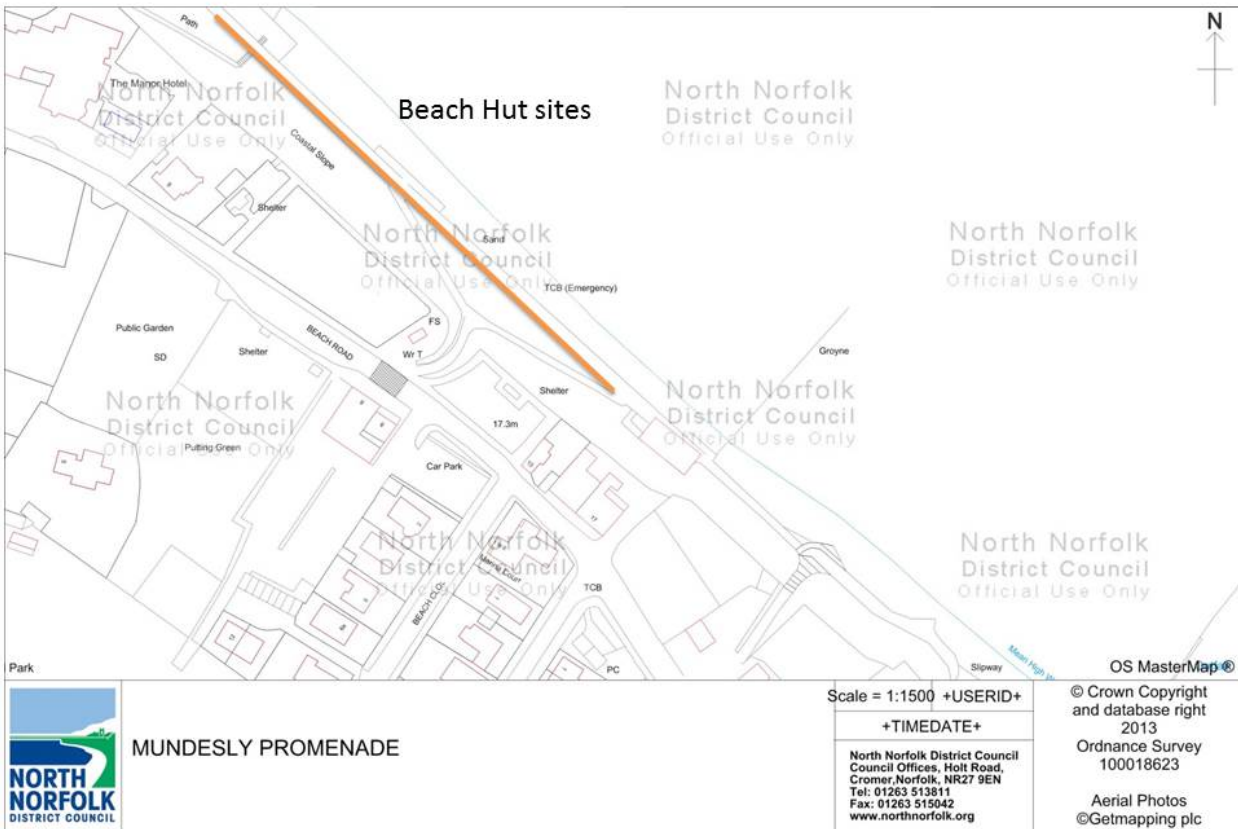
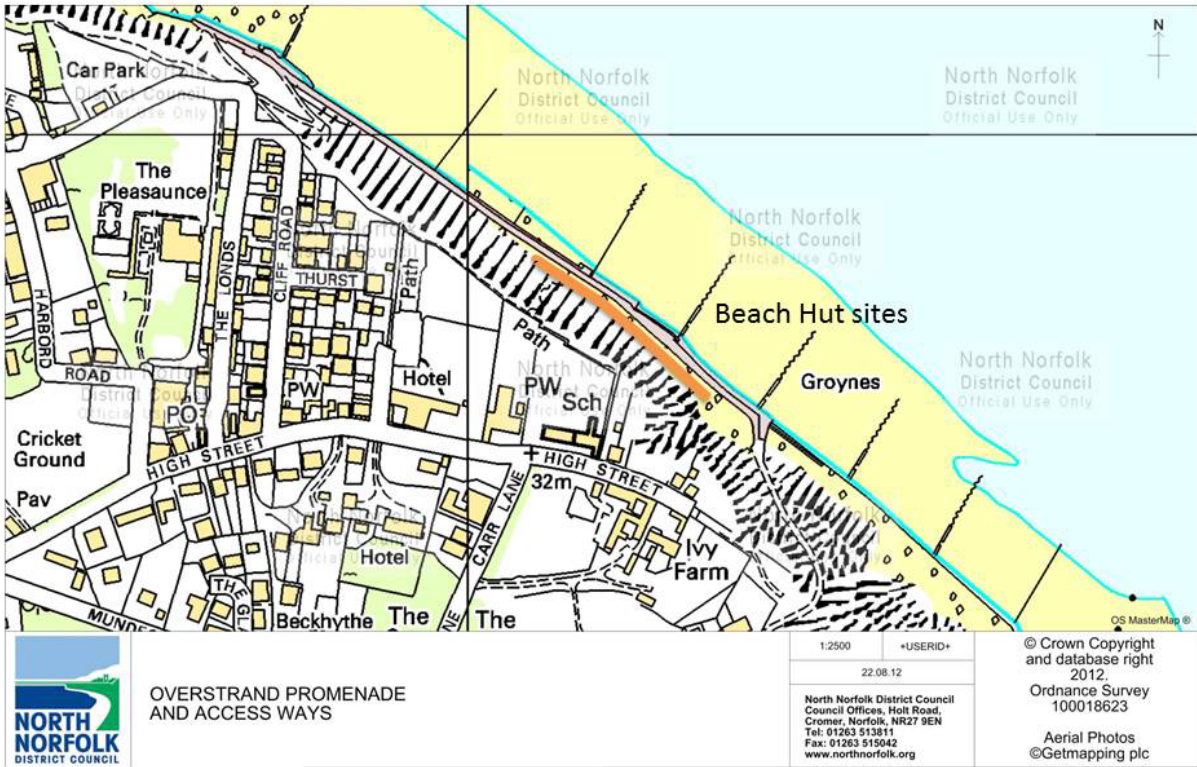
# Appendices

## Appendix a) Maps showing current beach chalets & hut sites









## Clarification of Council Policies regarding Beach Huts and Chalets 2016/17



Each licence issued by the Council and signed by both a representative of the Council and the licence holder aims to outline the operational rules, roles and responsibilities of both the Council and the Licence holder. Underpinning the licence are policies which detail the management of the chalets and hut sites in order to ensure clarity and equity. Details relating to those policies are outlined below. These policies are not exclusive and are subject to change. Licence holders can request an updated copy as required.

### Waiting Lists

1. A non-refundable payment of £25 per list is to be charged to join or remain on a waiting list. Applicants may apply to be on as many lists as they wish but the cost remains £25 per list. The resort lists are as defined below;

CHALETs (Brick built)	HUT SITE (Provide your own hut)
Cromer (east or west)	Cromer East
Sheringham	Cromer West
	Sheringham (east or west)
	Overstrand
	Mundesley

2. The waiting list applicant(s) must be;
  - Over 18 years old
  - Must consist of no more than two persons residing at the same address per entry
  - Children, siblings or other persons cannot be added to the waiting list and will not form part of any ongoing licence when it is offered
3. Applicants can request specific requirements such as the site location or type of chalet or hut site, on the understanding that they will NOT be offered a hut site or chalet that does not match the specific requirements. It should be noted that this may lengthen the time applicants remain on the waiting list.
4. Both Chalets and hut sites are offered strictly to the next person on the waiting list as they are relinquished.
5. Applicants are given two refusals before being returned to the bottom of the waiting list.
6. Once a chalet or hut is offered and accepted, applicants may remain on other waiting lists if desired. No refund is made if they choose to be removed from other lists. However applicants will only be offered ONE hut or chalet and acceptance of an alternative will result in the licence of the former site/chalet being relinquished.
7. It is the responsibility of the applicant to keep the Council informed of change of address/contact details. NNDC holds no responsibility for people not keeping their details up to date. People who cannot be contacted when a let is offered will be removed from the list without recompense or reinstatement.
8. Places on the waiting list are NOT transferable. There is no right of succession to a place on the waiting list.
9. Names/individuals cannot be changed/added to the waiting list excepting where one part of the party has changed status such as in the instance of death, divorce or marriage. Any changes must be made in writing to the Assets & Leisure team.

10. There is a 14 day cooling off period. Please contact the Council if you wish to cancel your application to be on the waiting list please during this period.
  11. The Council reserves the right to cap the waiting list and close applications for a set period.
  12. The Council reserves the right to refuse any application to a waiting list.
- 

### **Reimbursements**

When a current Licence holder decides they no longer wish to enter into an agreement with North Norfolk District Council and consequently relinquish use of the site or chalet they have to confirm, in writing, to Property Services their desire to relinquish the site/chalet and the date of effect.

The Council operates a sliding scale of reimbursement ie the 'value' of the site or chalet in December is not equal to the value of the same in August. A reimbursement is offered based on a refund (using the sliding scale) of the remaining whole months less £30 for administration fees. For a copy of the scale please email [propertyservices@north-norfolk.gov.uk](mailto:propertyservices@north-norfolk.gov.uk)

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### **Locks on Council owned premises**

The Council reserves the right to access those chalets or beach huts it owns at any time to undertake inspections and maintenance work. For this reason all of the locks are on a master key system and licence holders are NOT permitted to replace the locks. Where possible, at least 28 days notice of intention to enter chalets will be given to the licence holder. However it must be remembered that occasionally entrance is required to deal with, for example, storm damage, vandalism or structural defects when notice is not possible prior to taking remedial action.

If a lock seizes or fails then every effort should be made by the licence holder to contact NNDC to request a new lock. In extenuating circumstances when a lock fails and has to be replaced by the licence holder because no remaining locks are in situ or the Council Offices are closed, a subsequent request must be made to the Council within 48 working hours to provide new locks.

Every attempt is made to fit new locks quickly and once fitted keys are forwarded to the licensee or arrangements are made for collection.

Where personal locks are found to have been fitted without explanation the Council reserves the right, without notice, to remove the lock and fit its own.

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### **Sub-letting**

Sub-letting of huts or chalets is NOT permitted.

Sub letting is deemed to be;

- Any use of a hut or chalet by a person or party who is not the licence holder, or a friend or family member of the licence holder, where the exchange of monies takes place for the use of the hut or chalet; or
- The advertising of a hut or chalet as part of the promotion of a holiday let, bed and breakfast or similar business establishment, where exchange of money does or does not directly take place for the use of the hut/chalet by the third party; or
- Any use of a hut or chalet for commercial or other benefit or gain by the licence holder.

Where evidence shows licence holders are in breach of their licence the Council will issue of written request to comply. Failure to comply within 2 weeks will result in the licence being revoked and the occupant being given 4 weeks to remove their hut and/or personal belongings.



Failure to remove chattels will result in the hut or chalet contents being removed and (if appropriate) sold to cover costs.

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### **Rights to succession**

The general position is that there is no right to succession: licences are for the person(s) to whom the licence was originally granted only. The holding of a licence is restricted to a maximum of two persons both of whom must be resident at the same address.

That means, upon the renewal of a licence each year, the names on the licence will usually be those on the licence in the previous year. It will not be possible to add new names except in the circumstances set out below.

In the event of death of one of the licensees, a new licensee who is a spouse, partner or civil partner living at the address of the existing licensee would be allowed to replace a licensee. Similarly, in the case of a divorce or separation of a couple, the person who remains as licensee would be allowed to add a new person, that is to say a spouse, partner or civil partner (subject to the residence restriction).

It is not possible to pass on the licence to adult children by adding their name to the licence. The only way that this could take place is for the adult children to add their name to the waiting list. If they were at the top of the waiting list, then they would be allowed to remain in that position waiting to “take over” their family’s beach chalet or hut licence.

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## **BEACH HUT SITES ONLY**

### **Huts site sizes and encroachments**

A Beach Hut site area is deemed to be 3m frontage x 2.5m depth. A minimum 45 cm ‘gap’ either side is included as part of the hut site. In some circumstances this adjacent area may be larger, however there is no entitlement to use that space with your licence.



Licence holders are not entitled to utilise or encroach by way of decking, paving or similar built structure any areas outside of the site area outlined above. If clarification is needed in order to correctly position on the site then this should be sought PRIOR to the installation of the hut.

Licence holders are not permitted to make changes to the surrounding cliff face, promenade or vegetation by way or clearance, re-enforcement or installation of barriers or hoarding. If problems are evident please contact the Council for rectification / advice.

### **Insuring your hut**

The requirement to insure your hut has been part of the hut site licence for many years but it was apparent, following the tidal surge, that many people did not insure their huts as requested.

Whilst we realise the huts are the property of the licence holder, because they are sited on public land which is frequented by the general public, the Council has a responsibility to take an overarching view of any site. This means essentially that the Council has to act appropriately where safe access to a site may be compromised. Devastation of multiple property makes clearing up very complex and if structures become dangerous then individual clear up is practically impossible to manage effectively. In a similar situation any works are still likely to be undertaken by the Council through appropriate contractors but in future the Council may seek recompense from the hut owner for undertaking this work.

In any such circumstance we can assure you that;

- The Council will not undertake any demolition of huts without prior notice and consent from licence holders (except in extreme circumstances where the structure is so damaged as to be an immediate danger to site users or the public);
- No claim by the Council towards this cost will exceed £500 per hut per claim;
- We will deal with your insurance company direct where possible;
- Provide a breakdown of the costs incurred upon request;
- Keep you informed at all times.

As a result we now require that:-

- Hut insurance includes a sum (minimum £500) to cover the cost of its demolition / clearance (many hut insurances do include this as standard).
- Hut owners submit a copy of the policy schedule as proof of insurance.

Our research has shown that insurance of a £2k hut is around £110 per year. Please note insurance of the contents is optional.

### **Sale of Huts**

When a current licence holder decides they no longer wish to enter into an agreement with North Norfolk District Council and consequently relinquish use of the site, they have to confirm, in writing, to Property Services their desire to relinquish the site and the date of effect.

Current site holders are not permitted, under any circumstances, to sell-on, swap or transfer the rights to the site to a new or current site holder.

Sites are offered on a strict basis of next on the waiting list which is held and maintained by North Norfolk District Council Property Services.

If the out-going occupier wishes to sell their hut they must inform Property Services that they are happy for their contact details to be passed to the next person on the waiting list.

The two parties can negotiate a price for the sale/purchase of the hut but the new site holder is not bound to purchase the hut from the outgoing site holder and likewise the out-going site holder is not bound to sell their hut should they wish to keep it.

If agreement is not made and the new site owners wishes to purchase a new hut it is the responsibility of the out-going site holder to organise collection/removal of their hut from the site or from the storage facility within one month of the termination of the agreement.

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*If you require further clarification on any of the above policies please contact us via email: [propertyservices@north-norfolk.gov.uk](mailto:propertyservices@north-norfolk.gov.uk) or write to Property Services, NNDC, Holt Road, Cromer*

## BEACH CHALET LICENCE

THIS AGREEMENT is made the 1st day of April 2017 BETWEEN:

- (1) NORTH NORFOLK DISTRICT COUNCIL of Council Offices, Holt Road, Cromer, Norfolk, NR27 9EN ('the Licensor') and
- (2) ('The Licensee')

NOW IT IS AGREED as follows:

### I DEFINITIONS AND INTERPRETATION

In this agreement the following expressions have the meanings given in this clause.

#### 1.1 'The Access Ways'

'The Access Ways' means the roads, paths, leading to and in the vicinity of the Chalet use of which is necessary to obtain access to and egress from the Chalet or those of them that afford reasonable access and egress thereto and there from and that the Licensor from time to time in his absolute discretion designates on 28 days' notice to the Licensee.

#### 1.2 'The Licensors Adjoining Property'

'The Licensors Adjoining Property' means those surrounding areas not included within the definition of 'The Access Ways', to include, without limitation, remaining promenade areas, cliff slopes and other utilised land.

#### 1.3 'The Designated Hours'

'The Designated Hours' means 6am to 11pm on each day of the Licence Period or such other hours as the Licensor from time to time in its absolute discretion determines on 28 days' notice to the Licensee

#### 1.3 'The Chalet'

'The Chalet' means the land and building known as [Cromer East xx]

#### 1.4 'The Chalet Guidance'

'The Chalet Guidance' means guidance published from time to time by the Licensor in relation to the use and management of chalets and can be viewed online ([www.northnorfolk.org](http://www.northnorfolk.org)) or a copy requested from the Council.

#### 1.5 'The Licence Fee'

'The Licence Fee' means £ xx

#### 1.6 'The Licence Period'

'The Licence Period' means the period of [one year] commencing on 1<sup>st</sup> April 2017 and ending on 31<sup>st</sup> March 2018 or ending on the date on which the Licensee's rights under clause 2 are determined in accordance with clause 4.1.

#### 1.7 Obligation and omission

Any undertaking by the Licensee not to do anything includes an obligation not to permit or suffer that thing to be done by another person where the Licensee is aware that the thing is being done.

#### 1.8 References to clauses

Any reference in this agreement to a clause without further designation is to be construed as a reference to the clause of this agreement so numbered.

## **1.9 'VAT'**

'VAT' means value added tax or any other tax of a similar nature.

## **2 THE LICENCE**

Subject to the Licensee's undertakings and the other terms and conditions referred to in clause 3 and clause 4, the Licensor gives the Licensee the right, for the Licence Period and during the Designated Hours, in common with the Licensor and all others authorised by the Licensor so far as is not inconsistent with the rights given, to use the Chalet for recreational use ancillary to bathing or ancillary to other recreational use of the adjacent beach, and to use the Access ways for access to and egress from the Chalet.

## **3 LICENSEE'S UNDERTAKINGS**

The Licensee agrees and undertakes as set out in this clause 3.

### **3.1 Licence fee and outgoings**

The Licensee must pay the Licence Fee, to the Licensor in advance on the date of this agreement and must pay on demand a fair and reasonable proportion, apportioned in respect of the Licence Period, of all rates and other outgoings of a periodically recurring nature incurred in respect of the Chalet, together with any VAT.

### **3.2 Condition of site**

The Licensee must keep the Chalet clean and tidy and clear of rubbish and leave it in a clean and tidy condition and free of the Licensee's furniture, equipment, goods and chattels at the end of the Licence Period.

### **3.3 Appearance of Chalet**

The Licensee must keep the Chalet in good internal decorative order. The Licensee must not make any permanent alterations to the external or internal structure of the Chalet.

### **3.4 Encroachment**

The Licensee must not encroach, build or place anything onto any land adjacent to or in the environs of the Chalet nor any part of the Licensor's Adjoining Property. The Licensee is permitted to use the Access Ways immediately adjacent to the Chalet for the purposes of sitting out only, subject to the proviso that there is no impedance or obstruction to the public's use of those Access Ways.

### **3.5 Fire Risk**

The Licensee must take proper precautions against the risk of fire including not keeping combustible or volatile substances (e.g. gas canisters) in or outside of the Chalet or on any of the Access ways or the Licensor's adjoining property.

### **3.6 Reporting defects and occurrences**

The Licensee must report to the Licensor any defects occurring in the Chalet in order that a review, repair or remedy can be affected. The Licensee must report to the Licensor as soon as possible, any suspected or actual break-ins or incidents of vandalism affecting the Chalet.

### **3.7 Access ways**

The Licensee must not obstruct the Access Ways, or make them dirty or untidy, or leave any rubbish on them.

### **3.8 Signs and notices**

The Licensee must not display any signs or notices at the Chalet.

### **3.9 Locks**

Save in the case of emergency, the Licensee is to use the Licensor's lock to lock the Chalet at

all times when it is not in use and in the event that the Licensor inspects the Chalet and finds that the Licensee is using his own lock in contravention of this clause, then the Licensor may remove such lock and replace it at the cost of the Licensee and without prejudice to any rights of termination which may arise.

### **3.10 Nuisance and noise**

The Licensee must not use the Chalet or the Access Ways in such a way as to cause any nuisance, noise, damage, disturbance or interference at the Chalet nor cause any nuisance, annoyance, inconvenience, interference, obstruction or disturbance to the owners, occupiers or users of any adjoining or neighbouring property.

### **3.11 Residential use and sleeping**

The Licensee may only use the Chalet between the hours of 6.00 am and 11.00pm. The Licensee must not use the Chalet for any other purpose other than as a base for bathing, rest and recreation. The Chalet must not be used as sleeping accommodation or for residential purposes.

### **3.12 Animals**

The Licensee may not keep any animal, bird or reptile in the Chalet save a dog or dogs which may be kept at the Chalet during the Designated Hours provided the dog or dogs are properly supervised at all times and do not cause nuisance or annoyance to other chalet, promenade or beach users.

### **3.13 Return of keys and rights of sale of unclaimed property on termination**

3.12.1 At the termination of the Licence Period in accordance with clause 4.1 the Licensee shall return the keys to the Chalet to the Licensor and shall remove from the Chalet all chattels belonging to or used by the Licensee

3.12.2 If after the Licensee has vacated the Chalet on the termination of the Licence Period in accordance with clause 4.1 any chattel of the Licensee remains in or on the Chalet and the Licensee fails to remove it within 14 days after being requested in writing by the Licensor to do so or if after using its best endeavours the Licensor is unable to make such a request to the Licensee within four weeks days from the first attempt so made by the Licensor:-

3.12.2.1 The Licensor may as the agent of the Licensee sell such property and the Licensee will indemnify the Licensor against any liability incurred by it to any third party whose property shall have been sold by the Licensor in the mistaken belief held in good faith (which shall be presumed unless the contrary be proved) that such property belonged to the Licensee

3.12.2.2 If the Licensor having used its best endeavours is unable to locate the Licensee the Licensor shall be entitled to retain such proceeds of sale absolutely unless the Licensee shall claim them within two months of the date upon which the Licensee vacated the Chalet

### **3.14 Statutory requirements and insurance**

The Licensee must not do anything that will or might constitute a breach of any statutory requirement affecting the Chalet or that will or might wholly or partly vitiate any insurance created in respect of the Chalet from time to time. The Licensee shall arrange contents insurance cover.

### **3.15 Indemnity**

The Licensee must indemnify the Licensor, and keep the Licensor indemnified, against all losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability arising in any way from this agreement, any breach of any of the Licensee's undertakings contained in this clause, or the exercise or purported exercise of any of the rights given in this Licence.

### **3.16 Rules and regulations**

The Licensee must observe any reasonable rules and regulations the Licensor makes and notifies to the Licensee from time to time including those set out within the Licensor's "Chalet Guidance" governing the Licensee's use of the Chalet, or the Access ways.

### **3.17 Licensor's rights**

The Licensee must not in any way impede the Licensor, or its officers, servants or agents, in the exercise of its rights of possession and control of the Chalet. The Licensor has the right to enter the Chalet for the purposes of condition survey and/or installation and removal of window protection boards carried out in March/April and October/November every year. Otherwise, where possible the Licensor will give at least seven days' notice to the Licensee in order to inspect or carry out repairs to the Chalet.

## **4 GENERAL**

### **4.1 Determination**

The rights granted in clause 2 are to determine (but without prejudice to the Licensor's rights in respect of any breach of the Licensee's agreements and undertakings contained in this Licence):

- 4.1.1 Immediately on notice given by the Licensor at any time following any breach by the Licensee of his agreements and undertakings contained in this Licence;
- 4.1.2 Immediately on notice given by the Licensor at any time following occasions such as forces of nature resulting in damage and / or loss to the Licensor's Chalet, Access Ways and Licensor's adjoining property which is deemed in the opinion of the Licensor to compromise any health and safety provisions.
- 4.1.3 In any case on not less than 28 days' notice given by the Licensor or the Licensee to the other party to expire on the last day of a month; and
- 4.1.4 in any case at the end of the Licence Period

### **4.2 Refund of proportionate part of Licence Fee**

- 4.2.1 In the event that this Licence is brought to an end by the Licensor or Licensee through serving notice in accordance with clause 4.1.2 and 4.1.3, the Licensor may, at its absolute discretion, refund the Licensee a proportion of the Licence Fee such proportion based on the remaining number of whole months of the Licence Period but calculated using the Licensor's sliding scale (under which summer months have a higher percentage refund ascribed to them) and the Licensor shall, in the event that it has decided to exercise discretion in favour of the Licensee, make payment of such refund less the Administration Fee within 28 days of such termination of the Licence
- 4.2.2 In the event of any coastal, sea defence works or any works deemed appropriate or necessary by the Licensor that may be undertaken on the Licensor's Adjoining Property during the period of the Licence (and which in the Licensor's opinion shall materially interfere with the Licensee's enjoyment of the chalet) the Licensor shall decide at its own discretion as to whether there shall be any refund of any part or whole of the Licence fee paid. Any such decision made shall be final.
- 4.2.3 In the event of external or internal works being required on the chalet then the Council shall endeavour to give 28 day's notice and to ensure, where practically possible, works are carried out between October and March. When circumstances dictate this is not feasible then refunds will be made to licensees according to the Council's scale of charge/refunds only where access to chalets is denied in excess of 14 days.

### **4.3 Assignment prohibited**

The benefit of this licence is personal to the Licensee and not assignable and the rights given in clause 2 may only be exercised by the Licensee and his invitees and visitors.

### **4.4 Supervision of Invitees and Visitors**

The Licensee must ensure that his invitees and visitors abide by the terms of this Licence and the Licensor's "Chalet Guidance".

**4.5 Licensee's Liability for Invitees and Visitors**

The Licensee will remain personally responsible for the use of the Chalet by his invitees and visitors and any breach of the Licensee's undertakings contained in clause 3 by an invitee or visitor of the Licensee will be deemed a breach by the Licensee himself.

**4.6 Liability excluded**

The Licensor is not to be liable for the death of or injury to, the Licensee or his invitees or for damage to any property of theirs or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability incurred by them in the exercise or purported exercise of the rights granted by clause 2.

**4.7 Notices**

All notices given by either party pursuant to the provisions of this agreement must be in writing and are to be sufficiently served if delivered by hand or sent by first class post or where possible/agreed (in the first instance) via acknowledged electronic mail.

**4.8 Emergencies**

In the case of forces of nature situations, where the chalet has been damaged or destroyed beyond economical repair, the Licensor reserves the right to;

4.8.1 in association with paragraph 4.1.2 to serve 10 days' notice upon the Licensee to remove any contents remaining therefrom.

4.8.2 Following 4.8.1 above, should any contents not have been removed by the end of the specified period, the Licensor shall be at liberty to remove and dispose of the same with a right to reserve recovery of its costs from any unexpired Licence fee period. Should there be insufficient such funds, the Licensor reserves further rights of recovery of such costs from the Licensee.

**5 CHARGING**

The Licensee MAY NOT charge a fee to his invitees or visitors for allowing them use of the Chalet under the terms of his Licence and, in this context, charging a fee includes permitting the use of the Chalet as a benefit included with the letting of another property or accommodation whether or not a specific fee is, in fact, ascribed to this benefit by the Licensee.

Signed for and on behalf of the Licensor by

..... NNDC Authorised signatory Penny Sands / Ricky Wright

Signed by the Licensee(s)

..... Signature ..... Name printed

..... Signature ..... Name printed

## BEACH HUT SITE LICENCE

THIS AGREEMENT is made the 1st day of April 2017 BETWEEN:

- (1) NORTH NORFOLK DISTRICT COUNCIL of Council Offices, Holt Road, Cromer, Norfolk, NR27 9EN ('the Licensor') and
- (2) ('The Licensee')

NOW IT IS AGREED as follows:

### I DEFINITIONS AND INTERPRETATION

In this agreement the following expressions have the meanings given in this clause.

#### 1.1 'the Access ways'

'The Access ways' means the roads, paths, leading to and in the vicinity of the Beach Hut Site use of which is necessary to obtain access to and egress from the Beach Hut Site or those of them that afford reasonable access and egress thereto and therefrom and that the Licensor from time to time in its absolute discretion designates on 28 days' notice to the Licensee.

#### 1.2 'the Licensors Adjoining Property'

"The Licensors Adjoining Property" means those surrounding areas not included within the definition of "The Access ways", to include, without limitation, remaining promenade areas, cliff slopes and other utilised land.

#### 1.3 'the Administration Fee'

'The Administration Fee' means a fee of £30 which may be charged by the Licensor to cover the Licensor's administration costs in the calculation of and repayment to a Licensee of refund of Licence Fee on termination.

#### 1.4 'the Beach Hut'

'The Beach Hut' means the beach hut belonging to the Licensee which shall be of a type approved by the Licensor and conforming to standards set out in the Beach Hut Guidance.

#### 1.5 'the Beach Hut Guidance'

'The Beach Hut Guidance' means guidance published from time to time by the Licensor in relation to the use and management of beach huts

#### 1.6 'the Designated Hours'

'The Designated Hours' means 6am to 11pm on each day of the Licence Period or such other hours as the Licensor from time to time in its absolute discretion determines on 28 days' notice to the Licensee

#### 1.7 'the Beach Hut Site'

'The Beach Hut Site' means the area of land known as Beach Hut Site [ 81] Cromer EAST which is of dimensions no larger than 3 metres frontage and 2.5 metres depth.

#### 1.8 Headings

The clause headings and the table of contents do not form part of this agreement and must not be taken into account in its construction or interpretation.

#### 1.9 'The Licence Fee'

'The Licence Fee' means £ 300.00



### **1.10 'The Licence Period'**

'The Licence Period' means the period [of one year] commencing on 1<sup>st</sup> April 2017 and ending on 31<sup>st</sup> March 2018 or ending on the date on which the Licensee's rights under clause 2 are determined in accordance with clause 4.1.

### **1.11 References to clauses**

Any reference in this agreement to a clause without further designation is to be construed as a reference to the clause of this agreement so numbered.

### **1.12 'VAT'**

'VAT' means value added tax or any other tax of a similar nature.

## **2 THE LICENCE**

Subject to the Licensee's undertakings referred to in clause 3 and clause 4, the Licensor gives the Licensee the right, for the Licence Period and during the Designated Hours, in common with the Licensor and all others authorised by the Licensor so far as is not inconsistent with the rights given, to use the Beach Hut Site for siting the Beach Hut for recreational use ancillary to bathing and other recreational use of the adjacent beach, and to use the Access ways for access to and egress from the Beach Hut Site and for no other purpose.

## **3 LICENSEE'S UNDERTAKINGS**

The Licensee agrees and undertakes as set out in this clause 3.

### **3.1 Licence fee and outgoings**

The Licensee must pay the Licence Fee, to the Licensor in advance on or before the date of this agreement and must pay on demand all rates and other outgoings of a periodically recurring nature incurred in respect of the Beach Hut Site including National Non Domestic Rates.

### **3.2 Encroachment**

The Licensee must not encroach, build or place anything onto land which is not within the (3m x2.5m) Beach Hut Site. The Licensee is permitted to use the Access ways immediately adjacent to the hut site for the purposes of sitting out only, subject to the proviso that there is no impedance or obstruction to the public's use of those Access ways.

### **3.3 Requirement to keep Beach Hut at site**

The Licensee is to use best endeavours to keep a Beach Hut at the Beach Hut Site throughout the period 1<sup>st</sup> June to 31<sup>st</sup> August and is to report to the Licensor without unreasonable delay any period of time during which there is no Beach Hut at the site.

### **3.4 Condition of site**

The Licensee must keep the Beach Hut Site clean and tidy and clear of rubbish and leave it in a clean and tidy condition and free of the Licensee's Beach Hut, furniture, equipment, goods and chattels at the end of the Licence Period.

### **3.5 Appearance/Colour of Beach Hut**

The Licensee must keep the Beach Hut in good decorative order inside and out in accordance with the design and specification set out in the Licensor's Beach Hut Guidance. The Licensee must place a number on the Beach Hut to correspond with the Site number within seven days of siting of the Beach Hut, failing which the Licensor reserves the right to place any such number at the Licensees cost.

### **3.6 Insurance and Risk**

3.6.1 The Licensee shall maintain insurance cover in respect of the beach hut, inclusive of its contents and third party liabilities with copies of all policy documents being provided to the Licensor **upon the commencement of this Licence.**

3.6.2 The Licensee shall not keep any combustible or volatile equipment (eg gas canisters) within the hut or on any of the Access ways or Licensor's adjoining property.

### **3.7 Reporting defects and occurrences**

The Licensee must report to the Licensor any defects, including acts of vandalism, affecting the Site.

### **3.8 Access ways**

The Licensee must not obstruct the Access ways, or make them dirty or untidy, or leave any rubbish on them.

### **3.9 Signs and notices**

The Licensee must not display any other signs or notices at the Beach Hut Site.

### **3.10 Nuisance and noise**

The Licensee must not use the Beach Hut Site or the Access ways in such a way as to cause any nuisance, noise, damage, disturbance or interference nor cause any nuisance, annoyance, inconvenience, interference or disturbance to the owners, occupiers or users of any adjoining or neighbouring property.

### **3.10 Residential use and sleeping**

The Licensee may only use the Beach Hut between the hours of 6.00 am and 11.00pm. The Licensee must not use the Hut for any other purpose other than as a base for bathing, rest and recreation. The hut must not be used as sleeping accommodation or for residential purposes.

### **3.11 Animals**

The Licensee may not keep any animal, bird or reptile in the Hut save a dog or dogs which may be kept at the Hut during the Designated Hours provided the dog or dogs are properly supervised at all times and do not cause nuisance or annoyance to other hut users.

### **3.13 Statutory requirements and insurance**

The Licensee must not do anything that will or might constitute a breach of any statutory requirement affecting the Beach Hut Site or that will or might wholly or partly vitiate any insurance created in respect of the Beach Hut Site from time to time.

### **3.14 Removal of chattels on termination.**

3.14.1 At the termination of this Licence in accordance with clause 4.1 the Licensee shall return the Beach Hut Site to the Licensor in the condition required by this Licence and shall remove from the Beach Hut Site all chattels (including the Beach Hut) belonging to or used by it.

3.14.2 If after the Licensee has vacated the Beach Hut Site on the termination of the Licence and does not enter into a new Licence on termination, the Beach Hut or any chattel of the Licensee remains in or on the Beach Hut Site and the Licensee fails to remove it within 28 days after being requested in writing by the Council to do so or if after using its best endeavours the Licensor is unable to make such a request to the Licensee within six weeks from the first attempt so made by the Licensor:-

3.14.2.1 the Licensor may as the agent of the Licensee sell such property and the Licensee will indemnify the Licensor against any liability incurred by it to any third party whose property shall have been sold by the Licensor in the mistaken belief held in good faith (which shall be presumed unless the contrary be proved) that such property belonged to the Licensee

3.14.2.2 If the Licensor having used its best endeavours is unable to locate the Licensee the Licensor shall be entitled to retain such proceeds of sale absolutely unless the Licensee shall claim them within three months of the date upon which the Licence terminated

### **3.15 Indemnity**

The Licensee must indemnify the Licensor, and keep the Licensor indemnified, against all losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability arising in any way from this agreement, any breach of any of the Licensee's undertakings contained in this clause, or the exercise or purported exercise of any of the rights given in this Licence.

### **3.16 Rules and regulations**

The Licensee must observe any reasonable rules and regulations the Licensor makes and notifies to the Licensee from time to time including those set out within the Beach Hut Guidance governing the Licensee's use of the Beach Hut Site, or the Access ways.

### **3.17 Licensor's rights**

The Licensee must not in any way impede the Licensor, or its officers, servants or agents, in the exercise of its rights of possession and control of the Beach Hut Site and every part of the Access ways

## **4 GENERAL**

### **4.1 Determination**

The rights granted in clause 2 are to determine (but without prejudice to the Licensor's rights in respect of any breach of the undertakings or agreements contained in this Licence):

- 4.1.1 Immediately on notice given by the Licensor at any time following any breach by the Licensee of his agreements and undertakings contained in this Licence; and
- 4.1.2 Immediately on notice given by the Licensor at any time following occasions such as forces of nature resulting in damage and / or loss to the Licensor's beach hut site, access ways and Licensor's adjoining property which is deemed in the opinion of the Licensor to compromise any health and safety provisions.
- 4.1.3 in any case, on not less than 28 days' notice given by the Licensor or the Licensee to the other party to expire on the last day of a month.
- 4.1.4 in any case, at the end of the Licence Period

### **4.2 Refund of proportionate part of Licence Fee**

- 4.2.1 In the event that this Licence is brought to an end by the Licensor or Licensee through serving notice in accordance with paragraphs 4.1.2 and 4.1.3, the Licensor may, at its absolute discretion, refund the Licensee a proportion of the Licence Fee such proportion based on the remaining number of whole months of the Licence Period but calculated on the Licensor's sliding scale (under which summer months have a higher percentage refund ascribed to them) and the Licensor shall, in the event that it has decided to exercise discretion in favour of the Licensee, make payment of such refund less the Administration Fee within 28 days of such termination of the Licence
- 4.2.2 In the event of any coastal, sea defence works or any works deemed appropriate or necessary by the Council that may be undertaken on the Licensor's Adjoining Property during the period of the Licence (and which in the Licensor's opinion shall materially interfere with the Licensee's enjoyment of the site) the Licensor shall decide at its own discretion as to whether there shall be any refund of any part or whole of the Licence fee paid. Any such decision made shall be final.

### **4.3 Assignment prohibited**

The benefit of this licence is personal to the Licensee and not assignable and the rights given in clause 2 may only be exercised by the Licensee and his invitees and visitors.

### **4.4 Liability excluded**

The Licensor is not to be liable for the death of or injury to, the Licensee or his invitees or for damage to any property of theirs or for any losses, claims, demands, actions, proceedings, damages, costs or expenses or other liability incurred by them in the exercise or purported exercise of the rights granted by clause 2.

**4.5 Notices**

All notices given by either party pursuant to the provisions of this agreement must be in writing and are to be sufficiently served if delivered by hand or sent by first class post.

**4.6 Supervision of invitees and visitors**

The Licensee must ensure that his invitees and visitors abide by the terms of this Licence and the Beach Hut Guidance.

**4.7 Licensee’s liability for invitees and visitors**

The Licensee will remain personally responsible for the use of the Beach Hut Site by his invitees and visitors and any breach of the Licensee’s agreements or undertakings contained in this Licence by an invitee or visitor of the Licensee shall be deemed a breach by the Licensee himself.

**4.8 Emergencies**

In the case of forces of nature situations, where the beach hut has been damaged or destroyed beyond economical repair, the Licensor reserves the right to;

4.8.1 In association with paragraph 4.1.2 to serve 10 days’ notice upon the Licensee to remove the damaged beach hut and / or any remaining materials and contents remaining therefrom.

4.8.2 following 4.8.1 above, should the beach hut and / or any damaged material and contents not be removed by the end of the specified period, the Licensor shall be at liberty to remove and dispose of the same with a right to reserve recovery of its costs from any unexpired Licence fee period. Should there be insufficient such funds, the Licensor reserves further rights of recovery of such costs from the Licensee.

**5 CHARGING**

The Licensee may not charge a fee to his invitees or visitors for allowing them use of the Beach Hut Site under the terms of his Licence and, in this context, the Licensee’s charging of a fee includes permitting the use of the Beach Hut Site as a benefit included in or granted with the letting of another property or accommodation whether or not a specific fee is, in fact, ascribed to this benefit by the Licensee.

Signed for and on behalf of the Licensor by

..... Ricky Wright / Penny Sands NNDC Authorised signatory

Signed by the Licensee(s)

..... Signed .....  
Name Printed

..... Signed .....  
Name Printed

## Appendix d) Overview & Scrutiny Task and Finish Group - Terms of Reference

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



Agenda Item No \_\_\_\_\_ 11 \_\_\_\_\_

## MANAGING PERFORMANCE QUARTER 1 2018/19

**Summary:** The purpose of this report is to give a first quarter progress report of the performance of the Council. More specifically it reports on the delivery of the new 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 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. 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 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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.

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

## 1. Introduction

The purpose of the 'Managing Performance Quarter 1 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 first 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 four sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects

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. Minor amendment to the Annual Action Plan

There has been one minor amendment to an Annual Action Plan target, the Number of businesses engaged via events (quarterly cumulative) (J 021). It is recommended that this annual target is adjusted from 400 to 200 businesses engaged via events. 100 businesses per quarter is an unlikely achievement. Last year there were event numbers which realistically will not be replicated this year.

## 4. Conclusion

- 4.1 The majority of the 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. 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.
- 4.2 Of the 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven below target.
- 4.3 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.

## 5. 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.

**6. Financial Implications and Risks**

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

**7. Sustainability**

There are no sustainability implications of this report.

**8. Equality and Diversity**

There are no equality and diversity implications of this report.

**9. 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 1 2018/19**

**Version 06**

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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

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.

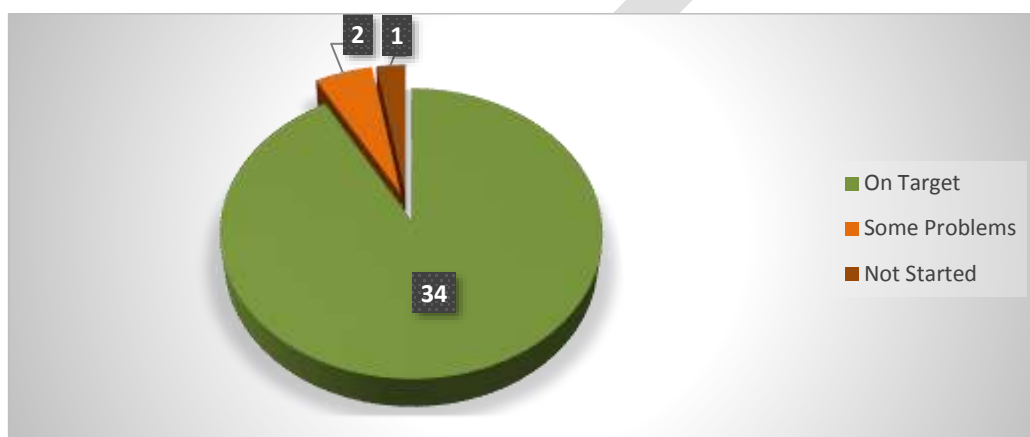
The purpose of this report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future, where it is needed.

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 37 actions are on track (34). Only two have identified some problems and one is not yet due to start. 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 32 monthly and quarterly performance indicators where a target has been set 25 are on, above or close to target and seven 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	6,674 (2016/17)	6,910 (2017/18)		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 	The Economic Growth Team proactively works with the business community; providing support for business growth plans and helping to overcome any barriers to growth. In the first quarter of 2018/19, the team engaged 66 business via business events and has had 'meaningful' engagement with a further 75 businesses. Typically, this might include support for businesses in respect of planned projects (e.g. sites/premises/extensions), assisting with recruitment needs (including apprenticeships, skills need etc), supporting new start-ups and site visits with our larger employers.  The success of the North Norfolk Business Awards has led to the decision to hold this again next year.
<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 	£142,053 of local grants have been awarded through LEADER and NALEP grants

Action	Status	Progress/ Action Note
<p><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></p> <p><b>01 A 03</b></p>	On Track	 <p>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.</p>
<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>To the end of June 2018 the second contract has implemented 62 new fibre cabinets across North Norfolk District Council which have provided access to fast broadband for over 7,900 North Norfolk District Council properties.</p> <p>22 more cabinets and 16 Fibre to the Premises (FTTP) solutions have begun implementation in North Norfolk District Council and a further 39 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>• A review of tourism policies</li> <li>• New housing sites and review of housing numbers and distribution</li> <li>• A review of housing numbers and types as part of the Local Plan and Site allocations</li> <li>• Infrastructure capacity study and identify deficiencies and measures to improve</li> <li>• A review of planning obligation standards</li> <li>• Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife.</li> </ul> <p><b>01 A 05</b></p>	On Track	 <p>Publication of the first draft is programmed for Jan/Feb 2019 and remains on track. Publication of the new National Planning Policy Framework has introduced some risks and a need to consider an approach to delivering smaller housing sites. This is to be considered by the Planning Policy Working Party in October 2018.</p>

#### 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
<p><b>Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual)</b></p> <p><b>J 009</b></p>	45 (2016/17)	65 (2017/18)	-	Assess the reasons for a change in numbers in the last three years.

Action	Status	Progress/ Action Note
<p><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></p> <p><b>01 C 01</b></p>	On Track	<p>On 25<sup>th</sup> April an Apprenticeship Promotion event was held in North Walsham. 18 businesses attended.</p>
<p><b>Promote opportunities for apprenticeships within the Council as an employer.</b></p> <p><b>01 C 02</b></p>	On Track	<p>There are (as at 31/07/2018) currently 9 apprentices working at the Council. The apprenticeships are all at different stages and therefore this number will fluctuate over time.</p> <p>We have recently advertised for a further three – in HR, Housing and Media and Communications – who should commence with us in September 2018.</p> <p>As an employer, we have a target of 2.3% of our workforce in apprenticeships. This currently equates to 7 apprenticeships per year, on average over the 4 years between April 2017-2021. We are on track to meet that target.</p> <p>Janella Hadlow, HRBP has recently attended a North Norfolk Skills and Careers event on 10 July at Paston College to promote the three recent vacancies and apprenticeships at the Council on the whole.</p>



#### 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
<p><b>Business Expansion / land developed / premises filled (sqm) (annual)</b></p> <p><b>J 026</b></p>	-	8,906 (Q4 17/18)	-	<b>Monitor and report developments</b>

Action	Status	Progress/ Action Note
<p><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></p> <p><b>01 D 01</b></p>		<p>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. The first quarter of the financial year saw a total of £140,238 grants awarded to support projects within the District.</p>




Action	Status	Progress/ Action Note
<b>Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse &amp; office premises.</b> 01 D 02	On Track	 Terms have been negotiated with the Landowner and a report to Cabinet has been prepared seeking authority to proceed with the development on these terms.
<b>Acquisition / transfer of sites at Catfield Industrial Estate.</b> 01 D 03	On Track	 A draft scheme has been prepared to show a possible layout of new industrial units. A meeting is being arranged to meet with the landowner to discuss the potential opportunities.

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> J 028	8,308,500 (2016/17)	8,680,721 (Predicted value for 2017/18)	 -	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> J 029	490,357,250 (2016/17)	510,559,969 (Predicted value for 2017/18)	 -	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
<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> 01 E 01	On Track	 The Council has sponsored Visit North Norfolk's latest marketing campaign, 'North Norfolk, Naturally,' This will run for eleven months from 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>




Action	Status	Progress/ Action Note
<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 number of businesses that have achieved a Food Hygiene Rating of 5 has now reached 80%. The number of businesses that are "Broadly Compliant" has been above 95%, our corporate target, since quarter 2, 2014 – 2015.</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 for the new waste and related services contract has been drafted to provide high quality outcomes in terms of street cleanliness. As an output specification contract, will require the contractor to ensure that high standards of cleanliness are met within defined timescales, depending upon the nature of the area. In high tourism areas and town centres, these standards must be maintained throughout the day.</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<sup>nd</sup> July with the towns involved. The scheme has been very positively received and the towns are currently working up their applications. The award of funding is due to take place in December.</p>




## 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)		420	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	143 (Jun 2017)	52 (Jun 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	On Track		As a result of the Local Investment Strategy, a £3.5m loan which is being used to deliver homes on 6 sites across North Norfolk with the first affordable homes now completed as a result. Other opportunities to use a similar approach to facilitate housing development 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	 95 (Jun 17/18)	102 (Jun 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of affordable homes built (monthly cumulative)</b> H 007	 20 (Jun 2017)	31 (Jun 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 (Jun 2017)	2 (Jun 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 continue to engage with communities where at least 10% of all homes are second or holiday homes. This work is part of wider work to deliver Exception Housing Schemes to meet rural housing needs.
Monitor the need for temporary accommodation and ensure suitable provision. 02 B 02	On Track		The use of and availability of temporary accommodation is subject to ongoing review to ensure that the Council has access to sufficient and suitable properties to meet the needs of homeless clients.


#### 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	118 (Jun 2017)	136 (Jun 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	609 (Jun 2017)	611 (Jun 2018)		-	Review, report and recommend action where appropriate
Number of Long Term Empty homes (6 months or more as at October each year) (annual) H 002	504 (Jun 2017)	603 (Jun 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>Work has been carried out to address a minor glitch in the coding of empty properties within the council tax system that had been incorrectly reporting dates of some historically empty properties. A further series of property inspections will be carried out in September to ensure the most accurate information is provided to government in the annual Council Tax report due early October.</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>Work has been carried out to address a minor glitch in the coding of empty properties within the council tax system that had been incorrectly reporting dates of some historically empty properties. A further series of property inspections will be carried out in September to ensure the most accurate information is provided to government in the annual Council Tax report due early October.</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>To update on the progress of this bill and if legislated, to take a paper later in the year to members to recommend using the council tax discretion to increase the premium from 50% to 100% from 1 April 2019 for the 2019/20 financial year.</p> <p>This will encourage long term empty properties back into use and raise extra revenue for cases that stay empty for long periods.</p> <p>This bill initially allowed English councils to double council tax on properties left empty for two years or more.</p> <p>The Bill is with the House of Lords to consider amendments.</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><b>03 A 01</b></p>	On Track	 <p>Outline Business Case technical approval obtained subject to successful procurement. Coast Protection Notification period completed with no objections. Main Works Contract tender issued 9 August. Planning Application and Marine Licence Application submitted. Public information boards erected.</p>
<p><b>Refurbish coastal defences at Mundesley.</b></p> <p><b>03 A 02</b></p>	On Track	 <p>Outline Business Case completed and ready to submit for Environment Agency Review following the completion of the Coast Protection Notification representations period (closes August 16).</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><b>LE 010</b></p>	223 (Q1 17/18)	279 (Q1 18/19)	155		705 (annual) 2017/18 1,500 (annual)
<p><b>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</b></p> <p><b>LE 011</b></p>	444 (Q1 17/18)	185 (Q1 18/19)	300		1,380 (annual) 2017/18 1,900 (annual)
<p><b>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</b></p> <p><b>LE 013</b></p>	667 (Q1 17/18)	464 (Q1 18/19)	455		2,085 (annual) 2017/18 3,400 (annual)
<p>Easter event numbers were lower than expected, due partly to the cold weather at the time and a particularly poor attendance to the Easter Trail at Bacton Wood – which we had tried to re-introduce to our events programme.</p> <p>Adult numbers up due to the success of our first Dog Show at Pretty Corner Woods at Whitsun.</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><b>03 B 01</b></p>	On Track	 <p>All flags successfully awarded. Service operating successfully.</p>
<p><b>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</b></p> <p><b>03 B 02</b></p>	Some Problems	 <p>Two flags awarded at Pretty Corner Woods and Holt Country Park.</p> <p>Sadler's Wood unsuccessful this year.</p> <p>We are working with Keep Britain Tidy to better understand the shortfalls at Sadlers Wood this year, to ensure we can reclaim the Flag for 2019.</p>


**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
<p><b>Household recycling tonnage (annual)</b></p> <p><b>ES 008</b></p>	8,354.44 (2016/17)	9,233.30 (2017/18)	-	<b>Review, report and recommend action where appropriate</b>

Action	Status	Progress/ Action Note
<p><b>Procure new joint waste and related services contract with partners for commencement April 2020.</b></p> <p><b>03 C 01</b></p>	On Track	 <p>Project is on track for delivery in April 2020.</p> <p>The one year extension to the existing contract has been secured to help in minimising the procurement risks.</p>

Action	Status	Progress/ Action Note
<p><b>Maximise the number of trade and garden waste customers to maintain and improve income levels.</b></p> <p><b>03 C 02</b></p>	On Track	<p> Both the trade and garden waste services continue to grow in popularity. There was a net increase of 61 customers for the trade waste service in Q1, with a number of high value trade waste customers returning to the Council for their service, following periods away. The trade waste service has already achieved budgeted income for the whole year and whilst there is the potential for customers to cancel their service and receive a pro-rata refund, further sales are expected to boost income levels.</p> <p>Since the launch of the new in house payment service for garden waste collections in June, 19,750 customers have been contacted to inform them that their payment is due, and that they can pay for the service by Direct Debit (other payment methods are available). So far, more than 11,500 payments have been made using the new system and around 74% of customers have elected to do so by Direct Debit, reducing administration in future years. Reminder letters will be sent out to those who have not paid by the deadline and as such, we are not yet in a position to confirm the exact take up of the service, although around 800 bins have been ordered in the last 9 months and net growth is therefore anticipated. A full update on customer numbers should be available for Q2.</p>
<p><b>Work with Norfolk Waste Partnership to promote behaviour change for domestic waste where appropriate for North Norfolk.</b></p> <p><b>03 C 03</b></p>	On Track	<p> The Council continues to contribute to the workstreams of the NWP. Norfolk's Waste less Save More Discovery Communities project, funded by Sainsburys, concluded in May 2018. In North Norfolk, 7,000 households in the Fakenham area were selected to be the Discovery Community, with a number of waste prevention initiatives undertaken leading to a heightened awareness of food waste. One of the most successful of these was the Community Fridge, based at First Focus, with 3.4 tonnes of food waste being prevented from being wasted in the six months of the project. Of the Norfolk Discovery Communities, Fakenham also saw the largest reduction in residual waste over the measured 6 months of 168 tonnes. At the householder level that is a reduction of 2.4kg in Fakenham.</p> <p>The NWP Comms Officer post became vacant in June 2018, as such, some partnership behaviour change projects are currently on hold until a new officer is appointed. However, the Council will continue to participate where it is appropriate to do so.</p>

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>	61.00%	86.00%		80.00%	80%


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## 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	
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		9 (2016/17)	6 (2017/18)	-	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
Deliver community support initiatives 04 A 01	On Track 	The first Big Society Fund Grant panel awarded 6 grants totalling £51,289.90 to support community initiatives. A successful event to raise awareness of the new Arts and Culture and Community Transport Grants was held in June.

### 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
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		139,938 (Jun 2017)	139,277 (Jun 2018)		138,340 550,245 (annual)








Action	Status	Progress/ Action Note
Deliver new leisure management contract to commence April 2019. 04 C 01	On Track 	Procurement is now live and bids have now been submitted to the Council. This is still on track to take to December Cabinet and Full Council meetings to ratify the preferred bidder status.
Continue to work on project to deliver new leisure centre at Sheringham to replace Splash. 04 C 02	On Track 	Work is still on track to progress the new build of the leisure facility. The application has now been submitted to Planning.




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> Work is still progressing on track with a view to open the facility in June 2019. Planning has been submitted and will be agreed by 6 September.</p>



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## 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
<b>Transactions made via the Council's website (monthly cumulative)</b> <b>IT 002</b>		695 (June 2017)	6,406 (June 2018)		-	Monitor and review in line with Customer Service Strategy.
<b>Average time for processing new claims (housing benefit and council tax support) (monthly cumulative)</b> <b>RB 027</b>		20.0 (Jun 2017)	20.0 (Jun 2018)		20.0	20 calendar days (amber boundary 22)
<b>Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative)</b> <b>RB 028</b>		13.0 (Jun 2017)	19.0 (Jun 2018)		14.0	14 days (amber boundary 16 days)
<p>Explanation: During the period April – June 2018 9,148 change in circumstances were processed, compared to 7,100 during the period January – March 2018. The Benefits department sees an increase in workload at the beginning of the financial year due to various changes which occur at this time. It also feels the impact of work which is delayed by resources which are used during February and March when the Benefits Year End process takes place, resulting in time spent testing the system in preparation and downtime required for the process to take place and as a result less claims processing is possible. Therefore in terms of speed of processing, a delay can be seen as the workload has increased and takes longer to be completed. Once this work has been cleared, an improvement in performance can be seen. The monthly performance for processing change in circumstances during the month of July is 14 days.</p> <p>Actions taken: Following successful recruitment and training of two new Benefits Officers earlier in the year, they are now progressing to processing change in circumstances as well as new claims. Overtime was carried out to help reduce the outstanding work. Agile working has been successfully implemented. The impact of this will be evident from quarter 2.</p>						
<b>Number of Disabled Facilities Grants completed (monthly cumulative)</b> <b>HW 003</b>		33 (Jun 2017)	40 (Jun 2018)		-	Review, report and recommend action where appropriate


Action	Status	Progress/ Action Note
<p><b>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.</b></p> <p><b>05 A 01</b></p>	On Track	 <p>Good Progress continues to be made on the remaining projects in DTP Phase 1. These will all be completed, transferred to business as usual or transferred to DTP phase 2 by April 2019. The outstanding elements of the Planning BPR have been included in the Planning System replacement project which will go live in April 2019. The planning and prioritisation of the projects included in DTP Phase 2 is approaching completion and work on delivering the outcomes from these projects will start in the next quarter.</p>
<p><b>Progress HR Business Process Review.</b></p> <p><b>05 A 02</b></p>	On Track	 <p>This work will focus on distinct processes within the HR team rather than a whole team BPR exercise. Opportunities to realise improvements to our processes and go 'digital by design' will be taken wherever the opportunity presents itself and resource allows. Current areas of focus/exploration include –</p> <ul style="list-style-type: none"> <li>• Ongoing improvements to the HR intranet</li> <li>• HR Metrics to provide management information, improving the accessibility of data available to report on and to inform planning.</li> <li>• Move to online recruitment</li> <li>• Training evaluation form as a "web form"</li> <li>• Online appraisal process</li> </ul>
<p><b>Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency.</b></p> <p><b>05 A 03</b></p>	Some Problems	 <p>Implementation of the new Environmental IT system continues. However, there have been a number of minor issues around functionality which has caused processing issues in certain areas. These have added to the time it has taken to deliver the implementation project. The software provider is providing updates to resolve these issues.</p> <p>BPR is primarily linked to the EH IT implementation at this time although work continues to progress the review that is not reliant on this.</p> <p>The Garden Bin renewals have been taken back in-house with around 71% of customers having renewed and of those 70% have paid by setting up automatic renewal direct debits which will reduce workload significantly in future years.</p>

Action	Status	Progress/ Action Note
<p><b>Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.</b></p> <p><b>05 A 04</b></p>	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.</p> <p>Universal full service implementation dates for Job Centre Plus offices that serve people across North Norfolk are scheduled for June to December 2018.</p> <p>A stakeholder events schedule is in place for July to September 2018 aimed at Members, Social landlords, Partners/stakeholders and private landlords..</p>
<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></p> <p><b>05 A 05</b></p>	On Track	<p> Discussions are ongoing with owners of the Kelling Hospital site, the Norfolk Community Health and Care NHS Trust.</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
<p><b>Percentage of council tax collected (monthly cumulative)</b></p> <p><b>RB 009</b></p>	29.68% (Jun 2017)	29.69% (Jun 2018)		29.65%	<b>98.4%</b>
<p><b>Percentage of non-domestic rates collected (monthly cumulative)</b></p> <p><b>RB 010</b></p>	33.10% (Jun 2017)	31.87% (Jun 2018)		31.45%	<b>99.1%</b>



Action	Status	Progress/ Action Note
<p><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></p> <p><b>05 B 01</b></p>	On Track	<p> A £2m Property Investment Fund has been approved and since established. The first purchase utilising this fund is proposed to be a car park in North Walsham.</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>	Not Started	<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.</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>	On Track	<p> The 3.5 day re-assessment for IiP is scheduled to take place between 27-30 November 2018. Prior to the assessment an employee survey will be undertaken. Preparation of evidence to submit for the assessment process is now underway and a number of related projects and actions will feed into this, such as the establishment of a 'coaching pool' and Staff Focus Group activity.</p> <p>It is hoped that the Council will be able to retain the current 'gold' accreditation, but it should be noted that the standard has changed significantly since the last assessment.</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	0.00 (Jun 2017)	142,053.68 (Jun 2018)	-	-	Monitor and report
<b>Number of businesses engaged via events (quarterly cumulative)</b> J 021	01 A, 01 B	150 (Q1 2017)	66 (Q1 2018)		100	400. Held two large launch networking events in 2017/18. Events of this size are not anticipated for 2018/19.
<p>Events held this quarter: 3 Coffee Means Business, 2 bid writing workshops, 1 business start-up workshop &amp; 1 Grow Your Own Talent (apprenticeships).</p> <p>It is recommended that this target is adjusted to 200 businesses engaged via events. 100 businesses per quarter is an unlikely achievement. Last year there were event numbers which realistically will not be replicated this year.</p>						
<b>Number of businesses supported (quarterly cumulative)</b> J 022	01 A, 01 B	40 (Q1 2017)	75 (Q1 2018)		50	200
<b>Numbers on the housing waiting list (monthly)</b> HO 006	02 B	2,455 (Jun 2017)	2,812 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Register (monthly)</b> HO 007	02 B	315 (Jun 2017)	318 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Housing Options Register (monthly)</b> HO 008	02 B	1,701 (Jun 2017)	1,995 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Numbers on the Transfer Register (monthly)</b> HO 009	02 B	438 (Jun 2017)	499 (Jun 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> <b>DM 024</b>	02 B, 03 D, 02 A, 01 D, 01 A	84.8% (Jun 2017)	97.0% (Jun 2018)		80%	80%
<b>Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative)</b> <b>DM 025</b>	02 B, 03 D, 02 A, 01 D, 01 A	0.4% (Jun 2017)	0.6% (Jun 2018)		10.0%	Less than 10%
<b>Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative)</b> <b>DM 025a</b>	02 B, 03 D, 02 A, 01 D, 01 A	9 (Jun 2017)	13 (Jun 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> <b>MJ 001</b>	02 B, 03 D, 02 A, 01 D, 01 A	90.0% (Jun 2017)	92.0% (Jun 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	1.4% (Jun 2017)	0.0% (Jun 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	1.0% (Jun 2017)	0.0% (Jun 2018)	-	-	Not applicable
<b>Income from events organised at Country Parks (quarterly cumulative)</b> LE 012	03 B, 05 B	-	£715		£1,480	£6,340 (annual)
Easter event numbers were lower than expected, due partly to the cold weather at the time and a particularly poor attendance to the Easter Trail at Bacton Wood – which we had tried to re-introduce to our events programme.						
<b>Number of pollution enforcement interventions (quarterly cumulative)</b> C 008	03 B, 03 D	6 (Q1 2017)	8 (Q1 2018)	-	-	Review, report and recommend action where appropriate
<b>Number of fixed penalty notices issued (quarterly cumulative)</b> C 009	03 B, 03 D	8 (Q1 2017)	1 (Q1 2018)	-	-	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 	49,287.80 (Q1 2017)	51,289.90 (Q1 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 Disabled Facilities Grants approved (monthly cumulative)</b> HW 004	04 B	33 (Jun 2017)	27 (Jun 2018)	-	-	Review, report and recommend action where appropriate
<b>Average Disabled Facilities Grant spend (£) (monthly snapshot)</b> HW 005	04 B	67,533 (Jun 2017)	94,252 (Jun 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	98.0% (June 2017)	96.0% (June 2018)		90%	90%
<b>Number of Freedom of Information (FOI) Requests (monthly cumulative)</b> LS 004b	05 A	154 (June 2017)	216 (June 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions (monthly cumulative)</b> PA 001	05 A	0 (Jun 2017)	1 (June 2018)	-	-	Not applicable
<b>Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative)</b> PA 003	05 A	-	1 (June 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	1 (Q1 17/18)	6 (Q1 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of complaints (monthly cumulative)</b> CS 051	05 A	38 (Q1 17/18)	23 (Q1 18/19)	-	-	Review, report and recommend action where appropriate
<b>Number of MPs letters (monthly cumulative)</b> CS 052	05 A	60 (Q1 17/18)	77 (June 2018)	-	-	Review, report and recommend action where appropriate
<b>Average wait time (minutes) - Customer Services (monthly)</b> CS 057	05 A	5.01 (Jun 2017)	5.57 (Jun 2018)		10.0	10.0
<b>Average transaction time (minutes) - Customer Services (monthly)</b> CS 058	05 A	7.91 (Jun 2017)	10.56 (Jun 2018)		10.0	10.0
<p>The figure for the average transaction time has evidently increased. In May 2017 we introduced a new Customer Contact Management System, replacing the previous in house designed system. The configuration of the new system works differently to the old system. It records each customer individually as one regardless of the number of enquiries they have whereas the old system would allow us to record multiple transactions of one customer therefore reflecting in reduced transaction times.</p> <p>The increase in average transaction times may also be a result of BPR for example, the removal of the Duty Planning Officer facility has increased the level of support a CSA may provide a planning customer.</p>						
<b>Average wait time (minutes) - Housing Options (monthly)</b> CS 059	05 A	10.06 (Jun 2017)	5.47 (Jun 2018)		10.0	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.








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 helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.0% (Q1 17/18)	96.40% (Q1 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	100.0% (Q1 17/18)	96.40% (Q1 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	100.0% (Q1 17/18)	90.00% (Q1 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	95.60% (Q1 17/18)	96.40% (Q1 18/19)		95%	95%
Planning income (£) (monthly cumulative) DM 023	05 B	288,454 (Jun 2017)	136,411 (Jun 2018)		-	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	95,133 (Jun 2017)	108,879 (Jun 2018)		95,000	380,000

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Legal Services fee income (£) (monthly cumulative)</b> LS 003	05 B	45,422 (Jun 2017)	42,466 (Jun 2018)		18,000	72,000
<b>PM 32 Average number of days revenue outstanding (Debtor Days) (monthly)</b> RB 029	05 B	17.0 (Jun 2017)	62.0 (Jun 2018)		41.0	41
£1m invoice to Norfolk County Council re: Disabled Facilities Grants raised in June and payment received in July.						
<b>Occupancy rate of Council-owned rental properties – Industrial (monthly)</b> PS 009	05 B	94.7% (Jun 2017)	94.7% (Jun 2018)		85%	85%
<b>Occupancy rate of Council-owned rental properties –Retail (monthly)</b> PS 010	05 B	71.4% (Jun 2017)	71.4% (Jun 2018)		78%	78%
Terms have been agreed for the letting of a retail unit in Sheringham that will see a vacant asset come back into use and be improved.						
<b>Occupancy rate of Council-owned rental properties – Concessions (monthly)</b> PS 011	05 B	64.3% (Jun 2017)	85.7% (Jun 2018)		90%	90%
<b>Percentage of rent arrears on all debts 90 days and over (monthly)</b> PS 008	05 B	5.0% (Jun 2017)	2.8% (June 2018)		5%	5%
<p>This performance indicator has been reviewed which has resulted in a new method being used to calculate the percentage this takes into account all let properties.</p> <p>Debt over 90 Days: £2200.00. This relates to one former tenant who has agreed a payment plan to clear his debt and is keeping up to date with monthly instalments.</p>						








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<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% (2017/18)			New indicator. Interim target of 4% will be reviewed after six months
<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	243	48	-	-	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	191 (Jun 2017)	232 Jun 2017)	-	-	Review, report and recommend action where appropriate

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<b>Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative)</b> V 001	05 B	0.0%	100.0%		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%.
No Priority 2 recommendations raised this quarter.						
<b>Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative)</b> V 002	05 B	100.0%	100.0%		100.0%	100%
No Priority 1 recommendations were made.						
<b>Percentage of audit days delivered (quarterly cumulative)</b> V 004	05 B	22.0%	8.0%.		10.0%	100%
The audit plan shows 17.5 days were planned to be delivered in Q1 which is 10%, therefore this is just short of the target. NN1909 Network Infrastructure and Security delivered.						
<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	0.95	0.70		1.50	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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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 October to 31 Dec 2018

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>October 29th</b>					
Cabinet	29 Oct 2018	<b>Budget Monitoring P6</b>	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Scrutiny	14 Nov 2018				
Cabinet	29 Oct 2018	<b>MRF Contract</b>	Hilary Cox	Nick Baker Corporate Director 01263 516221	
Cabinet	29 Oct 2018	<b>Advice &amp; Information Contract Extension</b>	Becky Palmer	Nicola Turner Housing Strategy and Community Manager 01263 516222	 <i>affects all wards</i>
Scrutiny	17 Oct 2018	<b>Children's Centres consultation</b>	Becky Palmer	Steve Blatch Corporate Director	
Cabinet	29 Oct 2018				
<b>December</b>					
Cabinet	03 Dec 2018	<b>MTI grant awards</b>	John Lee	Rob Young Head of Economic & Community Development 01263 516162	<i>Recommendation from MTI Working Group</i>
Cabinet	03 Dec 2018	<b>Managing Performance Q2</b>	John Lee	Helen Thomas Policy & Performance Management Officer 01263 516214	
Scrutiny	12 Dec 2018				



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

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

**North Norfolk District Council**  
**Cabinet Work Programme**  
For the Period 01 October to 31 Dec 2018

<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>Community Sports Hub award of contract</b>	Becky Palmer	Nick Baker Corporate Director 01263 516221	
<b>Scrutiny</b>	<b>17 Oct 2018</b>	<b>Medium Term Financial Strategy</b>	Wyndham Northam/Duncan Baker	Duncan Ellis Head of Finance & Assets 01263 516330	
<b>Cabinet</b>	<b>03 Dec 2018</b>				
<b>Cabinet</b>	<b>03 Dec 2018</b>	<b>Half Yearly Treasury Update</b>	Wyndham Northam/Duncan Baker	Duncan Ellis Head of Finance & Assets 01263 516330	



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

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>October</b>				
Scrutiny Cabinet	<b>Transforming Children’s Centres – consultation</b>	Steve Blatch	To make a recommendation to Cabinet on the response to the consultation	Requested – due to tight deadline for response
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Wyndham Northam Duncan Ellis		Annual – in advance of the Budget setting process for 2019/20  <b>Pre-Scrutiny</b>
Scrutiny	<b>Beach Huts and Chalets Task &amp; Finish Group – final report</b>	Mike Knowles Maxine Collis	To propose the Beach Huts and Chalets T&F Group Report and recommendations to the Committee	
Cabinet Scrutiny	<b>Managing Performance Q1</b>	John Lee Helen Thomas		Quarterly
<b>November</b>				
Scrutiny	<b>Recycling Rapid review</b>			(date to be confirmed)
Scrutiny	<b>Market Towns Initiative Working Group</b>	Sarah Butikofer Emma Duncan	To keep the Committee updated on the progress of the Task and Finish group	
Scrutiny	<b>Budget Monitoring P6</b>	Wyndham Northam Duncan Ellis		

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
Scrutiny	Communications Team – update on Corporate Branding Project	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>December</b>				
Scrutiny	Crime and Disorder Update from Superintendent/PCC report on online scams	Matt Stembrowicz	To provide an update to the Committee on policing/crime and disorder in the district	Annual - (place early/first in agenda)
Scrutiny	Managing Performance Q2	John Lee/Helen Thomas		
Scrutiny	Treasury Management Half-Yearly Report	Wyndham Northam Duncan Ellis		
Scrutiny	Housing Rapid Review – scoping Session			

**Overview & Scrutiny 18 July 2018  
Decision List**

	<b>ACTION BY</b> <i>(Additional comments in italics)</i>	<b>PROGRESS / COMPLETION</b>
<p><u>ITEM 3: PUBLIC QUESTIONS &amp; STATEMENTS</u></p> <p><b>DECISION RESOLVED to:</b></p> <p>Request a report identifying costs for varying the public convenience contract regarding opening hours.</p>	<p>Head of Paid Service (SB)</p>	<p>Report to November meeting</p>
<p><u>ITEM 4: ITEMS OF URGENT BUSINESS</u></p> <p><b>DECISION RESOLVED to:</b></p> <p>To recommend to Cabinet that the business case for the Egmore Development Zone is passed to an outside agency for stress testing of the risk assumptions and to give advice as to whether this investment is a prudent one for the Council.</p>	<p>Democratic Services Manager <i>Referred to Cabinet meeting on 01 October 2018</i></p>	<p>Cabinet did not accept the recommendation</p>
<p><u>ITEM 8: CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER</u></p> <p><b>DECISION RESOLVED to</b></p> <p>Request a report outlining the corporate re-branding project, including total cost and likely length of time to implement the changes to the Council's existing branding. To include an assessment of the impact on the Communications Team of undertaking this work, including the resources required to</p>	<p>Communications &amp; PR Manager</p>	<p>November O&amp;S Committee Meeting</p>

<p>implement this project and the impact on overall service delivery and performance.</p>		
<p><u>ITEM 10: PUBLIC CONVENIENCE STRATEGY</u></p> <p><b>DECISION RESOLVED</b></p> <p>That urgent priority is given to the toilets in West Runton and Cart Gap being kept open during the forthcoming winter period.</p>	<p>Head of Paid Service (SB)</p>	<p>November O&amp;S meeting - update</p>
<p><u>ITEM 11: DIGITAL TRANSFORMATION UPDATE</u></p> <p><b>DECISION RESOLVED</b></p> <p><b>Written response to be given on how savings figures are proven and verified to be provided by the Head of IT and Digital Transformation.</b></p>	<p>The Head of IT and Digital Transformation</p>	<p>September 19 O&amp;S Committee Meeting</p>