

Overview and Scrutiny Committee



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09 May 2017

A meeting of the **Overview and Scrutiny Committee** of North Norfolk District Council will be held in the in the **Council Chamber** at the Council Offices, Holt Road, Cromer on **Wednesday 17 May 2017 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 arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: democraticservices@north-norfolk.gov.uk

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

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

Emma Denny
Democratic Services Manager

To: Mrs S Butikofer, Mrs A Claussen-Reynolds, Mrs J English, Ms V Gay, Mr S Hester, Mr M Knowles, Mr P Moore, Mr N Pearce, Mr E Seward, Mr B Smith, Mr N Smith and Mr G Williams.

All other Members of the Council for information.

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



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

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

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AGENDA

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS

To receive questions from the public, if any

4. MINUTES

(page 8)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on the 12th April 2017.

5. ITEMS OF URGENT BUSINESS

To determine any other items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act 1972.

6. DECLARATIONS OF INTEREST

Members are asked at this stage to declare any interests that they may have in any of the following items on the agenda. The Code of Conduct for Members requires that declarations include the nature of the interest and whether it is a disclosable pecuniary interest.

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

To consider any responses of the Council or the Cabinet to the Committee's reports or recommendations

PRE-SCRUTINY ITEM

10. LEISURE CONTRACT PROCUREMENT AND SPLASH FACILITY

(page 16)
(Appendix 1 – p. 30)
(9.40 – 10.25am)

Summary:

This report is brought to confirm progress towards a replacement for the Splash Leisure Centre in Sheringham and to inform future action around the Council's Leisure Services Contract.

The Council is now at the point where it needs to needs to formalise procurement of a new leisure centre on the Splash site, as well as a new contract for the management of our three leisure facilities, with the current contract ending on 31 March 2019.

Options for future management of the Council's three leisure centres are examined, with the most likely best option being an outsourced private contract. However, overlaid on this, is the need to provide the replacement for the Splash Leisure Centre, which is nearing the end of its useful life.

The high level financial issues around re-providing a leisure centre on the Splash site are considered. The work completed to date indicates that, with additional supporting development of the Splash site and adjoining land, the new facility could be provided with a relatively small increase in the Council's revenue budget.

Because of the obvious inter-relationship between the Leisure Services Contract and a new leisure centre, the report recommends that the Council immediately moves forward with the initial stages of procuring the Leisure Services Contract. In parallel, the report recommends that we also move forward with the property related work to provide the business case for redevelopment of the Splash Leisure Centre, which will come back to Cabinet later in 2017.

Conclusions

The Council is now at a point where it needs to decide on what approach to take regarding its current leisure contract and the long term future of the Splash facility in Sheringham.

There are a range of options available as to the contractual mechanism the Council decides to use to manage its leisure facilities, and a number of potential options for a future leisure facility on the Splash site.

Initial discussions show that, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, it should be possible to provide a new wet facility in Sheringham, at little additional cost to the existing revenue budget.

However, it should be clearly understood that, as well taking this commercial view, it will be essential for the Council to also agree commercial terms for supporting development, both on its own, and on neighbouring land.

In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, external professional support is required so that the project can move forward.

Recommendations:

1. That delegated authority is given to the Corporate Director and Head of Paid Service (NB) to:

a) commence procurement of the Leisure Services Contract to run from April 2019; this to include appointment of external procurement and leisure consultancy support.

b) enter into formal property negotiations, including if necessary, a Joint Venture Company or similar vehicle, for the purpose of providing the

necessary supporting and enabling development for a new leisure centre on the Splash site in Sheringham

2. That the Council's Property Development Partners, Gleeds, are instructed to undertake any necessary land assembly negotiations and develop detailed proposals for the procurement of a new leisure centre in Sheringham, along with any supporting development.

3. That an appropriate consultant, with experience in similar work, is appointed to undertake a sport and active leisure feasibility study for a new facility to replace Splash.

4. That Financial Standing Orders are waived in respect of:

a) appointing Gleeds for the work in Recommendation 2 above, as they have already been appointed to support the Council through a competitive process and;

b) appointing the leisure consultant for the work Recommendation 3 above, as the Council can rely on Sport England's views on previous experience in this area.

5. That a budget of £30,000 is provided from the General Reserve to fund the above work.

6. That a further report is received by Cabinet later in 2017 to approve the business case for construction of a new facility on the Splash site in Sheringham.

Cabinet Member(s):
Cllr Judy Oliver, Property Portfolio Member
Cllr Maggie Prior, Wellbeing Portfolio Member

Ward(s) affected:
Sheringham specifically, but with impact across a much wider area of the District

Contact Officer, telephone number and email:
Nick Baker 01263 516221 nick.baker@north-norfolk.gov.uk

ITEMS REQUESTED BY THE COMMITTEE

11. **PLANNING – DEVELOPMENT MANAGEMENT: AN OVERVIEW** (page 63)
(10.25 – 11.10am)

Summary:

This report outlines for Members the current position of the Planning Service as it relates to Development Management function. This is the third report of this type was presented to Overview and Scrutiny and provides a progress report.

Whilst there has been positive improvements in performance, this has coincides with a downturn in workload, particularly in respect of the number of major applications received, which has resulted in a drop in fee income.

As well as the direct service challenges, the impact of the Business Process Review (BPR) in Planning, a major part of the Council's Digital Transformation Programme, is also discussed, as to progress and its effect on the service.

Conclusions:

Since the last report to Overview and Scrutiny, the service has seen a significant increase in performance in relation to the turn round time of applications. Performing above the Government targets remains the top priority for the service.

Recruitment remains a challenge due to the national shortage of Planners, and the service has had to be creative in the way it resolves these issues, including further changes to the department's structure.

Changes, based on BPR work, which forms part of the Council's Digital Transformation Programme, have been implemented. These include:

- The introduction of workflow system to track the progress of applications. Moving forward this will facilitate working with less paper within the department
- Working with pilot group of Parish Councils to assist them in responding in 21 days and working without paper
- Parish/Town Council will no longer receive a paper copy of minor applications from 1 April 2017
- The service is looking to implement its new pre-application advice service from 1 June 2017.
- Work continues on the constraints mapping tool that will assist agents and customers to self service
- The service is out to consultation on revised local validation requirements which will assist in reducing the number of invalid applications.

The successful implementation of these projects will in the long term provide the service with capacity to deal with the workload, as well as improving customer service.

Recommendations: Members are asked to note the contents of this report.

Cabinet Member(s): Ward(s) affected: All
Cllr S Arnold – Planning
Cllr T FitzPatrick-
Digital Transformation
Contact Officer, telephone number and email:
Nicola Baker, Head of Planning. Nicola.baker@north-norfolk.gov.uk

12. ECONOMIC GROWTH TEAM UPDATE

(page 76)
(11.20 – 11.50am)

Summary:

The Economic Growth Strategy was approved at Cabinet on 31st October 2016 and adopted by Full Council on 21st December 2016. Following the adoption of the strategy, the Economic Growth team have since designed a structured action plan detailing the activities, tasks, outputs and outcomes that provide a methodical approach to tracking business engagement and the results culminating from that.

This report provides a high level overview of the “*skills and employment opportunities*” and “*business engagement*” sections of the action plan and details the teams activities against the targets outlined in the Strategy.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet paper: Economic Growth Strategy and Action Plan (31 st October 2016) Full Council: North Norfolk Economic Growth Strategy and Action Plan (21 st December 2016)
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Cabinet Member(s): Ward(s) affected All

R Price

Contact Officer, telephone number and email:

Michelle Burdett, 01263 516233, michelle.burdett@north-norfolk.gov.uk

UPDATES & BRIEFING PAPERS (Provided at the request of the Committee for information)

13. HOUSING STRATEGY – SIX MONTHLY UPDATE (page 82) (Appendix A – p.84)

Summary: The Housing Strategy 2016-2020 was approved by Full Council in November 2016. The Housing Strategy sets out the Council's priorities for housing and the actions and interventions which the Council working alone and, where appropriate, with its partners and stakeholders will undertake in order to achieve the objective that both new housing and existing housing provision across the district supports thriving residents, communities and businesses. The Housing Strategy Action Plan is reviewed on a bi-annual basis and this report sets out the outcome of the first review of the Action Plan.

Conclusion: The report concludes that whilst there is some slippage in the achievement of identified actions, overall the Action Plan is currently on track to be delivered by the end of the 2020.

Cabinet Member(s): Ward(s) affected:
Cllr R Price All

Contact Officer, telephone number and email: Nicola Turner, 01263 516222,
nicola.turner@north-norfolk.gov.uk

14. NORTH NORFOLK BIG SOCIETY FUND ANNUAL UPDATE (page 89)

Summary: This report provides an update on the operation of the Big Society Fund during the last financial year.

Conclusions: The North Norfolk Big Society Fund has successfully achieved its expected outcomes following its fifth year of operation. The current management arrangements, administrative and decision making process are considered effective. The Fund has enabled a wide variety of projects to be implemented for the benefit of communities across North Norfolk.

Recommendations: Cabinet are requested to note the success of the Big Society Fund and to recommend that:

That the Big Society Fund grant scheme should continue at its current level of funding (£225,000) for another year.

Reasons for Recommendations: To ensure Cabinet are informed about the Big Society Fund during its fifth year of operation.

To enable the continuation of the Big Society Fund during 2017/18.

WORK PROGRAMMES

15. THE CABINET WORK PROGRAMME (page 96)

To note the upcoming Cabinet Work Programme.

16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (page 100)

To receive an update from the Scrutiny Officer on progress made with topics on its agreed work programme and to receive any further information which Members may have requested at a previous meeting.

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 12 April 2017 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.

Members Present:

Committee: Cllr P W Moore (Chairman)

Cllr V Gay	Cllr R Reynolds
Cllr S Hester	Cllr B Smith
Cllr M Knowles	Cllr N Smith
Cllr N Pearce	Cllr G Williams
Cllr E Seward	Cllr D Young

Officers in Attendance: The Corporate Director (SB), the Housing Strategy and Community Development Manager, the Democratic Services Team Leader and the Democratic Services Officer.

Members in Attendance: Cllr S Arnold, Cllr T FitzPatrick, Cllr A Fitch-Tillett, Cllr P Grove-Jones, Cllr M Millership, Cllr A Moore, Cllr B Palmer, Cllr R Price, Cllr M Prior, Cllr R Reynolds, Cllr J Rest and Cllr V Uprichard.

151. APOLOGIES

Cllr S Butikofer, Cllr A Claussen-Reynolds and Cllr J English.

152. SUBSTITUTES

Cllr R Reynolds (for Cllr A Claussen-Reynolds) and Cllr D Young (for Cllr S Butikofer).

153. PUBLIC QUESTIONS

No public questions were received.

154. MINUTES

The minutes of the Overview and Scrutiny Committee held on 15 March 2017 were accepted as an accurate record and signed by the Chairman, after the following amendment had been noted:

Minute 144, Update on the Better Broadband for Norfolk Programme: *Mr R Reynolds said that despite paying an extra £15 per month for better broadband he was still experiencing speeds of only 6 Mbps at home.*

155. ITEMS OF URGENT BUSINESS

None

156. DECLARATIONS OF INTEREST

None

157. PETITIONS FROM MEMBERS OF THE PUBLIC

None

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

None

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

None

160. HOUSING ALLOCATIONS SCHEME

The report was introduced by Mr R Price, Portfolio Holder for Housing and Licensing, who expressed appreciation for the work of the Housing Strategy and Community Development Manager and her team. The revised Allocations Scheme ensured that the housing needs of the people of North Norfolk were catered for and that priorities were right. Mr Price told the Committee that he had asked for the report to come to Overview and Scrutiny for pre-scrutiny before it went to Cabinet.

The Housing Strategy and Community Development Manager presented the report which, she explained, was essentially a review of the current Allocations Scheme which had been in operation since 2013. Since then changes had been necessary to reflect new statutory guidance and regulations and to address the operational changes required to ensure the scheme operated efficiently and effectively. The 2 stage allocation process had not changed.

The proposed new Housing Allocations Scheme had been subject to consultation with Registered Providers, local Housing Associations, Norfolk County Council and providers of supported housing in North Norfolk.

An operational change that did not require a change to the Housing Allocations Scheme was the introduction of daily bidding from 3 April 2017. This enabled properties to be advertised any working day of the week. This would help landlords fill voids more quickly. The revised Housing Allocations Scheme reflected the world we live in now. Pressure on housing associations to ensure that prospective tenants can afford the rent on properties was becoming more stringent and the Housing Allocation Scheme must reflect this. Changes include:

- a) The revised scheme encouraged applicants to clear rent arrears. Those with significant rent arrears (of 8 weeks or more) where there was no repayment plan in place would be disqualified from joining the Housing List.
- b) Tightening of the additional preference criteria for the Housing Register so that applicants entitled to this additional preference must have two years continuous

residence OR one year's employment OR a family connection through residence of at least five years (residence of the applicant's parent, adult child or adult sibling). Applicants not entitled to additional preference on the grounds of a connection to North Norfolk would be considered after all applicants on the Housing Register who were entitled to the additional preference. The reason for this change was to keep in step with new statutory guidance.

- c) Additional preference would be given to homeless full duty applicants, including an additional timescale for those in temporary accommodation.
- d) The Homeless Reduction Bill was awaiting royal assent. It would introduce a wider homelessness prevention duty on local authorities including working with homeless people and helping them to formulate a plan to work to resolve their housing problem. These requirements have been reflected in the revised Housing Allocation Scheme, as was the requirements of the bill in relation to Care Leavers.

Discussion:

- a) Mrs P Grove-Jones expressed concern that the application and bidding process might be complicated. The Housing Strategy and Community Development Manager explained that the Scheme was long but designed to cover everything. The Housing Options Team was available to help applicants through the process. There was also an auto bidding process for those who would not be able to bid for themselves.
- b) In response to a question from Mrs Grove-Jones, the Housing Strategy and Community Development Manager undertook to find out the number of allocated private properties against housing association properties. There was a need to develop stronger links with the private rented sector. However, it was noted that such private rented property needed to be of good quality.
- c) In response to a question from the Chairman, the Housing Strategy and Community Development Manager said that, although every effort was made to ensure that stock matched need, need tended to change. Whilst there had been an emphasis over a number of years on providing 2 bedroom houses, One-bedroomed accommodation was in high demand and a need for three-bedroomed properties was starting to emerge again. Properties of four bedrooms and above were always in short supply.
- d) In response to a question from Mrs A Moore, the Housing Strategy and Community Development Manager said that, as of 11 April 2017, there were 454 applicants on the Transfer Register, 1753 on the Housing Register and 315 on the Housing Options Register. The numbers represented applications rather than individuals. An applicant could only be on one list at a time.
- e) Mrs A Moore was concerned that a finding of the Equality Impact Assessment was that young people were more likely to be disadvantaged by the changed additional preference criteria than other ages. The Housing Strategy and Community Development Manager advised that in relation to young people under 29 years old there were more people in this age group on the Housing List than the population profile might suggest. A high proportion didn't have additional preference but those that did were high in proportion to the age profile of the district. Older people were less represented on the Housing List which suggested a high incidence of owner-occupation and an ability to meet their own housing need.
- f) Mr D Young asked if the system enabled identification of which parish an applicant has a local connection to, i.e how many had a local connection to the host parish as many parishes which were keen on knowing this for exception sites. The Housing Strategy and Community Development Manager said that this was possible but time-consuming.

- g) In response to a further question from Mr D Young regarding rent arrears, the Housing Strategy and Community Development Manager explained that if an applicant was making payments the level of disqualification and demotion would depend on their progress with their payment plan. She would review these paragraphs in light of Mr Young's concerns.
- h) Mr J Rest asked if applications were suspended permanently when properties were repeatedly refused. The Housing Strategy and Community Development Manager said that applications weren't suspended. Not many people refused properties and some had legitimate reasons for refusal. However, through the scheme the processes for dealing with homeless applicants were being tightened up.
- i) Referring to applicants requiring an adapted property, Mr Rest asked how long it took to get a decision about the suitability of a property for adaptation. The Housing Strategy and Community Development Manager said that her team was keen to speed up this process and recognised it as a piece of work that needed to be done. However it was important that applicants didn't make the wrong decision as this was unhelpful to them and to the landlord.
- j) Mr S Hester thanked the Housing Strategy and Community Development Manager for a very comprehensive report. He asked if there was means testing for someone going on the Housing Register, and what happened when someone got into a state of homelessness and rent arrears because of ill health. The Housing Strategy and Community Development Manager explained that qualification for the Housing Register could be refused if an applicant could fund their own housing needs. Eligibility for the Housing List was based on individual circumstances rather than a set level of income and/or savings. Once a property had been offered, the applicant could apply for Housing Benefit. Someone who had become homeless through ill health was unlikely to be found intentionally homeless as opposed to someone who, for example, wouldn't pay their rent. The scheme provided incentives for people to clear their rent arrears.
- k) A question was raised about some of the London Boroughs selling off their housing stock and whether NNDC had an obligation to rehouse families from these boroughs. The Housing Strategy and Community Development Manager explained that it was government policy for councils to sell off their most valuable housing stock. NNDC had no obligation to rehouse anyone but had a duty to anyone who had been declared homeless by another authority.
- l) Mr S Hester asked if there were any plans to encourage older people occupying properties which had become too large for their present housing need to apply for different accommodation, especially when there were people waiting for a larger property who had been on the list for a long time. The Housing Strategy and Community Development Manager said that the current scheme didn't include this and that the urgent need was for smaller properties. However when a larger property became a burden to a tenant they would be given priority on the Housing List.
- m) Mr Hester asked what the average time was for a single young person to be housed from the Housing List. The Housing Strategy and Community Development Manager advised that this might be a difficult question to answer as each case would be different depending on their housing need and what type of accommodation and where they needed it. She agreed to speak to the Housing Customer Services team and get further information on this subject. The response would be circulated to all Members. The Corporate Director (SB) added that young people's circumstances that to change more often than those of older people.
- n) Mrs M Prior said that, in a recent issue in her ward, the Housing Options team had been very helpful and were always ready to help Members.
- o) Mrs P Grove-Jones, referring to adult children with mental health disorders who

needed housing, asked if there were any criteria in North Norfolk. The Housing Strategy and Community Development Manager replied that anyone applying for the Housing List would be assessed for housing need. Mental health would be part of the assessment. There was very little supported housing for mental health needs as the current view was that overall supporting people in their homes was better than specialised housing for people with a mental health issue. She advised that unfortunately Supporting People funding was in the process of being cut by Norfolk County Council and it was unclear what services would look like moving forward.

- p) Mr E Seward stated that he had opposed the above decision. He informed the Committee that, Supporting People funding had been cut in the Norfolk County Council budget from £10m to just over £4m. How this money would be spent would be the subject of agreement with health community leaders. He referred Members to the minutes of Norfolk County Council Social Care Committee 23 January 2017 and Full Council 20 February 2017.
- q) Mr J Rest told the Committee that there was a supported housing scheme in Aylsham provided by Victory Housing and managed by Benjamin Foundation. However it was very expensive to run. Mr S Hester said that the lack of supported housing was a collective responsibility, not solely that of NNDC. Mrs M Prior informed the Committee that this subject would be discussed at the Health and Wellbeing Board in Norwich. She would convey the concerns of the Committee and report back. In particular she perceived advocacy as key to supported living and was concerned that it was insufficiently available.
- r) In response to a question from Ms V Gay it was explained that £27,000 was the median earned annual income for North Norfolk. Ms Gay expressed concern about housing provision for young people and asked how much temporary accommodation was provided and where it was located. The Housing Strategy and Community Development Manager replied that our main source of self-contained temporary accommodation had closed down in 2016. Since then another Bed and Breakfast had become available in the District. There were 5 small bedsits in Stalham and a 2-bedroomed bungalow in Holt had just been purchased. This would be put into use as soon as possible and would be able to cater for those applicants who were wheelchair users. A purchase was also being negotiated in North Walsham. The Housing Options Team closely monitored people in temporary accommodation.
- s) Eligibility and qualification: Mr R Reynolds asked how financial circumstances were determined. The Housing Strategy and Community Development Manager explained that information provided by the applicant had to be relied on. However they had to sign that they had provided correct information. If this was subsequently found to be false they would be disqualified. There was other information which, if not given on the application form, could lead to disqualification. It was rare that someone lied or failed to provide information which they should declare but there were checks and balances in the system.
- t) Mr E Seward thanked the Housing Strategy and Community Development Manager for some realistic observations on the housing market. He asked the following question: in terms of characteristics, who was on the Housing Options Register, who had a long wait on the list and how great their housing need was. He asked if this might be a topic for the Overview and Scrutiny Committee Work Programme. The Housing Strategy and Community Development Manager replied that it was not possible to give a breakdown now but she would ask colleagues to provide information on Housing Options Register applicant characteristics and where they were living now.
- u) Mrs S Arnold said that the Local Plan included Housing Need information. Members were encouraged to attend the Working Party.
- v) The Corporate Director (SB) said that not everyone was able to live where they

wanted but that it would be useful to have information about exception sites, housing availability and how many older people were suffering from the burden of maintaining 3-bedroomed houses. It would be useful to have this information to assist the Council to argue for exceptions development, especially in resistant communities.

- w) Incentive scheme to encourage people to vacate unsuitable property: a suite of tools was needed to make this easier. Mr E Seward said that older people might need social care provision which was more expensive in rural areas. They might, therefore, need an incentive to move into more urban areas. This in turn could free up housing for core workers in rural areas. Ms V Gay observed that social housing had originally been provided for working people.

The Chairman said that the Overview and Scrutiny Committee acknowledged the importance of the Policy. The points raised would be fed back to Cabinet.

It was proposed, seconded and **RESOLVED** to commend the Housing Allocations Scheme to Cabinet and Full Council.

161. THE CABINET WORK PROGRAMME

The Democratic Services Team Leader reported that there had been no significant changes to the Cabinet Work Programme. Items that had previously been of interest would automatically be brought first to the Overview and Scrutiny Committee. The Local Lottery Scheme would come to Overview and Scrutiny for pre-scrutiny in May, before June Cabinet.

Funding had not been received for the Deep History Coast Project. Conversations were taking place with Norfolk Trail and Museums Service to establish what could be taken forward and what would have to be shelved. NNDC could self-fund some elements subject to budgetary provision.

It was proposed, seconded and **RESOLVED** to receive the Cabinet Work Programme.

162. COMMUNITY GOVERNANCE REVIEW

It had been confirmed that from May 2019 NNDC would have 40 Members with some minor changes to ward boundaries. This topic would go to Full Council on 24 May 2017.

Some minor proposals would require regularisation of corrections on the GIS system.

163. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The following updates were noted:

- a) Planning and Development Service Review had been moved from May to June.
- b) CAB Quarterly Update had been moved from May to June.
- c) Cromer Tennis Club and Splash Sheringham would come to the Committee in May for pre-scrutiny at the request of Cabinet.
- d) Performance information requested at the March meeting had been emailed to Members.

It was proposed, seconded and **RESOLVED** to receive the Overview and Scrutiny Committee Work Programme.

164. WORK PROGRAMME SETTING 2017/2018

Members were reminded of the presentations they had received in 2016/2017 and asked to consider if there were any topics that they wanted brought back to the Committee. Some had been one-off, e.g. telephone boxes. The Work Programme for 2017/2018 would also include Cabinet decisions and recommendations to Full Council that would automatically come to Overview and Scrutiny, standard reports as required by the Constitution and regular updates requested by the Committee.

The following topic was discussed:

Tourism and Leisure

- a) The agenda was always full. Leisure might be a candidate for a topic where the Committee received information only. However, as Leisure was a discretionary service, time management was essential.
- b) A suggestion was made that Tourism and Leisure should be bracketed together. However, this would do neither service any justice and, as they came under different portfolios, could be difficult to manage. It could also be seen as dismissive to both in the eyes of the public.
- c) It was suggested that briefing papers, rather than reports, might be received. This would avoid overloading the Work Programme.
- d) A proposal had been made to both Groups at the beginning of the year about having Panels to look at topics in depth. No agreement had been reached but Tourism and Leisure might be better supported by this approach.
- e) A more effective way forward needed to be found. Smaller groups would help.
- f) Presentations didn't need to be prolonged and discussion should not get bogged down by detail. A presentation from an outside organisation wasn't always necessary.
- g) Have reports on Tourism and Leisure on subsequent months.
- h) The Democratic Services Team Leader suggested that reports should be received annually with briefing papers for some topics. If more information was needed it could be looked at in greater depth.

Topics to be removed

- a) Helicopter flight paths.
- b) Update on Office Maintenance.
- c) Coast.

Topics identified for inclusion in 2017/2018 Work Programme

- a) Housing List (see Minute 160, Discussion (s)).
- b) CAB – this was due to come to Overview and Scrutiny in May and could be in the form of a briefing paper if appropriate.
- c) Public Transport.

Topics already scheduled

Market towns – current issues, challenges, regeneration.

Other suggestions

- a) Environmental wildlife: the government was going to issue a statement on the

- quality of the environment. It would be appropriate to look at it then.
- b) Public Spaces Order – environmental aspects: this piece of work was ongoing and could be fed into Overview and Scrutiny.

The Democratic Services Team Leader would circulate her slides and invite further comments and suggestions from Members. She would also discuss with CLT which topics would be most suitable for briefing papers. The Government was reviewing the Overview and Scrutiny process. Reports could come to the Committee regarding changes that might be made.

The Chairman expressed concern about the length of some reports and other Members asked that reports should be more readable. The Democratic Services Team Leader suggested reviewing the report template. Some Heads of Service had asked for report-writing training for officers.

The Chairman also stressed the importance of leaving space on the agenda for urgent items. The Democratic Services Team Leader and Mr G Williams would further discuss the use of briefing papers.

It was proposed, seconded and **RESOLVED** to note progress on the Overview and Scrutiny Committee Work Programme 2017/2018 and to delegate further work on this, including discussions about briefing papers, to the Democratic Services Team Leader.

The meeting ended at 12.10 pm

Chairman

**Overview and Scrutiny Committee (pre-scrutiny) 17th May 2017
Cabinet 5th June 2017**

Leisure Contract Procurement and Splash Facility

Summary:

This report is brought to confirm progress towards a replacement for the Splash Leisure Centre in Sheringham and to inform future action around the Council's Leisure Services Contract.

The Council is now at the point where it needs to needs to formalise procurement of a new leisure centre on the Splash site, as well as a new contract for the management of our three leisure facilities, with the current contract ending on 31 March 2019.

Options for future management of the Council's three leisure centres are examined, with the most likely best option being an outsourced private contract. However, overlaid on this, is the need to provide the replacement for the Splash Leisure Centre, which is nearing the end of its useful life.

The high level financial issues around re-providing a leisure centre on the Splash site are considered. The work completed to date indicates that, with additional supporting development of the Splash site and adjoining land, the new facility could be provided with a relatively small increase in the Council's revenue budget.

Because of the obvious inter-relationship between the Leisure Services Contract and a new leisure centre, the report recommends that the Council immediately moves forward with the initial stages of procuring the Leisure Services Contract. In parallel, the report recommends that we also move forward with the property related work to provide the business case for redevelopment of the Splash Leisure Centre, which will come back to Cabinet later in 2017.

Conclusions

The Council is now at a point where it needs to decide on what approach to take regarding its current leisure contract and the long term future of the Splash facility in Sheringham.

There are a range of options available as to the contractual mechanism the Council decides to use to manage its leisure facilities, and a number of potential options for a future leisure facility on the Splash site.

Initial discussions show that, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, it should be possible to provide a new wet facility in Sheringham, at little additional cost to the existing revenue budget.

However, it should be clearly understood that, as well taking this commercial view, it will be essential for the Council to also agree commercial terms for supporting development, both on its own, and on neighbouring land.

In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, external professional support is required so that the project can move forward.

Recommendations:

1. That delegated authority is given to the Corporate Director and Head of Paid Service (NB) to:

a) commence procurement of the Leisure Services Contract to run from April 2019; this to include appointment of external procurement and leisure consultancy support.

b) enter into formal property negotiations, including if necessary, a Joint Venture Company or similar vehicle, for the purpose of providing the necessary supporting and enabling development for a new leisure centre on the Splash site in Sheringham

2. That the Council's Property Development Partners, Gleeds, are instructed to undertake any necessary land assembly negotiations and develop detailed proposals for the procurement of a new leisure centre in Sheringham, along with any supporting development.

3. That an appropriate consultant, with experience in similar work, is appointed to undertake a sport and active leisure feasibility study for a new facility to replace Splash.

4. That Financial Standing Orders are waived in respect of:

a) appointing Gleeds for the work in Recommendation 2 above, as they have already been appointed to support the Council through a competitive process and;

b) appointing the leisure consultant for the work Recommendation 3 above, as the Council can rely on Sport England's views on previous experience in this area.

5. That a budget of £30,000 is provided from the General Reserve to fund the above work.

6. That a further report is received by Cabinet later in 2017 to approve the business case for construction of a new facility on the Splash site in Sheringham.

Cabinet Member(s): Cllr Judy Oliver, Property Portfolio Member Cllr Maggie Prior, Wellbeing Portfolio Member	Ward(s) affected: Sheringham specifically, but with impact across a much wider area of the District
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1. Introduction

This report discusses the options available for future procurement of a new leisure contract to operate and manage the Council's three leisure facilities. It also examines the linked issue regarding the ageing Splash leisure facility, and future options for redevelopment of a facility on the site.

2. Background

- 2.1 The Council owns three leisure facilities; Fakenham Sports and Fitness, Splash Leisure and Fitness in Sheringham, and Victory Swim and Fitness Centre in North Walsham. They are managed via a contract with Places for People Ltd. which ends on 31 March 2019.

It is therefore timely for the Council to consider the procurement of a contract to manage these leisure facilities from 1 April 2019. Such procurement needs to take account of the future of any leisure centre on the site of the Splash facility.

- 2.2 In October 2015, the Council adopted a new Indoor Leisure Facilities Strategy, which appraises all the indoor facilities (both publicly and privately owned) across the District; identifying options to address any shortfall in provision. Included in this was the Splash leisure facility, along with recommendations regarding the protection of a swimming facility at this site.

The strategy recommends that the Council should look to reinvest in the Splash leisure facility site in Sheringham to protect its future, particularly in terms of swimming provision in the District. However, given the current financial environment, any decision will be ultimately determined by the Council's financial position in terms of affordability.

3. Current Position

- 3.1 The three Council-owned leisure centres are all very successful, with visits in 2016/17 totalling 462,000 and this has continually risen over the past four years. The leisure centres offer a variety of activities, including swimming (Splash and Victory facilities), group exercise, fitness and indoor cycling which make a significant contribute to improving the health and wellbeing of our residents. The current contractor, Places for People Ltd. has worked in partnership with the Council to ensure a good programme of activities has been provided at the three locations.

- 3.2 The direct cost (this includes the contract management fee and our repairs and maintenance costs), of providing the service for 2016/17 was £314,102. This equates to a direct subsidy from the Council of 67p per person visit for providing this service. In addition, the Council's own support services bring the overall cost of providing the service to £641,330 (mainly as a result of capital costs relating to depreciation, to the value of £306,998).

In 2013, research was undertaken by the Council to examine the cost of providing leisure facilities and our provision was broadly comparable with other local authorities across the county. This position is not likely to have changed greatly in the interim.

- 3.3 Whilst each leisure facility building requires some attention, the position at Splash is becoming increasingly urgent due its age. To ensure a facility on this site in the future, as recommended by the Facilities Strategy, either a full refurbishment, or more likely, a demolition and complete rebuild, is required.
- 3.4 An estimate supported by Sport England is that the cost to refurbish the centre would be between in the region of £3m-£4m. However, a refurbishment would not address many of the fundamental issues in a building whose design dates from the 1980s and where the current building is environmentally inefficient, and with poor use of available space. It is also unlikely to see any significant increase in use without a complete re-design of facilities.

Therefore, a total redevelopment of the facility is likely to be required if the council is to provide a cost effective solution.

4. Benefits of Providing Sport and Leisure Facilities

- 4.1 Sport and leisure provision is not a statutory duty for the Council. However, it is widely accepted and well documented, that participating in sport and leisure provides many benefits to a person's health and wellbeing and there are wider benefits to the wider health economy as a result. Especially in rural areas, municipal leisure facilities provide a key part of the sport and leisure infrastructure.
- 4.2 In addition, leisure facilities can enhance the District's tourism offer, and add value to visitors to the area and its local economy. Sport England's 'Economic Impact Tool' estimated that the overall contribution that sport makes to our local economy is worth £22.6 million (in North Norfolk) and created 676 jobs.
- 4.3 The Council's Corporate Plan reflects the known health benefits of sport and leisure and Health and Wellbeing is one of the Council's five main priorities; "*A district with vibrant communities and where healthy lifestyles are accessible to all*". The importance of such provision has therefore been recognised by the Council in order to provide a variety of opportunities, in order to maintain a fit and active lifestyle.

The Council's corporate health and wellbeing objectives are well reflected in the current Department of Culture Media and Sport (DCMS) Strategy for Sport whose five main outcomes are as follows:

1. Physical well-being
2. Mental well-being
3. Individual development

4. Social and community development
5. Economic development

Given that the DCMS outcomes are very much in line with the Council's own objectives, this provides an excellent social foundation upon which to progress a new leisure contract, including the redevelopment of the Splash site.

- 4.4 Sport England's Strategy, '*Towards an Active Nation*', seeks to deliver the above outcomes, and will play a crucial role in assisting the Council to assess and achieve its corporate sport and leisure objectives.
- 4.5 The current Splash facility is very well used and sees in the region of 160,000 personal uses a year. It is clear from the Indoor Sports Facilities Strategy, that a facility is needed in this area of the District and that if at all possible, a wet facility (ie with swimming pool) should be maintained.
- 4.6 However, whilst there is a good social case for the Council to continue to provide sport and leisure to its local community, this clearly has to be within the affordability criteria within which the Council has to operate.

5. Leisure Contract Procurement Issues

- 5.1 The Leisure Services Contract expires in March 2019 and cannot be further extended without significant risk of a legal challenge. Therefore, arrangements need to be put in place for the future management of the Council's Leisure Facilities.

During initial, informal discussions, members have expressed a wish to maintain at least the current level of leisure provision, as long as it is affordable given the Council's current and likely medium term financial position. Officers have therefore worked on the assumption that we will seek to largely maintain the current levels of facilities, with a modernised offer for any new Splash facility, as long as these can be provided broadly within the current budget.

Therefore, the financial values around facilities provision discussed later in this report are based on the re-provision of similar, albeit modernised, facilities, including a wet facility at Sheringham.

- 5.2 Whilst potential bidders need to understand the nature of the facilities covered by the Leisure Services Contract, there is no reason why the Contract procurement cannot commence, in parallel to the property related matters surrounding the Splash site being finalised. This will be the most efficient way forward as it enables the Council to test the market and develop bidder interest and to understand as soon as possible, exactly which facilities are required for a best value operation of Splash in the future.

- 5.3 Normal options for public sector procurement are available to procure the new leisure management contract and normally, this would be a relatively simple process.

However, given the need to also redevelop the Splash facility, the procurement is far more complex. The Leisure Management Contract will be informed by the initial design of the new facility and generally, it is considered good practice to ensure that leisure management bidders have the chance to contribute to the final design elements of any new building, for which they would then have responsibility for managing and maintaining.

- 5.4 In examining the future leisure contract provision, reliance has been placed on the Sport England assessment of the options available regarding management of municipal leisure facilities. These are shown at Appendix 1 and members' attention is drawn to Table 3.1 on page 25, as follows:

- in-house management;
- outsourcing the management to an existing Trust or private contractor;
- establishing a new Trust / Mutual or other form of social enterprise;
- asset transfer;
- community Asset Transfer;
- long-term leases with restrictions;
- long-term leases without restrictions / asset disposal;
- establishing a Joint Venture Company.

Sport England has completed an assessment of these options, examining the advantages and disadvantages of each. From this work, it is generally accepted that the best option for most local authorities is to outsource the contract via a private contractor or Trust.

- 5.5 At this time, it is impossible to know the accurate costs of a future Leisure Services Management contract, and the potential re-provision of a wet or dry facility on the Splash site will obviously be a key variable in future pricing.

The assumed likely investment by the Council in the facilities, along with an appropriate length of any future contract (likely 10 years plus 5 years extension) will also have a significant bearing on its cost, as bidders are likely look for longer contract lengths with greater certainty, and therefore less risk for them.

Importantly, the way contract risk is shared between the Council and any future contractor will be crucial. It appears most likely that the Council would be able to largely self-fund the investment required in Splash and, whilst the Council will require good management of its leisure facilities, any contractor will also require a certain amount of profit, and flexibility of approach to deliver the service, which will also need to improve sport and activity levels in the community.

- 5.6 At this stage, authority is sought to commence the early stages of the procurement process for the Leisure Contract. This would be in parallel to the working up of the redevelopment options for the Splash site. As the business case for that redevelopment becomes clear, the details of the Leisure contract procurement would then be finalised to allow the two projects to be moved forward to a positive conclusion.

6. Splash Site Issues

6.1 Indoor Sports Facilities Strategy

The protection of at least existing level of facilities (i.e. including a swimming pool) on the Splash site in Sheringham has been highlighted in the Indoor Leisure Facilities Strategy as a high priority recommendation. Coupled with members' preference to provide a wet facility at the site, this has therefore been the basis for the initial working assumption that a wet facility on the site would be included in the future Leisure Management contract

However, if the financial constraints meant that a dry facility were to be provided, at a much lower cost, this would obviously result in the loss of the municipal swimming provision for a wide area of the District. If such a reduced level of facility was required, then this would also be covered in that later business case to Cabinet.

6.2 Refurbishment Option

- 6.2.1 This would clearly be a more affordable option if considered purely in terms of capital cost, with current estimates approximately half that of a new, wet facility, depending on what design brief and facilities are included and what repairs are required upon more detailed inspection of the existing structure.

Whilst a refurbishment of the facility does provide an opportunity to amend the design and layout of the existing it is limited to the existing, inefficient building footprint. It would also mean continued use of the existing pool with wave machine and flume, which again is expensive to operate for a contractor and does not provide any additional use in terms of activity, from a health and wellbeing perspective.

It is estimated that this option would provide approximately 10 additional years' service to the existing facility. However, a refurbishment would not allow the Council to procure a Leisure Management contract with as much bidder input, or real updating of the facility, with the likelihood that this would drive prices up.

- 6.2.2 Importantly, Sport England have also advised that a demolition and new build will offer the most effective and best value solution, and importantly, one which they are most likely to support financially. Their view continues to be

that new facilities in the right place with the right offer are much more efficient to operate and are delivering significant increases in usage.

6.3 New Build Option

- 6.3.1 On the basis that the option to demolish the old Splash facility and build a new leisure facility is the most desirable, initial work has focussed on reducing the likely financial impact of such a significant capital project.

At this stage, a number of assumptions have been made about high level costs and land assembly, based upon current knowledge. It is proposed these will now be worked up into a more detailed business case over the coming months, allowing the procurement of both the next Leisure Management Contract to be informed, and the procurement of any future facility on the Splash site to move forward.

Such a business case would then be the subject of a further report to Cabinet, so that procurement of any detailed design and construction works could then be formally approved.

- 6.3.2 Officers have discussed various issues relating to the potential redevelopment of the Splash site with relevant stakeholders, as follows:

- Sport England, as to likely requirements for them to provide some grant funding for the project, and for baseline design and cost information, drawing on nationwide experience;
- Leisure contract providers for views on likely design, cost and optimum facility provision, along with management options for any redevelopment;
- Adjacent land owners and occupiers as to potential development opportunities which may be complimentary to the provision of a new leisure facility, whilst seeking to also ensure a long term future for the adjacent football, cricket and skateboarding facilities.

Based on the initial information gained from those discussions, the Council's strategic property partners, Gleeds, have also worked up some in-principle, conceptual layouts of the potential development, designed to maximise the opportunity for a mutually beneficial development that ensures provision of a new, wet facility at the Splash site.

It should be clearly understood however, that no approval or contractual arrangement has been given or entered into and that negotiations to allow such a scheme are still at a very early stage.

- 6.3.3 Informal discussions have also been held regarding Planning matters, and whilst raising some issues, these point to additional development being possible, as long as a range of policy matters can be overcome.

There would however, have to be a full pre-application discussion followed by a planning application for both a new leisure facility and any supporting development.

6.4 New Build Finance

It is clear from the property related discussions, that an appropriate new facility, with swimming pool, would cost approximately £8m with a resulting revenue budget impact of around £0.5m per annum.

However, it is also apparent that potential additional, supporting development could significantly reduce this impact. The discussions with other stakeholders suggest that with a combination of grant funding, combined development across the Council's and other land, and reduced contract costs arising from a new, efficient development, would enable a new leisure centre to be developed with a much lower impact on the Council's revenue budget.

Given the additional benefits the overall development would bring to the District's economies, it is believed the additional revenue cost would represent good value to the Council and would be seen as a very positive investment in Sheringham and the local area.

The financial matters are discussed in more detail later in this report.

7. Project Development

7.1 Timeline

The key date for the Leisure Management Contract renewal is 31 March 2019, by which time the Council must have arrangements in place for ongoing management of the three leisure facilities.

A normal procurement time for this project in isolation would be around six months.

With the necessary property work, design, demolition and rebuild of a new facility on the Splash site, the whole build project is likely to take just over two years.

Whilst the two projects would be twin tracked, it is therefore inevitable that, assuming a new, wet facility on the Splash site, that the new contract would commence, without the new facility having been completed. This can be overcome within the contractual negotiations.

The crucial work now will be to move forward both the initial stages of the Leisure Services contract procurement, and the property related work, to the point where a full business case can be put to Cabinet to allow the build project to get underway. This should be completed in time for September 2017.

7.2 Professional Support

As described above, the initial work, for which approval is now sought, will require external consultancy support. Whilst legal expertise is available in-house, procurement and property/design/leisure related consultancy will be required. This will provide the necessary support for land assembly and other property matters, and effective procurement of both leisure, and design/construction contracts.

Due to the complexity of the potential development, and therefore, the level of professional input required, it is difficult to accurately cost the support required. However, officers estimate that the Council should allow for a budget of £30,000, based on the resource requirement as follows.

- The initial Contract procurement work will be provided by external local government procurement experts, although it may be that an internal staff resource has been appointed soon enough to provide this expertise;
- As the Council's strategic property partners, Gleeds should be appointed to undertake the more detailed property work;
- In terms of sports and leisure feasibility work, officers are working with a Sport England for advice on leisure consultants, based on their wider experience in this market, nationwide.

It is proposed that, in order to secure such services quickly, financial standing orders are waived and a recommendation to appoint the necessary professionals on this basis is made elsewhere in this report.

7.3 Initial Work

7.3.1 The first essential work will be the continuation of discussions and negotiations around land assembly, to enable supporting development as well as a new leisure centre. This may well require the formation of a Joint Venture Company or similar vehicle with adjacent land owners, to share the work for any joint development associated with this project.

Given the potential need for such a company in order to minimise risk and to ensure flexibility in moving this project forward, it is recommended that delegated authority is given to allow, if necessary, a Joint Venture Company or similar vehicle to be formed as required, to develop the necessary structure and governance for the property related issues.

7.3.2 In parallel to the property work, a leisure feasibility study will be undertaken to ensure the right mix of facilities is provided which will offer the best outcomes, from balancing the health and wellbeing needs of the community, against the affordability and value for money requirements.

7.3.4 The third area of work will be moving the initial stages of the Leisure Management Contract forward. This will allow soft market testing to be carried out which in turn, will inform likely pricing and key design points.

7.3.5 Together, these will form the business plan, which will be presented to Cabinet, to cover the following

- facility design;
- capital cost estimate;
- revenue impact;
- property and land assembly plan;
- construction procurement matters;
- leisure management and procurement options.

This work will allow the Council to assess its options in full knowledge of the whole life costs of a new leisure centre on the Splash site. The report will summarise this information and inform the Council as to the best option for the new facility.

7.4 Construction, etc. Procurement

Assuming approval from Cabinet, in September 2017, procurement of the necessary secondary design, and construction contractors, would then commence as soon as possible, along with appropriate professional support for the Council.

In parallel, the Leisure Management Contract would move to preferred bidder stages, to allow bidders to then have input to the secondary design of the building that they would then run in the future.

Depending on the land assembly arrangements, this could then see the Current Splash Leisure Centre remaining open, until a new facility was completed in 2019.

8. Risks and Mitigation

8.1 At this stage there is little risk, as members are only being asked to approve the initial preparatory work to allow a full decision to be made on any new replacement facility.

Gleeds were originally procured, competitively, for their property expertise and we would expect any leisure feasibility consultant to have significant experience in similar projects, which have been funded by Sport England in order to reduce the risk associated with the initial property and leisure related work.

8.2 The Council needs to procure a new Leisure Management Contract commencing 1 April 2019.

Any risks attached should be minimised via a robust procurement procedure with support from appropriate leisure management, construction and property professionals. Support from Sport England has already been offered as part of the selection process which would add value and impartiality to the decision making.

- 8.3 Given the age of Splash, there is a risk of failure(s) occurring in the building and/or to the plant before any new facility is completed. Whilst the majority of this responsibility lies with the Contractor, as the contract draws near to its completion, elements of such risk may pass to the Council.

In any case however, a closure of the facility resulting from works required can adversely affect the reputation of the facility and the Council. This may be mitigated to a certain extent depending on the progress made at the time towards a new facility being built.

- 8.4 Given the uncertain future of the facility there is a clear reputational risk around what is provided at the Splash site in the longer term. Given the profile of the facility and the Indoor Leisure Facilities Strategy which is in the public domain, there is likely to be an expectation from the public of re-provision of some sort, which needs to be managed, and this report seeks to also manage such expectation.
- 8.5 The major risk at this stage, is that if the Council cannot secure supporting development both on its own, and neighbouring land, a wet facility on this site is likely to be unaffordable. Whilst very early discussions are ongoing, these have not yet been finalised.
- 8.6 The major risks for the project then come with the construction and future management and these will be managed by provision of strong governance arrangements, around project management, procurement and professional advice.

9. Financial Implications and Risks

- 9.1 At this stage, the financial risk is limited only to the cost of the preparatory work now envisaged to inform the project and to this end, a budget of £30,000 is recommended for approval to allow the relevant property and the initial leisure procurement work to progress.
- 9.2 However, the potential capital project, as described in 6.4 above, needs to be clarified in principle at this stage, to inform members as to likely future commitments. It should be noted however, that these figures are best estimates at this time and that no property agreement, grant application or contract tender has yet been entered into.

The likely capital cost of a new wet facility is £8m, for which the Council could take out a 30-year loan with the Public Works Loan Board at an interest rate of around 3%, the interest cost for which would equate to £240,000 per annum.

In addition, there would be a Minimum Revenue Charge (MRP) each year. This is a charge to the revenue account to make provision to repay the loan. It would be reasonable to make this charge over the useful life of the asset. The MRP would therefore be £266,000 for an £8m asset cost, assuming the asset will last 30 years.

The total revenue impact would therefore be in the region £506,000 per annum based on a scheme cost of £8m.

- 9.3 Officers are in positive dialogue with Sport England regarding their Strategic Facilities Fund, which aims to support large scale capital sport and leisure projects that can deliver increases in active participation in communities. Grants range from £500,000 to £2m. Early indications are that if support were to be provided, which cannot yet be guaranteed, it would be towards a £1m investment.

With no wider development of the Splash site, but with assumed Sport England grant funding in the region of £1m, the net capital cost of the new facility reduces to £7m with a revenue impact of £443,000 per annum.

- 9.4 In discussions with potential Leisure Contract bidders, it is apparent that a new facility would be able to be run without the current £150,000 p.a. management cost, bringing that revenue impact down from £443,000 to £293,000 p.a. This would still be considered unacceptably high given the Council's financial position.
- 9.5 There is enough land adjacent to Splash however, to provide additional development which would offset this cost. The potential for a 65-bedroom hotel or retail/commercial development on the site, could provide capital or lease income equating to £50k per annum in revenue, bringing the overall impact down to approximately £243,000.
- 9.6 However, further benefits would then also accrue if the Council entered into a joint development of the site with adjacent landowners and this is considered crucial to the successful supporting development coming forward. With the positive impact of NNDR retention income, this would significantly further reduce the revenue cost to the Council, although the details of such development are still being worked through.
- 9.7 At this stage, it is impossible to be accurate with these assumptions and given the size of the potential development, it is essential that further preparatory work is undertaken to work through the property, grant funding and likely contractual impacts and to develop a full business case for the project as a whole. The recommendations seek to cover this issue.
- 9.8 The treasury management decisions regarding how this scheme would actually be funded at the time (if any project is to progress) are quite distinct

from the actual decision to move forward with the scheme, and will revolve around a number of factors, as follows:

- The availability of any internal resources (e.g. current/new capital receipts)
- The opportunity cost to the Council (this will depend on the funding source and could reflect external borrowing costs or lost investment income if internal borrowing is used)
- External borrowing opportunities

13. Sustainability

Any new build will rely on low energy use to minimise utility costs and therefore the management charge for the facility.

14. Equality and Diversity

There are no equality and diversity implications directly resulting from the recommendations or options considered in this report.

15. Section 17 Crime and Disorder considerations

There are no Crime and Disorder implications directly resulting from the recommendations or options considered in this report.

16. Conclusions

- 16.1 The Council is now at a point where it needs to decide on what approach to take regarding its current leisure contract and the long term future of the Splash facility in Sheringham.

There are a range of options available as to the contractual mechanism the Council decides to use to manage its leisure facilities, and a number of potential options for a future leisure facility on the Splash site.

- 16.2 Initial discussions show that, as long as the Council takes a commercial view of the property implications and opportunities which exist for the site, it should be possible to provide a new wet facility in Sheringham, at little additional cost to the existing revenue budget.

However, it should be clearly understood that as well taking this commercial view, it will be essential for the Council to also agree commercial terms for supporting development, both on its own, and on neighbouring land.

- 16.3 In order to provide the best procurement of a future Leisure Services Contract and a future leisure facility on the Splash site, external professional support is required so that the project can move forward.

LEISURE MANAGEMENT DELIVERY OPTIONS GUIDANCE



NOVEMBER 2015

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1. Introduction and Context

01

- 1.1 Local authorities play a key role in helping sport become a habit for life in local communities. In recognition of this, Sport England has developed a framework for partnering local government so that we can work together to achieve more people participating and a wider impact in challenging times.
- 1.2 The framework includes step by step guidance on:
 - how to make the case for investment in sport,
 - how to plan and commission the investment,
 - how to maximise efficiency of the service, and
 - how to achieve and demonstrate sports impact in reducing health inequalities, engaging communities and stimulating economic growth.
- 1.3 A crucial part of the framework is commissioning the most appropriate partners to help deliver the local authority's vision and outcomes. Local authority sport and leisure facilities play a key role in enabling the delivery of the vision but are often operating at unsustainable subsidy levels and so local authorities are increasingly looking to review the operation of the facilities or use alternative delivery models.
- 1.4 In order to make an informed decision about fundamental changes to the way services are delivered, it is essential that an Options Appraisal is undertaken.

The Benefits of Undertaking an Options Appraisal

- It requires the local authority to consider and clearly articulate the desired outcomes for the service, based on an understanding of the community need;
- It provides an objective, transparent and rigorous assessment that can stand up to scrutiny and challenge;
- It provides an understanding of the risks associated with different operating models; and
- It enables an informed decision to be made on the best value solution to meet the individual needs of a particular local authority area.

- 1.5 To assist local authorities with this key decision, we have developed this guidance document to provide them with an easy to use guide to the most common management options / delivery vehicles available in the industry.

- 1.6 This guidance has been compiled to inform local authorities of the options and their key characteristics, including typical advantages and disadvantages. It is intended as a starting point for consideration of the options but is not a step by step guide on how to undertake an Options Appraisal. The key characteristics, advantages and disadvantages, and legal and financial implications of each option will need to be explored in more detail and applied to specific local circumstances through an Options Appraisal before taking a decision on the most appropriate management model in each local authority area.
- 1.7 It is important to emphasise the importance of an Options Appraisal of different management and delivery vehicles being carried out in the context of the wider commissioning cycle. The concept of the commissioning cycle is explained in more detail in Section 2 but its aim is to ensure that local authorities firstly consider what is required in the local area before taking decisions on management options / delivery vehicles. For example, a local authority should not be considering its management / delivery options before it has defined its strategy, vision and required outcomes from the service. Once these have been defined, the most appropriate delivery model can be more accurately identified.
- 1.8 A number of sport and leisure management / delivery options are available in the market. The most common ones are covered in Section 3 of this guidance document.

Most common Management / Delivery Options

- In-house management;
- Outsourcing the management to an existing Trust or private contractor;
- Establishing a new Trust / Mutual or other form of social enterprise;
- Asset transfer:
 - Community Asset Transfer;
 - Long-term leases with restrictions;
 - Long-term leases without restrictions / asset disposal.
- Establishing a Joint Venture.

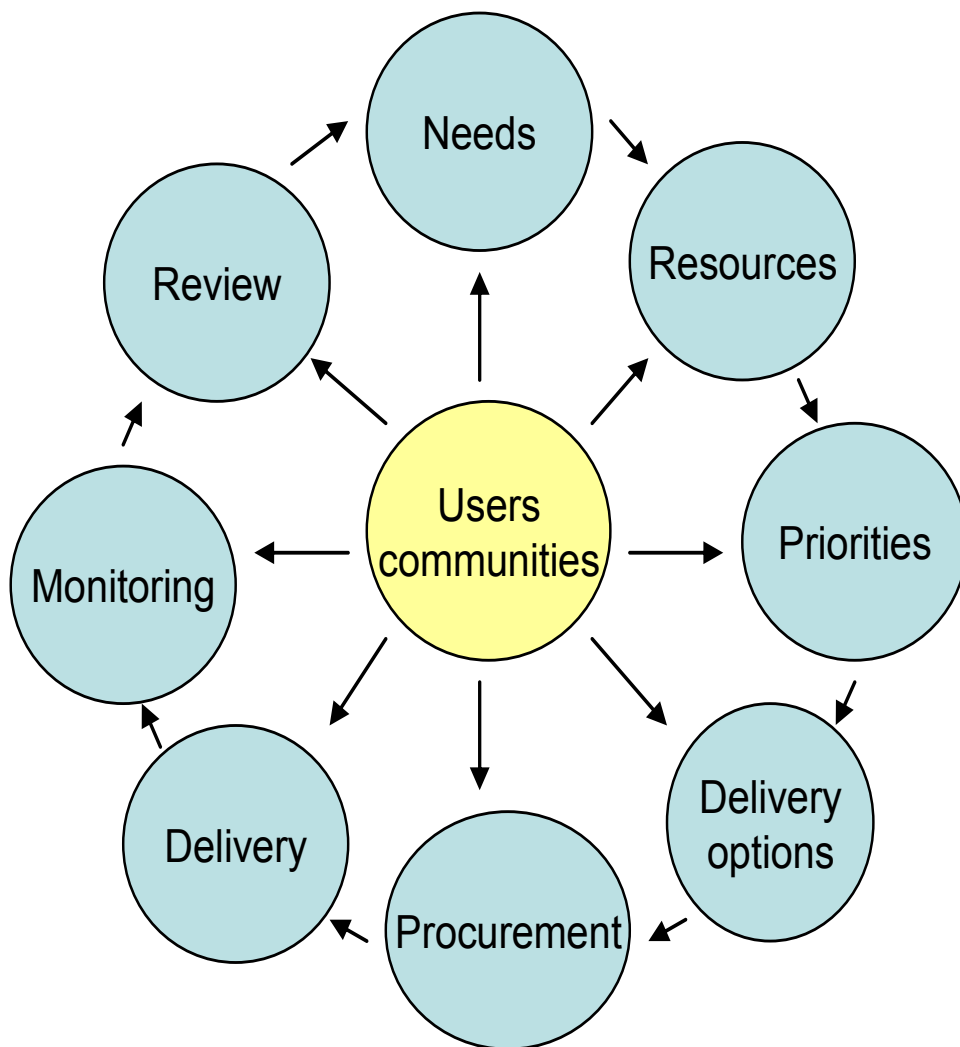
- 1.9 Finally, Section 4 sets out a ‘pre-decision’ checklist that local authorities should review before taking a decision on the future method of delivering their sport and leisure service. It is intended as both an aide memoir and ‘check and challenge’ list to ensure that local authorities have correctly followed the necessary steps, considered and addressed all of the relevant issues and have identified a clear strategy for what they want to achieve, how it will be delivered and by what types of partners.
- 1.10 Upon completion of this process, the local authority should be in the best possible position to ensure that it has selected the delivery vehicle which is best placed to deliver on all of the authority’s strategic outcomes for the service.
- 1.11 A glossary of terms used in this document is included at Appendix A.

2. The Commissioning Cycle

02

The Commissioning Cycle

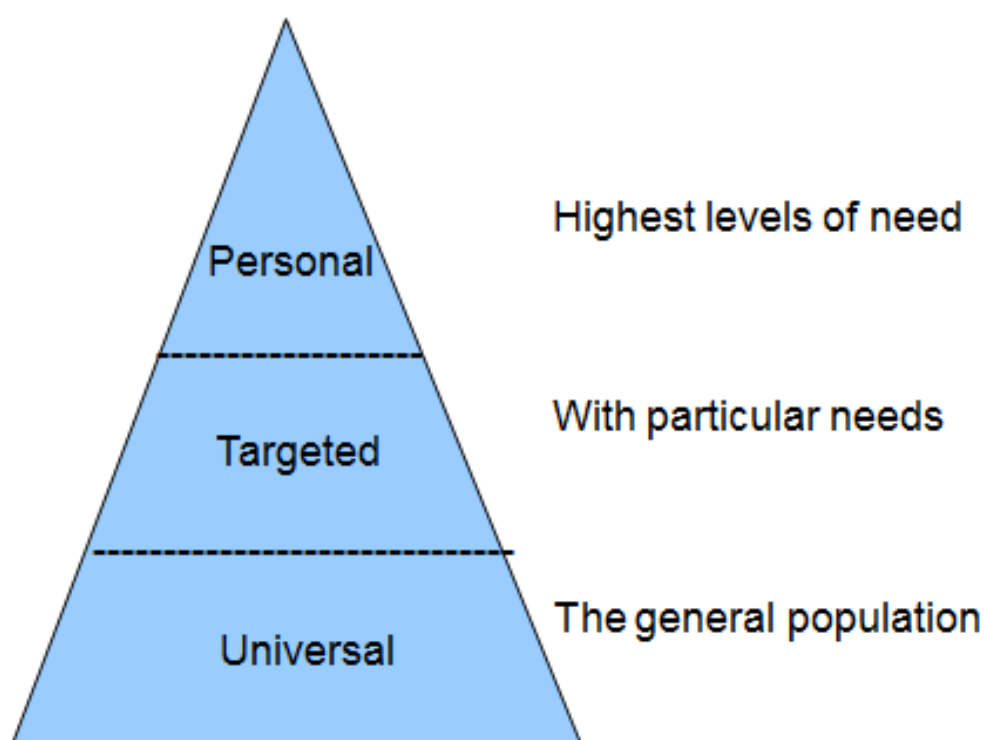
- 2.1 The Local Government Association (LGA) has developed a commissioning cycle which sets out the process that local authorities should go through when considering the future direction for their sport and leisure service. The aim is to ensure that local authorities follow an iterative process of strategic planning, delivering and monitoring of services to ensure that they are always meeting local outcomes, based on the needs of the local community. This is summarised in the flow diagram below.



2.2 The users and local community should always be at the centre of the commissioning framework. Before taking any decisions on service delivery models, a local authority has to strategically consider the following:

- What are the needs of the users and local community?
- What resources are required to meet these needs?
- What are the key priorities / outcomes that the local authority is trying to achieve?

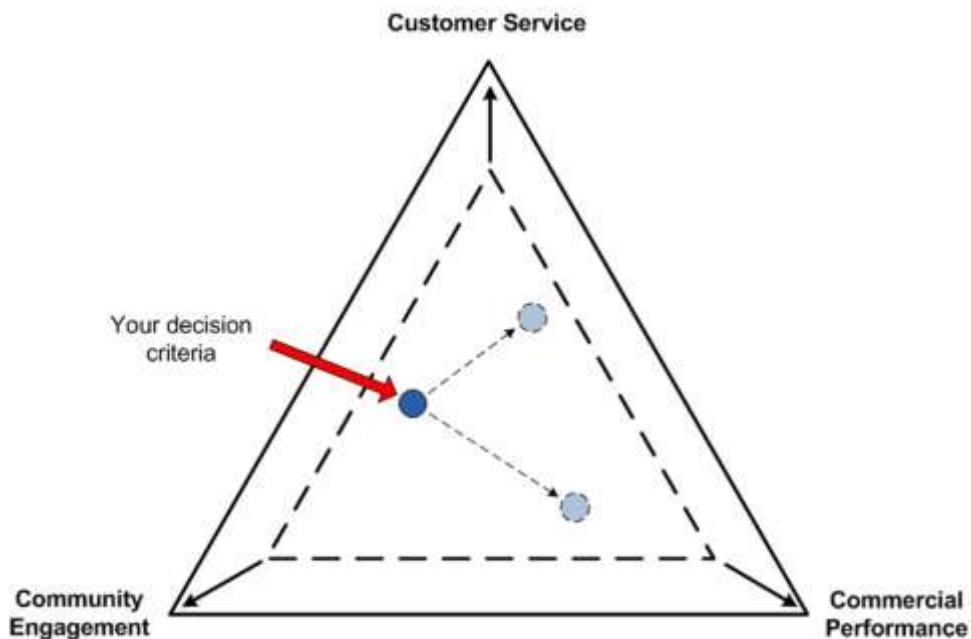
2.3 When considering how it wishes to focus its services to meet local needs, a local authority should consider its priority and target groups and the outcomes it wants to deliver for them. Its interventions can then be focussed on those with the highest level of need, as depicted in the diagram below.



2.4 Local authorities have finite levels of resources, so targeted and personal services should be focussed on delivering outcomes for the groups, areas and people identified that have specific and high needs. The needs of the general population can be provided for by the universal service available to all users, but those fewer numbers of people with greater needs at the top of the triangle are who the authority needs to identify and target their interventions at in order to achieve major change.

2.5 From a sustainability perspective, the use of any direct subsidy should be focused at the 'personal' and 'targeted' levels only, with the ideal scenario being that financial surpluses from the universal offer can be used to support the specific interventions.

2.6 Each local authority's priorities are likely to be different. Considering where the local authority's priorities are positioned on the decision triangle overleaf will have a major impact on the most appropriate delivery option(s).



- 2.7 Each local authority should consider where it wants to position itself and identify where its priorities sit within the spectrum of ‘customer service’, ‘commercial performance’ and ‘community engagement’. The local authority’s targeted position within the triangle will help inform the decision criteria that should be utilised through the options appraisal process to identify the most suitable option(s).
- 2.8 Once the local authority has an understanding of these issues and has identified its priorities and decision criteria, it can consider what the best-placed delivery options are to achieve its desired outcomes.
- 2.9 This guidance document provides an overview of the potential options available for the delivery of a local authority’s sport and leisure facilities. It is crucial that local authorities understand the wide range of options available to them to help deliver their vision and the key features, implications and risks associated with each option.
- 2.10 Following a robust options appraisal process, the authority will be in a position to move on to delivering the outcomes. This is likely to involve working with a range of partner organisations across the public, voluntary, private and third sectors and may involve a procurement process to identify the partners who are best placed to help deliver the desired outcomes.
- 2.11 It is crucial that the delivery of the service and achievement of the outcomes are continually monitored on an on-going basis to ensure that the desired impacts are being achieved. This must be an iterative process as information gathered at this stage will in turn influence the local authority’s future strategic planning.
- 2.12 Gaining political support through Member involvement in all stages of the commissioning cycle is important, particularly when formulating the authority’s vision and strategy and identifying its decision criteria.

- 2.13 Sport England has developed many useful tools to assist local authorities when they are working through the commissioning cycle. The Local Government Delivery Framework which illustrates how Sport England can help is summarised below and overleaf.

Sport England’s Local Government Delivery Framework

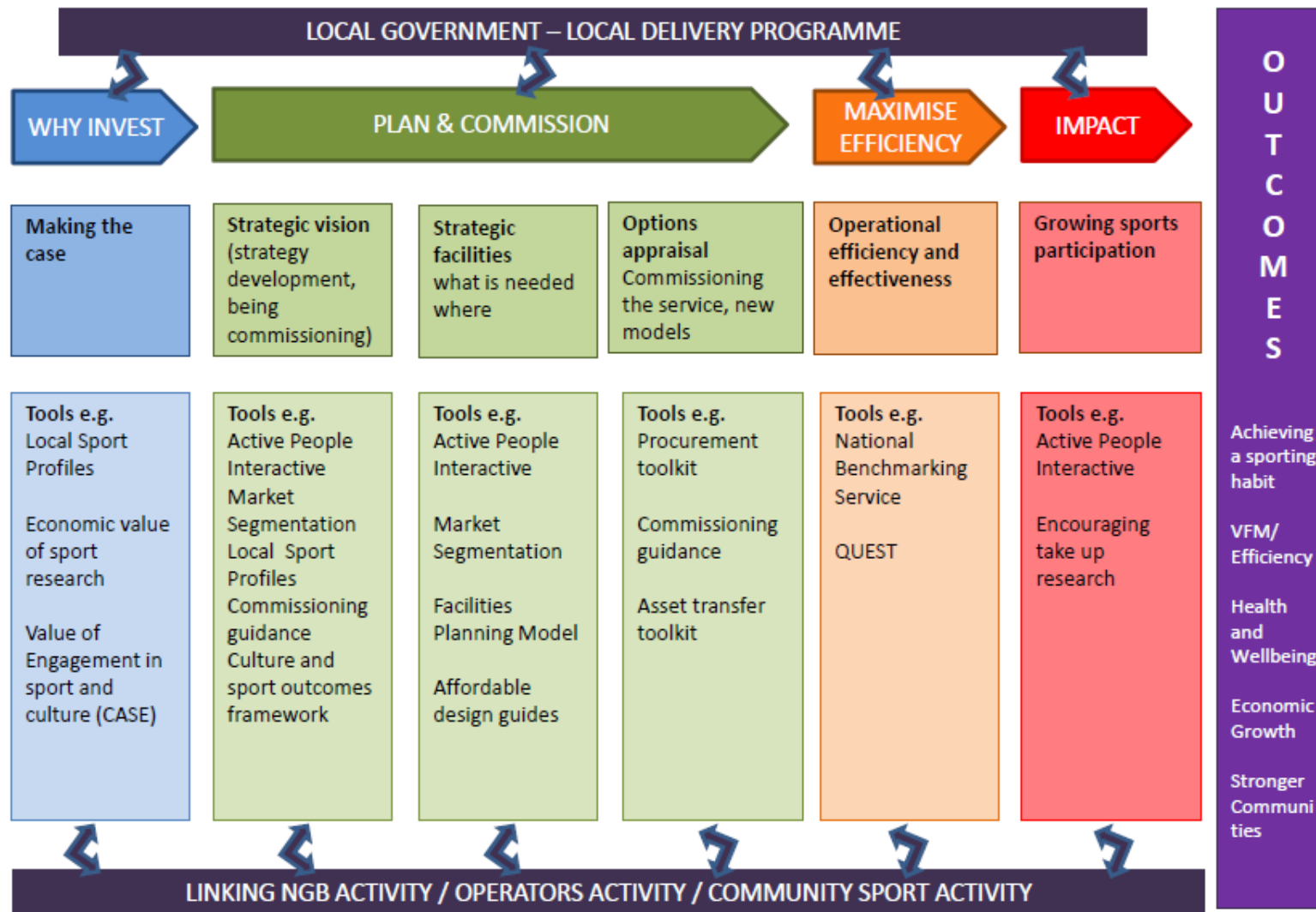
- 2.14 Sport England’s Local Government Delivery Framework (which can be seen in diagrammatic form overleaf), encourages local authorities to position sport as a key contributor to a local area’s strategic priorities and demonstrate sport is a sound investment. It is structured across and provides guidance on four broad areas, which local authorities should follow in order to achieve the greatest outcomes from their services and facilities.

Why invest in sport?	Guidance on how to demonstrate sport's value to reduce health inequalities, act as a spur to economic growth, and a catalyst to engage communities. Demonstrating this is crucial to enable local authorities to make the case for investment in community sport, particularly at a time of increasing budgetary pressures.
How do I strategically plan and commission investment?	Guidance on how to assess local needs, develop an outcomes-based vision and strategy for sport in the local area and identify who the best partners are to help deliver this.
How do I maximise efficiency?	To maximise efficiency, local authorities must measure, benchmark and assess their performance to ensure that current practice and performance is continually being challenged and improved.
How do I create impact?	Achieving impact requires strong leadership with a clear vision for sport and effective management of resources to get more people active resulting in reduced health inequalities, more engaged communities and economic growth. Working in partnership with key stakeholders such as NGBs, CSPs, schools, Clinical Commissioning Groups, clubs, private sector operators, local social enterprises and voluntary organisations is crucial to creating and sustaining sporting impact.

- 2.15 The four areas and the key steps within them are summarised in the diagram set out over the page. The Framework includes a number of tools available to local authorities (to be used primarily through a ‘self-service’ approach) to assist as they move through the commissioning cycle such as the Active People Diagnostic, Local Sport Profile Tool, value of sport monitor, market segmentation tool, the Facility Planning Model and the procurement toolkit among others.

- 2.16 More information on the framework, the tools available to assist local authorities and how local authorities can use it to increase participation and create wider impacts can be found at <http://www.sportengland.org/our-work/local-work/partnering-local-government/delivery-framework/>.

Figure 2.1 - The Local Government Delivery Framework



Summary

- 2.17 This section of the guidance has provided an overview of the commissioning cycle and how local authorities can use it to understand their strategic needs, develop a vision, identify the most appropriate delivery vehicle, commission it and maximise efficiency and impact on an on-going basis. Sport England has developed a Local Government Delivery Framework to support local authorities when undertaking this process.
- 2.18 The intention of this section is to set out the process that local authorities should be undertaking when considering the future direction for their service, to explain where in the overall process that consideration of management / delivery options sits and to identify the work that needs to be carried out first before moving on to consider this subject as part of a formal options appraisal.
- 2.19 There are a range of documents available regarding strategic commissioning in the sports sector which provide local authorities with guidance on how their service can be both 'fit for commissioning' and in a position to commission other partners to deliver their outcomes. LGA guidance can be found at:
- **Understanding commissioning: a practical guide for the culture and sport sector** - http://www.local.gov.uk/web/guest/culture-tourism-and-sport/-/journal_content/56/10180/3510882/ARTICLE#sthash.klBOlw7c.dpuf; and
 - **Engaging in commissioning - A practical resource pack for the culture and sport sector** - http://www.local.gov.uk/web/guest/search/-/journal_content/56/10180/3665542/ARTICLE#sthash.MrMwlrVM.dpuf; and
 - **Improving strategic commissioning in the culture, tourism and sport sector** - http://www.local.gov.uk/web/guest/culture-tourism-and-sport/-/journal_content/56/10180/3511096/ARTICLE.
- 2.20 Case studies setting out how Sport England has worked with three local authorities to help them use strategic commissioning to deliver outcomes in their local areas can be found at <http://www.sportengland.org/our-work/local-work/partnering-local-government/case-studies/strategic-commissioning-and-the-sports-sector/>.

It is acknowledged that the commissioning of outcomes and the delivery of a local authority's strategic vision are, and indeed must be, focussed wider than purely facility provision. However, the purpose of this document is to focus on the management of local government sport and leisure facilities due to the crucial role they play in providing a base for delivering an authority's strategic outcomes.

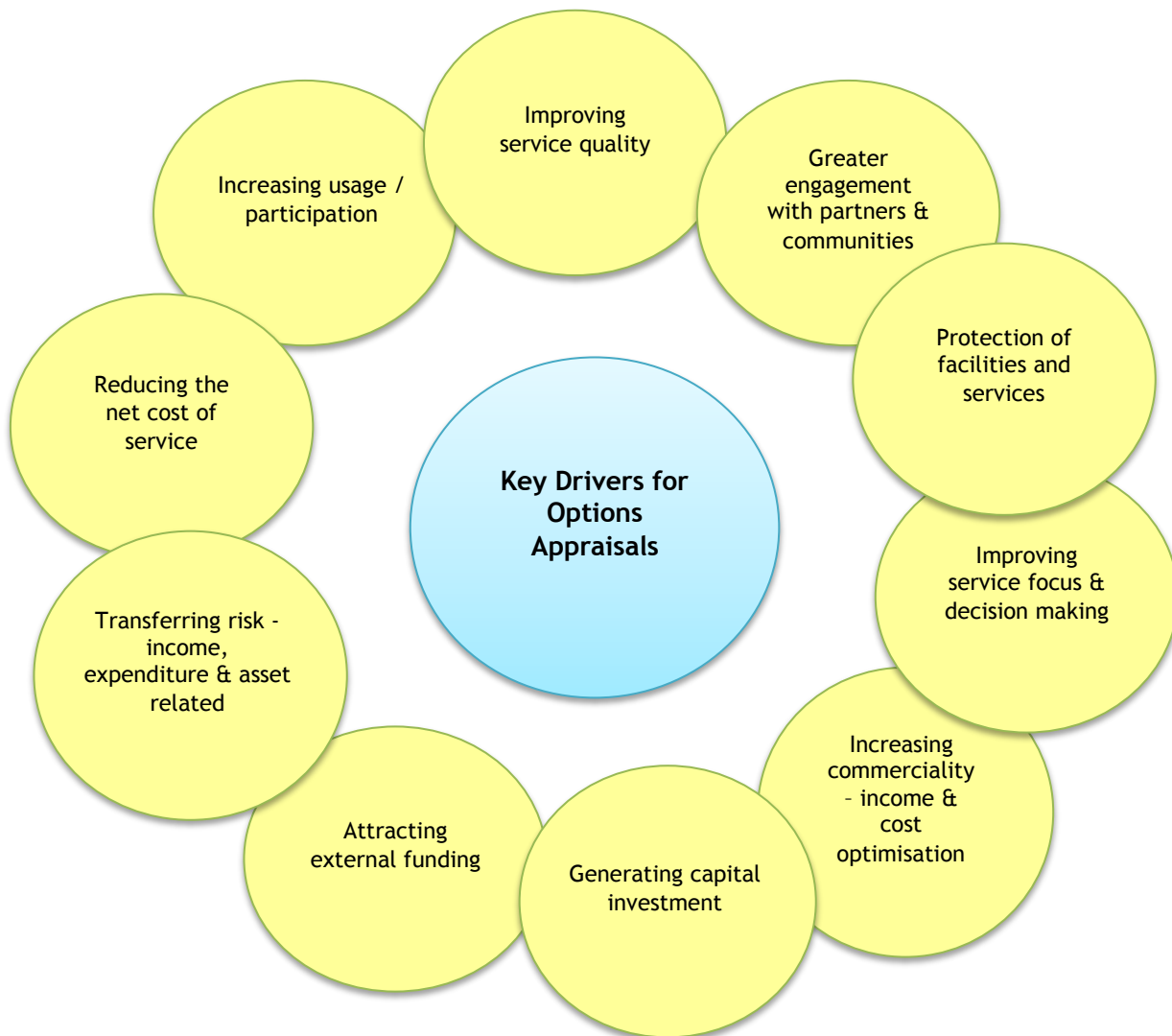
The next section explains the available management / delivery options in more detail and signposts the reader onto additional information sources that can help to inform the options appraisal process. It is important to highlight that the options appraisal process may not necessarily mean a change in the delivery model but the process should still be followed to ensure that an objective assessment has been carried out and that the model which is chosen or retained is that which is best placed to deliver on the local authority's target outcomes in the future.

3. Delivery Options Overview

03

Introduction

- 3.1 There are a number of different delivery options available for local authorities to consider in relation to the management of their sport and leisure facilities. It may be that one model covers all of the sport and leisure facilities provided by a Local Authority or that specific models will suit some facilities and not others.
- 3.2 The sport and leisure facility management / delivery options covered in this guidance are as follows (case studies for each option are included in Appendix B):
- In-house management;
 - Outsourcing the management to an existing Trust or private contractor;
 - Establishing a new Trust / Mutual or other form of social enterprise;
 - Asset transfer:
 - Community Asset Transfer;
 - Long-term leases with restrictions;
 - Long-term leases without restrictions / asset disposal.
 - Establishing a Joint Venture.
- 3.3 Research conducted whilst preparing this guidance suggests that circa 35% of local authorities in England still operate their sport and leisure facilities in-house with the remainder having either established a new operating vehicle or contracted with an existing operator. The percentage of local authorities managing their facilities in-house has fallen over the last ten years as local authorities look to meet challenging budget reduction targets.
- 3.4 Some of the key drivers for local authorities when considering management options appraisals are set out overleaf.



- 3.5 Each local authority should identify, understand and prioritise its key drivers when undertaking an options appraisal as this will inform the eventual solution. Gaining political buy-in to the key drivers from members is vital if the process is to be successful.
- 3.6 The text in this section provides a description of each option and their key characteristics. It also sets out some headline legal implications to be considered. It is intended as a starting point for consideration of the options only and not as a full options appraisal. The key characteristics, advantages and disadvantages (see Appendix C), legal, human resource and financial implications will need to be explored in more detail and applied to specific local circumstances as part of a formal Options Appraisal before taking a decision on the most appropriate delivery model in each local authority area.

In-House Management

- 3.7 This option is familiar to most local authorities and is often the default starting position for local authorities considering the future management options for their sport and leisure facilities. It involves the retention (or transfer back in-house after a previous outsourcing) of the Local Authority's leisure facilities, potentially with a focus on operational efficiencies and improvements in order to generate financial savings and enhance performance. Although this model will be very familiar to most local authorities, we have set out the key features to allow proper comparison with the alternative options.
- 3.8 The key characteristics of in-house management by the Local Authority are as follows:
- the Local Authority has direct responsibility for the management and operation of the facilities and services;
 - any staff employed in the operation of the facilities are employed by the Local Authority;
 - the Local Authority gathers all income generated by the facilities;
 - the Local Authority is responsible for all expenditure incurred in the delivery of the services;
 - the services continue to use the central support services of the Local Authority;
 - the operating risks of the services remain with the Local Authority;
 - the maintenance of the assets remains with the Local Authority;
 - there are no set up costs associated with this option and no timescale issues (assuming that the service is not being brought back in-house after a previous outsourcing).
- 3.9 In summary, under this option the local authority will retain all income and expenditure and control over the service. Improvements under this option can still be delivered via self-financing investment options, potential rationalisation of facilities or improvements in relation to income generation and control of expenditure identified through an operational review. However, this solution will not benefit from structural fiscal advantages or address risk transfer issues and may not protect the service from likely cuts that will face local government over the coming years.
- 3.10 Case studies for in-house management are included in Appendix B. These include Hartlepool Borough Council which undertook an Options Appraisal in 2014 and decided to remain in-house and South Norfolk District Council which has successfully brought the management of one of its leisure facilities back in-house after a previous outsourcing.

Outsourced Management

- 3.11 If the Local Authority was to outsource the management of the service(s) through a procurement process, there are likely to be two types of bidders:
- private sector organisations (often using charitable or 'hybrid' trust bidding structures); and
 - existing charitable organisations (trusts).

- 3.12 These two types of organisations have different structures, characteristics and advantages and disadvantages, however they are likely to be directly competing for the right to deliver the service(s) should the Local Authority choose to outsource to an external organisation through a procurement process.

Private Sector Management

- 3.13 Following the introduction of Compulsory Competitive Tendering (CCT) to sport and recreational services in 1989, a number of companies were set up to respond to the opportunities of CCT in operating and managing public leisure facilities.
- 3.14 Since then, there are a number of private companies that have emerged to operate in the public sector sport and recreation market, managing facilities and services on behalf of local authorities under contract.
- 3.15 The key characteristics of private contractor management are as follows:
- the Local Authority would be the "client" and would manage operations under a contract agreed by both parties which would normally include a specification and performance measurement system;
 - the management opportunity would typically be defined by a number of key heads of terms, including:
 - a fixed contract term (typically ten to fifteen years);
 - a management fee payable by the local authority to the contractor incorporating excess surplus share arrangements (there can potentially be a positive management fee from the contractor to the local authority depending on the facilities within the contract, their condition, the location, catchment area, commercial terms of the contract etc.); and
 - a service specification setting out the Local Authority's requirements in respect of the delivery of the management services (typically including aspects such as pricing, programming, customer care, cleaning, opening hours, maintenance and quality management etc.).
 - the contractor undertakes management of the facilities, gathering all income generated by the facilities and being responsible for the majority of costs incurred by the facilities;
 - typically, the Local Authority would retain some responsibilities and risks (usually in respect of structural repairs and maintenance and utilities tariff increases) and incur costs in respect of these responsibilities. These risks can be transferred depending on the age and quality of the facilities but this typically comes at a risk price premium;
 - staff are employed by the private contractor via a transfer under the TUPE regulations;
 - the majority of operating risks of the services are transferred to the contractor. The contractor would incorporate its own profit (risk) margin within the management fee agreed with the Local Authority and achieves this profit margin by delivering the projected financial performance;

- the Local Authority would monitor the operational performance and service standards delivered by the contractor, such that any failures to perform may be subject to financial deductions;
 - the private contractor will use their own central support costs and will not need to use those of the Local Authority, which potentially has an impact on the central resources of the Local Authority.
- 3.16 Most of the established private management contractors offered a ‘Hybrid’ Non Profit Distributing Organisation (NPDO) management model. This model is a legal vehicle with charitable objectives, which can access discretionary National Non Domestic Rates (NNDR) benefits, but is not a charitable company or provident society and not recognised by the Charity Commission.
- 3.17 Many of these contractors now offer charitable NPDO models, which can attract both mandatory rate relief and VAT benefits with regard to the sports exemption on large proportions of their income. This means that they are competing on a ‘level playing field’ (in terms of fiscal benefits) with the other charitable Trusts in the market that are bidding for leisure management contracts.
- 3.18 As with private sector contract management, the Local Authority could enter into a management arrangement where some of the management of the facilities and/or services are subcontracted to the NPDO. Under such circumstances, the Local Authority could benefit from revenue savings provided by this model through NNDR relief.
- 3.19 However, discretionary rate relief, as accessed by the Hybrid Trust option, provides a lower level of NNDR savings than the Charitable NPDO option (75% saving on NNDR costs if through a hybrid trust and 80 - 85% if through a charitable trust model). Further to this, it should be noted that, due to the government’s Business Rates Retention Scheme which was introduced in April 2013, the fiscal benefit from NNDR savings is likely to be less of an advantage to local authorities who were previously in-house as they only benefit from a maximum of 50% of any new reliefs awarded due to the split of local and national funding of reliefs and this may be lower depending on local pooling arrangements. Specialist advice should be obtained in this area to understand the costs / impact from a service perspective and authority-wide perspective.
- 3.20 The NPDO model may also benefit from additional grant and sponsorship opportunities as external organisations are often more likely to grant-aid and/or sponsor a NPDO than the local authority or a commercial operation.

Use of an Existing NPDO

- 3.21 There are many existing leisure trusts that have been set up by other local authorities and, once established, have started bidding for new contracts in other local authority areas. Many of these organisations also operate cultural facilities such as community halls and theatres and some were specifically set-up to offer a full range of leisure, cultural and green space services.
- 3.22 This option provides a similar fiscal solution to the new NPDO option (which is outlined later in this section) without the set up costs but also provides the benefit of sharing risks across other leisure contracts that the NPDO holds and their associated economies of scale (similar to the private management option but often on a smaller scale).

3.23 The key characteristics of management by an existing NPDO are as follows:

- responsibility for the management of the leisure facilities is transferred using a contract and specification;
- the NPDO would typically be a registered charity with a board of voluntary trustees and is independent of the Local Authority;
- the Local Authority would lease the facilities to the NPDO and would typically provide an annual management fee to the NPDO, reflecting the likely operational subsidy of the facilities (there can potentially be a positive management fee from the NPDO to the local authority depending on the facilities within the contract, their condition, the location, catchment area, commercial terms of the contract etc.);
- any staff employed to manage and supervise the facilities would be employed directly by the NPDO and transferred under the TUPE regulations;
- the NPDO undertakes management of the facilities, gathering all income generated by the facilities and being responsible for the majority of costs incurred by the facilities;
- typically, the Local Authority would retain some responsibilities and risks (usually in respect of structural repairs and maintenance and utilities tariff increases) and incur costs in respect of these responsibilities. These risks can be transferred depending on the age and quality of the facilities but this typically comes at a risk price premium;
- the operating risks of the services would transfer to the NPDO.

3.24 NPDOs have become very popular for the public sector seeking to achieve VAT and NNDR savings. A Charitable NPDO would be able to access mandatory NNDR relief which can be topped up with discretionary rate relief which the Local Authority has the option to grant. As noted previously, due to the government's Business Rates Retention Scheme the fiscal benefit from NNDR savings is likely to be less of an advantage to local authorities who were previously in-house as they only benefit from a maximum of 50% of any new reliefs awarded due to the split of local and national funding of reliefs.

3.25 The ability for NPDOs to generate significant capital funding, without a track record, is sometimes limited and therefore capital funding from local authorities is likely (and normally cheaper to finance) if major capital investment is required.

3.26 The ability to access external funding grants is often cited as an advantage of the NPDO model. There may also be an opportunity for greater staff involvement in the management of the services under an existing NPDO as some Trust structures (see the Industrial and Provident Society option referenced later in this section) allow for staff to be shareholders in the organisation.

3.27 From a local authority's perspective, there is limited difference between the private management contractor (utilising a NPDO structure) and existing NPDO options as they are both procured through a competitive tendering process and the ultimate contractual terms and conditions are likely to be very similar no matter the structure employed by the successful bidder.

- 3.28 Under both forms of outsourced management, there is perhaps greater protection from local government funding cuts (particularly for loss-making facilities being cross-subsidised by more profitable facilities within a portfolio) than under an in-house model, as the facilities are contracted as a package for the operator to manage throughout the life of the Contract and it is more difficult to make changes to the contract terms to close facilities mid-contract.
- 3.29 Case studies in relation to outsourced management are included in Appendix B including Hinckley and Bosworth Borough Council, Central Bedfordshire Council and Redcar and Cleveland Borough Council, all of whom have developed successful partnerships with existing leisure operators.

Establishing a New Organisation

- 3.30 The third overarching option for the Local Authority is to establish a new organisation to run the facilities and services. There are many forms which the organisation could take including, but not limited to, the following:

- Unincorporated Charitable NPDO;
- Industrial and Provident Society (IPS);
- Company Limited by Guarantee (GLG);
- Charitable Incorporated Organisation (CIO);
- Community Interest Company (CIC).

- 3.31 The text below explains the key features, advantages and disadvantages of establishing a new organisation in more detail. It is worth noting that these different types of organisational structure are often classified under the umbrella of Social Enterprises.
- 3.32 A social enterprise is a company which:
- has a clear social and/or environmental mission set out in their governing documents;
 - generates the majority of their income through trade;
 - reinvests the majority of their profits;
 - is autonomous of state;
 - is majority controlled in the interests of the social mission; and
 - is accountable and transparent.
- 3.33 All of the different structures discussed in this section can therefore be termed social enterprises.
- 3.34 The majority of the vehicles noted above are considered to be NPDO's - non-profit distributing organisations, for which there are a number of common characteristics.

Non Profit Distributing Organisations

- 3.35 A NPDO is an organisation that is not able to distribute profits or surpluses to a third party, for example shareholders, but must use these profits or surpluses to reinvest in the organisations objectives to improve services.
- 3.36 The key characteristics of the operation of services by a new NPDO are as follows:
- the Local Authority will enter into a contract and specification for the management and operation of the service / facilities;
 - the assets, as per other options, will be transferred under a lease to the new NPDO;
 - in return for the services and management of the existing facilities, it will receive an agreed fee from the local authority, probably in the form of an annual grant or perhaps a management fee;
 - the operating risks of the services would theoretically transfer to the new NPDO. However, in reality, the new NPDO may not have the financial resources to absorb unforeseen operational losses and may request additional funding from the Local Authority;
 - the new NPDO may be a charity to take advantage of the fiscal benefits including VAT and NNDR relief;
 - the NPDO will often have limited opportunity to raise capital finance, as it may have limited security and no trading history;
 - a new NPDO will be likely to include many of the existing management team but may attract other senior officers to the team (finance, HR or legal for example).
- 3.37 The cost of setting up a new NPDO can vary significantly depending on the level of in-house resource available to support the process however an indicative guide would be £50,000 - £100,000 including officer time, legal advice etc. If detailed condition surveys of the assets are required prior to transfer, this figure could be a lot higher.
- 3.38 Over recent years the market has seen substantial growth in the use of these organisations to operate sport and recreational services for local authorities. There are a number of NPDO structures available to operate and manage sport and recreation facilities and services as set out in paragraph 3.30.

Public Service Mutuals

- 3.39 Another term used alongside Social Enterprises is the Public Service Mutual. Public service mutuals are organisations that have left the public sector but continue delivering public services. Employee control plays a significant role in their operation.
- 3.40 There are many forms of mutual, including major employee-owned businesses like John Lewis or building societies such as Nationwide which are fully or majority owned by their members. But mutuals can also be co-operatives or social enterprises.

- 3.41 Mutuals are free from government control and help their staff deliver and improve their services as they know best. Mutuals let dedicated public servants combine their passion for helping others with their desire to provide world-class services, and share in the rewards of success.
- 3.42 Mutual is not a legal form. Being a mutual is instead about staff control and how you run your organisation. There is no one legal form that a public service mutual must take. The most common are Co-operatives or Community Interest Companies - companies that are set up if they are run for the benefit of the local community - that are then either limited by Guarantee or by Share.
- 3.43 Many public service mutuals are Community Interest Companies and also social enterprises as they re-invest profits back into the service and/or local community.
- 3.44 The models set out in paragraph 3.30 are therefore relevant legal forms for a mutual. A high level summary of each model is set out in Appendix D.
- 3.45 Case studies for establishing a new organisation to operate local government leisure facilities are included in Appendix B including Everybody Sport and Recreation and Oldham Community Leisure.

Asset Transfer

- 3.46 An option that is increasingly being considered by local authorities in response to continued reductions in budget levels is the asset transfer. Community Asset Transfers (CAT) involves a shift in the long term management and/or ownership of land or buildings from local authorities to groups and organisations such as social enterprises, voluntary groups, sports clubs, national governing bodies etc. However, it could also be an asset transfer to another public body, such as a town or parish council or to a school (in the scenario of dual use facilities particularly).
- 3.47 In response to diminishing budgets in recent years, some local authorities are also taking a more fundamental approach to asset transfers whereby sites are transferred via a long-term lease to external organisations. This is more likely to occur on an individual facility basis. The leases can either contain restrictive covenants so that the use of the land is reserved for sport and leisure purposes or come without any restrictions and allow disposal of the site for a commercial value. We have set out the potential approaches in more detail below.
- 3.48 Case studies for different forms of asset transfers are included at Appendix B including the approaches taken by Mendip District Council, Swindon Borough Council and Newcastle City Council.

Community Asset Transfer

- 3.49 A community asset transfer could take the form of a freehold, a long lease, a shorter lease or a licence to occupy. However, for most transfers, where grants or loans are required for capital development, the length of tenure will need to be long enough to secure external investment. Therefore, asset transfer is usually taken to mean a long lease, often at least 25 years, or a freehold.
- 3.50 Local authorities are able to transfer their land and buildings to community sports organisations at 'less than best consideration', i.e. below market value. With regards to a

freehold disposal, Local Government can dispose of its assets at less than best consideration under the General Disposal Consent (England) 2003, where the asset to be disposed of has an 'undervalue' of less than £2million.

- 3.51 The legislation also requires that the transfer should help to secure the promotion or improvement of the economic, social or environmental well-being of an area. Further information can be found at <http://www.communities.gov.uk/documents/planningandbuilding/pdf/462483.pdf>.
- 3.52 There is no requirement that local authorities undertake a tendering process within the General Disposal Consent. However, there is the general requirement for authorities to follow "normal and prudent commercial practices". Where a local authority has established a robust business case for transfer, there would be no further requirement to 'market test' a transfer proposal to meet the General Consent criteria.
- 3.53 When making an asset transfer decision, local authorities should:
- Have regard to their community strategy;
 - Comply with "normal and prudent commercial practices", obtaining the view of a professionally qualified valuer so that the likely amount of the undervalue can be assessed;
 - Understand what community benefits will be realised by transfer;
 - Identify how the interests of local people will be better served;
 - Establish the business plan and financial viability of the community based organisation's plans;
 - Assess the State Aid implications.
- 3.54 Opportunities to progress an asset transfer are best undertaken when there is:
- Community appetite to do so;
 - When public bodies seek to engage and involve communities in the design and delivery of services;
 - When facilities and services are threatened with closure (without an alternative being contemplated);
 - Adequate time to develop a transfer proposal; and
 - When the terms of a transaction between partners are mutually beneficial.
- 3.55 Some of the opportunities may be 'demand-led' through a community based organisation asking the local authority if it is willing to make a transfer; others may be in response to external factors or events e.g. a planning application for development or proposals for the closure of sports facilities owned and managed by the local authority.
- 3.56 It is crucial that, for an asset transfer to be successful into the future, the local authority must continue to support the community sports group to achieve the targets agreed at the

time of the community asset transfer and not purely look at it as a way of offloading a liability.

- 3.57 The organisation must undertake a robust feasibility study before undertaking an asset transfer and must have a strong and sustainable business plan in place, considering all capital, revenue and cash flow implications.
- 3.58 Case studies and a detailed toolkit for carrying out a Community Asset Transfer are available from the toolkit on Sport England's website at <http://assettoolkit.sportengland.org/welcome.html>. The toolkit is currently being updated and a revised version will be released in early 2015.
- 3.59 The toolkit sets out a step by step guidance to understanding and undertaking a community asset transfer, including advice on feasibility studies, business planning, establishing a new organisation, governance, accounting, property and legal matters and on-going premises management.
- 3.60 Further guidance on the transfer of public leisure facilities to volunteer delivery through asset transfers is available from the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) at http://www.cimspa.co.uk/en/information/news/index.cfm/volreser141?utm_source=bulletin101014&utm_medium=pagelink&utm_campaign=sheff-release101014.

Asset Transfer - Long-Term Leases with Restrictions

- 3.61 The text above focusses on community asset transfers although different forms of more commercial asset transfers are increasingly being considered in relation to local authority sport and leisure facilities. This could take the form of a property transaction whereby the local authority advertises opportunities to take long-term leases (25 years plus) over facilities.
- 3.62 In exchange for taking a long-term lease of the facilities, the operator may be asked to provide a rental return to the local authority. This may sound like an ideal scenario for a local authority but in order for the operator to be able to make the facilities commercially viable on this basis it may require a number of conditions, such as:
- A number of freedoms in terms of the facilities it provides and the pricing and programming of the facilities to enable it to maximise the commercial position of the facilities;
 - The local authority to address latent defects in the facilities before the asset transfer;
 - Upfront investment from the local authority to enhance the assets, potentially in partnership with investment from the operator;
 - The local authority to retain the risk in relation to any pensions deficit associated with transferring employees;
 - A degree of freedom relating to future potential rationalisation of assets and / or the ability to develop some sites / elements of sites for commercial uses.
- 3.63 This is not an exhaustive list of conditions but is intended as an example to illustrate that an operator is not going to enter into an asset transfer with a local authority for a long-term

lease of ageing leisure facilities if the authority is not willing to consider investing some capital, retain some risks and allow for potential commercialisation of the site(s).

- 3.64 Under this option, whilst it may be considered a property transaction in relation to procurement legislation, a tendering process may still be preferred in order to maximise interest, demonstrate best value and encourage market innovation.
- 3.65 The benefits of this approach for a local authority are primarily related to reducing the revenue costs of its leisure facilities and securing investment into its assets. This needs to be weighed up against the disadvantages of losing control of the assets (beyond any limited service stipulations included in the lease). The lease would stipulate the permitted uses for the asset but the local authority would not have the level of control over pricing, programming etc. that it normally achieves through a traditional Services Specification and Contract.
- 3.66 Political and reputational risk for the local authority is often seen as a key concern as this option can be viewed as a 'sell-off' of facilities, although it needs to be made clear that this asset disposal option is different from a total disposal or 'trade sale' option (as covered later) as it is achieved via a lease with restrictions rather than a sale of the freehold of the site.

Asset Transfer - Long-Term Leases without Restrictions / Asset Disposal

- 3.67 An asset transfer in this context is the disposal of the leisure assets and thereby local authority leisure provision to a third party to do with as they see fit. This could include operators in the commercial leisure market who may be looking for leisure premises in an area. In this instance some form of leisure services could be continued and staff may be transferred under TUPE arrangements.
- 3.68 It is also possible that other private equity companies or businesses would take an interest in the acquisition of these sites to provide either alternative or complementary services (e.g. sports retailer etc.). It could also cover the acquisition of the land for other commercial uses or development. These would typically be achieved through long-term leases (e.g. 99 years plus) or sale of the freehold of the site.
- 3.69 The key characteristics of this option are as follows:
- the local authority may receive a capital receipt from the disposal of the asset(s);
 - the sale could be a freehold sale or a long leasehold (for example 99 - 125 years);
 - staff may transfer under TUPE to the new owner, subject of course to the continuity of sport and recreational services;
 - all operating and asset risks would be transferred away from the Local Authority to the third party;
 - the value of the purchase would take into account the potential income stream to be generated from the operation of the facilities, any covenants on the land and for the future land value that may be achieved in current or alternative uses;
 - the purchaser will need to finance the cost of the acquisition as well as the operating deficit, unless revenues can be improved from a change in the business model or priorities i.e. a more commercial focus offering facilities at a premium price.

- 3.70 It should be noted that it is very unlikely that a commercial health and fitness operator would be interested in acquiring more than one or two of a local authority's leisure facilities. This is because the major commercial health and fitness operators require a significant catchment population that normally only large towns and cities can provide.
- 3.71 Further to this, it is unlikely that any form of public pay and play and concessionary pricing schemes will continue, given the need to generate a return on investment. This will likely result in exclusion of a number of target groups due to their inability to pay commercial rates. It could also, in the extreme, result in the total removal of sport and leisure facilities if the sites are redeveloped e.g. for housing or commercial premises.

Joint Venture

- 3.72 A Joint Venture in this context is when a local authority and an external partner enter into an agreement to develop a new entity to (develop and) manage the facilities (for a limited period of time). The local authority and the external partner usually have equal representation within the joint venture vehicle that is created and exercise joint control, having equal responsibility for the assets and associated income, liabilities, profits etc.
- 3.73 The joint venture vehicle must be set up as a defined legal entity, separate from the day to day business of the local authority. The vehicle can take several structures including companies limited by shares, companies limited by guarantee, industrial and provident societies and many others. The legal structure of the joint venture vehicle is a complex area and requires expert legal advice. Treasury guidance for public sector bodies on Joint Ventures is available from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/225321/06_joint_venture_guidance.pdf.
- 3.74 The local authority's power to establish a Joint Venture is also a complex area that requires specialist legal advice. The activities that the JV is intending to undertake and the level of control by the local authority (raising potential State Aid issues) will need to be assessed. The JV must be a separate entity with its own legal capacity, management team and governance arrangements. Competition and procurement issues should also be considered. Whilst an EU Public Procurement Procedure may not be required, it is likely that some form of tendering process to select a JV partner for the local authority will be necessary.
- 3.75 Crucially, if a local authority is looking to secure a defined solution with limited scope for growth and change and where risk transfer, rather than risk sharing, is the priority, then a joint venture is probably not the most suitable solution. Under this scenario, a more straight forward contracting arrangement with the types of organisations described previously in this document is probably more suitable.
- 3.76 Joint ventures are however suitable where there is a long-term programme of service delivery and investment with potential for exploiting commercial opportunities and capturing long-term value through a separate entity with specifically defined objectives. Often, the parties will bring different skills, assets and contributions to the Joint Venture, in this context with the local authority often contributing the leisure assets and the external partner providing the operational, commercial and financial expertise.
- 3.77 An example of this is a Local Asset Backed Vehicle (LABV), where the local authority transfers the leisure facilities / land to the LABV and the external partner contributes investment and operational expertise, with the parties sharing in any surpluses.

- 3.78 LABVs are particularly useful where there is an opportunity to develop / rationalise a property portfolio with the intention of generating capital and leveraging investment into other sites and are often used in development and regeneration projects.
- 3.79 When land and properties are being transferred to a Joint Venture, there are many issues to be considered including the value of the land, accounting treatment, VAT, disposal strategies, implications for a local authority's wider policies and responsibilities etc.
- 3.80 With regards to the staff that work within the facilities, TUPE is likely to apply although there are other options that can be considered for JVs depending on the circumstances and nature of the JV including secondment from the local authority to the JV (for example, of managers) and / or resignation and reemployment by the JV (although rights such as continuous employment may still be protected).
- 3.81 Funding for JVs can be raised through issue of shares, debt and grants although initial funding is likely to be required from the partners as the JV will have no track record to enable borrowing unless debt can be secured against the assets. If the local authority is providing the assets, it is reasonable to expect the external partner to provide the initial equity for the JV.
- 3.82 When setting up a Joint Venture, both parties need to carefully consider the long-term viability of the business and the balance of the risks and rewards. A strong business case is crucial for the sustainability of the venture.
- 3.83 Agreeing an exit strategy is a necessary part of setting up a Joint Venture. Each party must be clear on the intended length of term of the Joint Venture, its goals and objectives, how the parties will achieve a return on investment and how they will protect their investment if another party wishes to exit or fails to perform their obligations. This is an extremely complex area and will form part of a detailed Joint Venture Agreement entered into by the parties that sets out the key commercial and legal terms and conditions.
- 3.84 As highlighted previously, Joint Ventures in this form are relatively new to the leisure industry but a case study for a newly established Joint Venture by Sunderland City Council is included in Appendix B.

Comparison of Options - Headline Advantages and Disadvantages

- 3.85 The table overleaf provides an indicative headline assessment of the relative advantages and disadvantages of each option, based on a traffic light RAG (Red, Amber, Green) rating system.
- 3.86 It is not an exhaustive list but provides an indication of the typical strengths and weaknesses associated with the different options. The issues flagged should be considered in light of local circumstances and priorities when carrying out an Options Appraisal. More detailed explanation for the advantages and disadvantages of each option are set out in Appendix C.
- 3.87 It is acknowledged that advantages and disadvantages can be viewed differently from different perspectives. For the avoidance of doubt, this document is produced from a politically neutral perspective for an intended audience at Local Authority senior Officer / Member level.

Table 3.1 - Comparison of Options - Headline Advantages and Disadvantages

Key Feature	In-House	Outsourced - Private	Outsourced - Trust	New Social Enterprise	CAT	Commercial Long-Lease	Asset Disposal	Joint Venture
Retention of strategic control								
Retention of operational control								
Protection of staff - Roles & T&Cs								
Operational risk transfer								
Asset risk transfer								
Potential for revenue savings								
Access to capital funding								
Access to external funding								
Access to economies of scale								
Set-up costs and lead-in time								
Potential to generate capital receipt								
Retention of publically accessible leisure facilities								
Potential to deliver cross-departmental strategic outcomes								
Potential for community & staff involvement								
Potential to increase participation								
Potential for enhancement to service								
Protection from future LA budget cuts								

Legal Implications

Procurement Regulations

- 3.88 One of the key issues around a local authority setting up its own NPDO is whether this approach contravenes the public procurement regulations and the value for money principles used by public bodies. In all cases, we would strongly recommend that specific legal advice is obtained on this, prior to confirming a way forward. We therefore set out below simply an overview of key considerations.
- 3.89 Public contracts in the UK are presently governed by the Public Contracts Regulations 2006 ('the Regulations') which implements the provisions of the EU Directive (2004/18/EC). These Regulations set out the procurement requirements for different types of public sector contracts, and while these Regulations may exclude certain types of contracts from their regime, there remain overriding considerations that need to be taken into account to ensure that the EU principles of transparency, equal treatment, non-discrimination and proportionality are at all times maintained (it should be noted that proposals to revise the existing public procurement rules have been approved by the EU and have just been through a consultation period in September to October 2014. The revised regulations must be enacted by April 2016 at the latest however the UK government is committed to implementing them as quickly as possible. This is dependent on various factors but a likely date would be mid / late-2015).
- 3.90 The Regulations currently require certain contracts to advertise in the Official Journal of the European Union (OJEU) and follow the procurement rules set out in the Regulations where the procuring entity is a 'contracting authority'; the contract is a public works, services or supplies contract; and the estimated value of the contract is above the specified financial thresholds.
- 3.91 The Regulations currently only apply a lesser regime to Part B service contracts, which are residual contracts i.e. contracts that are considered to only be of interest to bidders within the country where the contract is to be carried out, and which includes recreational, cultural and sporting services e.g. leisure contracts.
- 3.92 Although Part B contracts, (including leisure contracts), do not need to comply with the full rigours of the Regulations, the procuring entity must never the less ensure that the EU principles of non-discrimination, transparency, equal treatment, and proportionality are maintained in order to avoid any possible challenge.
- 3.93 Therefore when procuring a Part B contract, procuring authorities should be mindful of the EU principles at all times, as increasingly these principles are seen overriding specific national laws and as such these contracts should be advertised in a proportionate manner.
- 3.94 It should be noted that the planned changes in procurement regulations is likely to affect the level of regulation applicable to leisure management contracts. The Regulations include the abolition of the Part B services distinction which means that it is likely that future leisure management contracts will be subject to more rigorous public contract regulations.
- 3.95 The above all assumes that the delivery option being implemented involves a services contract (procuring a contract with the private sector, existing NPDO etc.) that may require procurement, however there is the alternative of a grant arrangement.

Grant and Lease Arrangements

- 3.96 Setting up a NPDO and paying a grant to the NPDO would not usually be deemed to be a services contract and as such would be outside the provisions of the Regulations. In such a scenario the local authority will be divesting itself of the facilities on a lease arrangement and will not be providing any services and therefore the provisions of the Regulations will not apply. This is a grey area but has been used alongside local authorities "well-being" powers to set up NPDOs to provide leisure and cultural services.
- 3.97 There are however drawbacks to this grant approach in respect of the VAT situation, as the one off grant payment from the Local Authority would not include VAT. This could potentially mean that there is additional irrecoverable VAT for the NPDO, negatively impacting on its financial position.
- 3.98 It should be noted however that there are examples where Local Authorities have entered into grant arrangements and HMRC has subsequently confirmed that the transaction can be treated as a payment for services and that VAT can be attracted and is therefore recoverable, irrespective of the fact that for procurement purposes this same contract has been structured as a grant and not a services contract.

Teckal Exemption

- 3.99 Within the context of complying with EU procurement regulations, the Teckal exemption has been referred to by a number of authorities looking to provide services without opening them up to formal procurement. Teckal is a reference to a case against an Italian local authority, which contracted directly with a consortium set up by several local authorities (including the awarding authority) without an EU-compliant public procurement process.
- 3.100 The court held (ECJ judgement reference C-107/98) that procurement rules do not need to be complied with where the winning provider is:
- controlled by the awarding authority/authorities in a manner "similar to that which it exercises over its own departments" - structural control; and at the same time
 - it carries out the essential part of its activities "with the controlling authority or authorities" - economic dependency.
- 3.101 These two aspects are now commonly referred to as the Teckal Test, which sets out that the procurement rules are applicable only if the contracting entities are both distinct in law (i.e. separate legal entities / companies) and are not structurally controlled or economically dependent.
- 3.102 Therefore, for certain types of new delivery vehicle, this exemption could apply, however, in the case of charitable vehicles where independence is necessary, then it is unlikely that the exemption will apply.

Freehold vs Leasehold

- 3.103 In all the outsourcing options it is generally assumed that the Local Authority will grant a lease / licence to the operator, such that they are in rateable occupation of the premises for NNDR purposes. The normal practice is that this lease / licence is coterminous with the contract and is forfeited if the contract is terminated. Thus the assets revert back to the Local Authority on any termination of the contract.

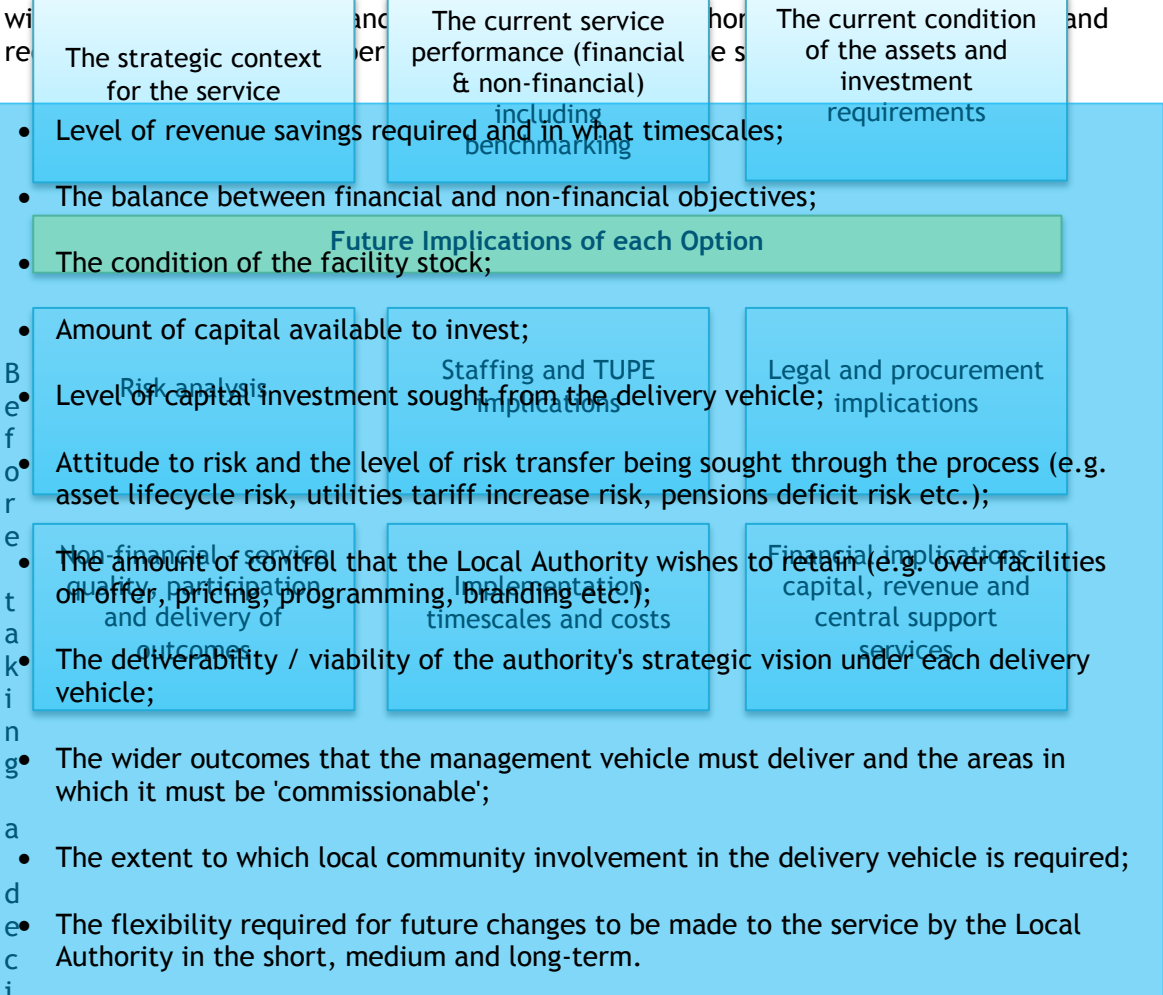
3.104 This approach protects the Local Authority in relation to getting back the land and buildings in the event of contract termination or business failure by the operator - for example, if the operator becomes insolvent, the contract is usually terminated and the assets revert to the Local Authority

Clarity of vision, strategy and outcomes required

Summary of Options



3.105 There are a number of options highlighted in this section for the future management of a local authority's sport and leisure facilities and services, many of which could incorporate other local authority functions and services such as sports development, libraries, museums and theatres etc. The options are wide ranging and the ultimate decision will be made by the Local Authority.



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tion on its intended future management vehicle, a local authority should evaluate each option against these (and potentially other) areas as part of an options appraisal / business case process.

3.107 As a minimum, the options appraisal must contain an in-depth analysis of the following issues:

The Current Position

- 3.108 The process should involve input from key Officers from the local authority including representation from sport / leisure (including sports development), finance, legal, human resources, assets and public health as a minimum. This should include input from the senior management team at Director level. Cross-party political support for the process should be sought from Members where possible. If cross-party political support is not possible, as a minimum Members should be appropriately consulted on the options and kept informed on progress and key findings throughout the process.
- 3.109 Establishing market interest in a potential outsourcing arrangement through soft market testing is also an important stage of the process. Any soft market testing carried out should be as part of a focussed process, setting out a clear understanding of the inputs and outcomes the local authority would be looking for from an operator. This will allow an operator to provide meaningful feedback that can be used to inform the Options Appraisal.
- 3.110 It should be remembered that any Options Appraisal of different management / delivery vehicles should only be carried out in the context of its place within the overall commissioning cycle set out earlier in this document. Having the appropriate vision and strategy in place with clear required outcomes for the service in advance of carrying out an options appraisal is necessary to ensure that the option selected is the best placed one to deliver the strategy and achieve the desired outcomes.
- 3.111 An example brief for an options appraisal process is set out in Appendix E. Typically, at least 3 months should be allowed to carry out the process thoroughly.

- 3.112 It is important to stress that this document only provides an overview of the options and highlights some of the relevant issues that the local authority should be considering. It does not cover the detailed implications of all of the above issues, which must be considered against the specific local circumstances. Local authorities are advised to seek external expert support to carry out this specialist work where in-house expertise is unavailable.
- 3.113 Once all of this work is completed, a local authority will be in a position to proceed with the implementation of its selected delivery vehicle. The final section of this document sets out a 'pre-decision' checklist which highlights the steps that a local authority should have undertaken before confirming its decision on its future delivery model. Following this guidance will ensure that the future delivery model that is selected will be best placed to work towards and deliver the authority's strategic goals.

4. Pre-Decision Checklist

Introduction

- 4.1 This section sets out a checklist for local authorities to complete before they confirm the decision on their future delivery model for their sport and leisure service. Greater value for money and delivery of outcomes will be achieved if the authority has gained a full and clear understanding of how the service is performing now, what the local needs are, committed to a strategic vision to meet these needs, planned how it intends to deliver that vision and identified the outcomes it requires the chosen vehicle to be delivering in the future.
- 4.2 A local authority should be able to positively answer all of the questions below before finalising its decision on the future delivery model for the service. This is true under all options, whether a Local Authority is intending to keep the service in-house, enter into a partnership with a third party or set up a new organisation to deliver the service. If the local authority has not considered the below issues properly, it may not be taking the correct decision in full knowledge of all of the facts and implications.
- 4.3 The pre-decision checklist is structured against the stages of the commissioning cycle, grouped into three areas.

Table 4.1 - Pre-Decision Checklist

Checklist Item	
Needs, Resources and Priorities	
1.	Has the local authority gathered data on the current baseline position of its service, facilities and local population e.g. participation, throughput, customer satisfaction, financial performance, obesity, anti-social behaviour etc.?
2.	Does the local authority understand the contribution that sport, leisure and physical activity is currently making in the local area? Has it established its key target groups and identified areas for improvement?
3.	Has the local authority identified its position on the decision triangle in order to define its decision criteria? Has this prioritised approach been agreed with Members?
4.	Has cross-party political support been sought for the options appraisal process? Achievement of this is desirable but not always possible. As a minimum, have Members been appropriately informed / consulted with in relation to the process?
5.	Has the local authority analysed the local population (e.g. using Active People and market segmentation) to understand what they need from a sport and leisure facility, outreach and activity programme perspective?
6.	Has the local authority considered and agreed the outcomes the service is seeking to achieve and where the service fits within the wider landscape for the area (e.g. in relation to physical activity and health & wellbeing)?

Checklist Item	
7.	Has the local authority used the available Sport England tools (e.g. the Assessing Needs and Opportunities Guide and the Playing Pitch Strategy Guidance) to identify what is needed from a facilities perspective and where?
8.	Has the local authority produced a sport and leisure strategy that sets out a clear strategic vision for the activities and facilities that are required now and in the future?
Delivery Options and Procurement	
9.	Does the local authority have an accurate understanding of the current condition of its facilities and future liabilities?
10.	Does the local authority understand the current baseline financial and participation / throughput performance of its sport and leisure facilities?
11.	Has the strategy been costed from a capital and revenue implication basis and is it deliverable against projected future budget levels?
12.	Has the local authority identified the outcomes that it requires the delivery model to contribute towards, including sport and leisure and wider socio-economic outcomes?
13.	Has a management options appraisal been carried out to identify the best model to enable the delivery of the strategic vision including consideration of investment requirements, capital and revenue costs, impact on Local Authority's central support budgets, set-up costs, implementation timescales, risk analysis etc.?
14.	Has the local authority entered into discussions with key commissioners (e.g. CCG, children's services etc.) to identify areas in which the service can be 'commissioned' to deliver wider outcomes (e.g. exercise on referral, weight management)?
15.	Has the local authority decided what facilities and services will be delivered by the operating vehicle? This will include core leisure assets but are there also wider opportunities, for instance, linked to libraries and cultural assets? Does the arrangement need to include flexibility for future asset rationalisation? Is sports development included or has the authority decided that, in order to effectively deliver its Sports Strategy and best contribute to the outcomes referred to in item 6 above, it needs to retain in-house a dedicated, specialist sports development function?
16.	Have key stakeholders and partners been given the opportunity to input into the process?
17.	Have legislative implications been adequately considered with an audit trail in place, including the impact of the Localism Act (2011), the Public Services (Social Value) Act (2012) and the Equalities Act (2010)?
18.	If planning to partner with an external organisation, has soft market testing been used to test key issues and ensure sufficient market interest exists?

Checklist Item	
Delivery, Monitoring and Review	
19.	Has an appropriate implementation plan been established and resource identified to deliver the plan?
20.	Has the local authority identified a plan for how it will measure and monitor the performance of the chosen delivery model against its required outcomes on an on-going basis?
21.	Does the local authority have a plan in place to continuously revisit its strategic goals and required outcomes in the future as local needs and priorities change?

- 4.4 Many of these aspects may be covered in an outline business case. For further information on the development of an outline business case, please see HM Treasury guidance on public sector business cases using the five case model - http://www.hm-treasury.gov.uk/d/greenbook_toolkitguide170707.pdf.
- 4.5 A local authority should not take a decision to proceed with any delivery model until it has adequately considered and addressed all of the above questions. Once it is in a position to answer 'yes' to these questions it will be time to move onto the implementation process. There are further resources available to support local authorities as they move into the implementation process (including toolkits for procurement and community asset transfers) at <https://www.sportengland.org/our-work/local-work/partnering-local-government/>.

Planning – Development Management: An overview

Summary: This report outlines for Members the current position of the Planning Service as it relates to Development Management function. This is the third report of this type was presented to Overview and Scrutiny and provides a progress report.

Whilst there has been positive improvements in performance, this has coincided with a downturn in workload, particularly in respect of the number of major applications received, which has resulted in a drop in fee income.

As well as the direct service challenges, the impact of the Business Process Review (BPR) in Planning, a major part of the Council's Digital Transformation Programme, is also discussed, as to progress and its effect on the service.

Conclusions: Since the last report to Overview and Scrutiny, the service has seen a significant increase in performance in relation to the turn round time of applications. Performing above the Government targets remains the top priority for the service.

Recruitment remains a challenge due to the national shortage of Planners, and the service has had to be creative in the way it resolves these issues, including further changes to the department's structure.

Changes, based on BPR work, which forms part of the Council's Digital Transformation Programme, have been implemented. These include:

- The introduction of workflow system to track the progress of applications. Moving forward this will facilitate working with less paper within the department
- Working with pilot group of Parish Councils to assist them in responding in 21 days and working without paper
- Parish/Town Council will no longer receive a paper copy of minor applications from 1 April 2017
- The service is looking to implement its new pre-application advice service from 1 June 2017.
- Work continues on the constraints mapping tool that will assist agents and customers to self service
- The service is out to consultation on revised

local validation requirements which will assist in reducing the number of invalid applications.

The successful implementation of these projects will in the long term provide the service with capacity to deal with the workload, as well as improving customer service.

Recommendations: **Members are asked to note the contents of this report.**

Cabinet Member(s)	Ward(s) affected
Cllr Sue Arnold – Planning Cllr Tom FitzPatrick- Digital Transformation	All
Contact Officer, telephone number and email: Nicola Baker, Head of Planning. Nicola.baker@north-norfolk.gov.uk Nick Baker, Corporate Director Nick.baker@north-norfolk.gov.uk	

1. Introduction

- 1.1 In response to the increased demands on the Planning Service, a report was requested by Overview and Scrutiny Committee in January 2016. Updates have been provided on a 6 monthly basis, the last of which was considered by Overview and Scrutiny in October 2016. This report provides a further update, providing details of the current performance and pressures facing the service.
- 1.2 It also provides an update as to the changes that have been implemented as part of the Business Process Re-engineering work undertaken in Planning as part of the corporate Digital Transformation Programme.
- 1.3 Members are asked to note the content of this report

2. Planning performance

- 2.1 The focus on performance is increasing as further performance targets were proposed in the 'Technical consultation on implementation of planning changes' published in February 2016, just ahead of publication of the Housing and Planning Act 2016. These performance targets have now been formalised with the publication of the Government's criteria for designation of underperforming authorities in November 2016.
- 2.2 The publication of the Act and the Technical Consultation coincided with the Planning service reviewing its processes, procedures and use of technology as part of the Digital Transformation Programme. The purpose of this work is to provide customers with greater access to on line services, and also provide capacity within the service to focus on the determination of planning applications.
- 2.3 In November 2016 the government published its formal criteria against which

they will assess the performance of Local Planning authorities, these are set out below.

Measure and type of application	2017 threshold and assessment period	2018 threshold and assessment period
Speed of Major Development	Less than 50% of applications determined within 13 weeks or an agreed extended deadline over a 24 month cumulative period (back-dated October 2014 to September 2016). NB for EIA development this extends to 16 weeks or an agreed extended deadline.	60% of applications determined within 13 weeks or an agreed extended deadline over a 24 month cumulative period (back-dated October 2015 to September 2017). NB for EIA development this extends to 16 weeks or an agreed extended deadline.
Quality of Major Development	No assessment of quality in this designation round	Not more than 10% of appeals overturned over a 24 month cumulative period (back-dated April 2015 to March 2017).
Speed of Non-major Development	Less than 65% of applications determined within 8 weeks or an agreed extended deadline over a 24 month cumulative period (back-dated October 2014 to September 2016).	70% of applications determined within 8 weeks or an agreed extended deadline over a 24 month cumulative period (back-dated October 2015 to September 2017).
Quality of Non-major Development	No assessment of quality in this designation round	Not more than 10% of appeals overturned over a 24 month cumulative period (back-dated April 2015 to March 2017).

2.4 It is important to note that each measure will be assessed separately. An authority can be designated purely for its performance on Major applications or Non-major applications; good performance on one does not outweigh the other.

Implications of Designation:

2.5 Under designation, applicants can apply directly to the Planning Inspectorate. However, for non-major development it is considered that this would apply only to minor development and changes of use, not householder development or retrospective applications. Essentially we would still be required to process the application in the normal manner but the Planning Inspectorate would determine the application and take the planning fee.

2.6 Where authorities are designated a detailed improvement plan will be

required.

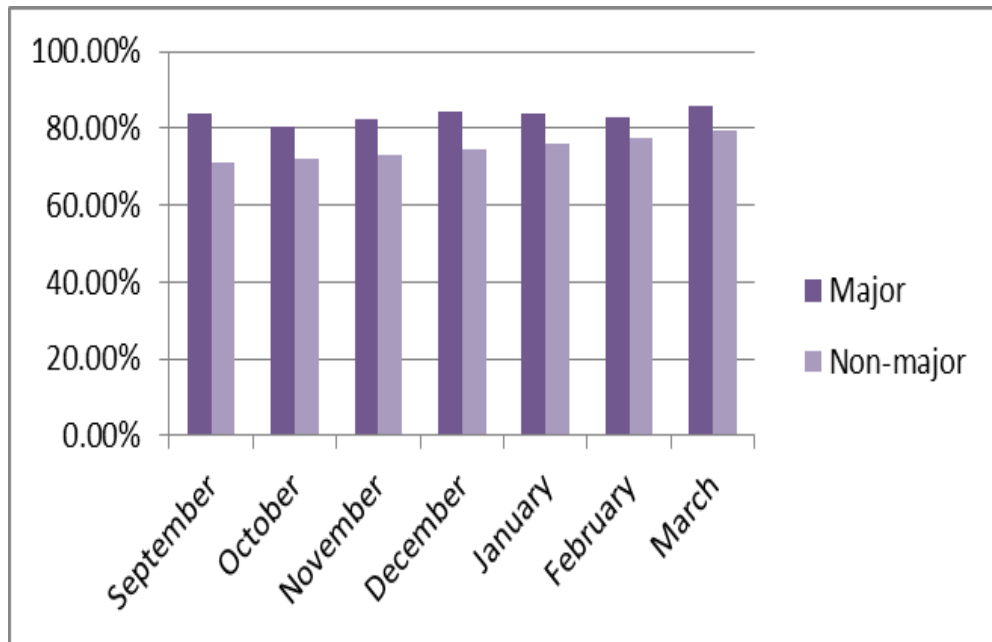
- 2.7 There are significant reputational issues which would arise following designation and alongside the Governments' proposals to introduce competition into the planning system, there could be significant implications for service delivery.

Current Performance:

- 2.8 Following publication of the document outlining the designation criteria officers have sought clarification on the calculation of performance and specifically which types of development are assessed by Central Government. Following discussions held directly with DCLG and with the Planning Advisory Service, the performance of Non-Major applications is now recorded as a separate performance indicator.
- 2.9 No assessment of 'quality is to be made in 2017'.
- 2.10 The Government published 'live data' tables and on these tables NNDC's performance under the 2017 designation criteria judged over the period October 2014 to September 2016 (50% for majors, and 65% for Non-majors) was published as 85.2% and 68.1% respectively. Both are above the required thresholds for 2017. However, whilst the Majors performance was also above the 2018 designation criteria, the performance for Non-majors was not and we considered ourselves to be at risk of being designated as under-performing if a significant increase in performance is not realised by the time the second round of designations occurs based on data recorded to September 2017.
- 2.11 The service's focus has therefore been on improving performance to ensure that this does not occur.
- 2.12 Current applications performance data in relation to speed of decisions for Majors and Non-majors has been backdated to September 2016 and is shown in the table below.

Year	Month	Type	Gvt performance indicator (NI157) Cumulative (month + 23 preceding months)	National PI 2017 criteria Majors (50%) Minors (65%) Others (65%) Non-Maj (65%)	National PI 2018 criteria Majors (60%) Minors (70%) Others (70%) Non-Maj (70%)
2016	Sept	Major	83.95%		
		Non-Maj	71.00%		
	Oct	Major	80.52%		
		Non-Maj	71.90%		
	Nov	Major	82.28%		
		Non-Maj	73.12%		
	Dec	Major	84.42%		
		Non-Maj	74.76%		
2017	Jan	Major	84.00%		

		Non-Maj	76.04%		
	Feb	Major	83.10%		
		Non-Maj	77.50%		
	Mar	Major	85.90%		
		Non-Maj	79.31%		



2.13 Performance has been on a steady climb since September 2016 which can be seen in the table below. If this trajectory is maintained then we should avoid being designated as under performing

2.14 The table below sets out performance at the last three year end periods to provide a comparison:

Year end figure for 2014/15 (preceding 24 month cumulative performance including applications determined within agreed Extensions of Time)	
Majors	Non-Majors
76.83%	61.17%
Year end figure for 2015/16 (preceding 24 month cumulative performance including applications determined within agreed Extensions of Time)	
Majors	Non-Majors
78.05%	66.66%
Year end figure for 2016/17 (preceding 24 month cumulative performance including applications determined within agreed Extensions of Time)	
Majors	Non-Majors
85.90%	79.31%

2.15 A comparison of all workload can be found in Appendix 2 which shows that whilst application numbers are down, the number of pre-application enquiries

is rising. Dealing with such enquiries diverts officer time away from determining formal applications, and which is our statutory function as a local planning authority. The number of Major applications has dropped significantly, which has had a direct impact on planning fees as this is where most of our income comes from. In addition, the number of 'Minor' applications has also dropped; this includes small commercial and industrial development and single-9 dwelling applications. Other application types continue to generate a significant amount of work, with householder applications in particular accounting for almost 50% of all DM workload.

- 2.16 Appeals performance data (the quality criteria) will not be assessed by Government in 2017 and the Council has previously been reporting our figures to our own detriment. The table below sets out the number of appeals over the 24 months period, how many have been overturned (or lost) and this as a percentage of total application numbers decided over the same period.

	Total Appeals (1 April 2015-31 Mar 2017)	Appeals overturned (lost)	Total applications decided (1 April 2015-31 Mar 2017)	%
Majors	5	2	78	2.56%
Non-Majors	45	8	2,364	0.33%
Other types not included in quality performance target	4	N/a	N/a	N/a
TOTAL	54	N/a	N/a	N/a

Major application performance

- 2.17 Whilst Major Application performance has been above current national performance indicators for determination over the last 24 months, the number of major cases registered in 2016/17 has fallen compared with 62 in 2015/16 and 49 in 2014/15. With a reduced live caseload of major applications, each application carries a higher level of contribution to overall performance. As government performance targets begin to shift upwards (50% in 2017 and 60% in 2018) it is important to recognise that performance today still has an influence on overall cumulative performance for a 23-month period.
- 2.18 The changing criteria for designation supports the necessity for having an effective and efficient pre-application service so as to ensure applicants and agents (especially those for major schemes) engage with the Local Planning Authority prior to submitting an application and that, through this process, applicants and agents are guided towards submitting only Development Plan policy compliant proposals or schemes where there are clear material considerations to justify a departure from Development Plan policies. It is also important to ensure these applications are valid on receipt, at the moment 45% of all applications are invalid on receipt.

- 2.19 Furthermore, the changing criteria for designation supports the need to ensure other processes, such as completion of S106 Obligations, are robust and timely and that, where it can be justified that further time is required to complete the application process, extensions of time are agreed in advance with applicants/agents.

Non-Major application performance

- 2.20 In November 2016 the Government's live performance tables were published. The tables identified that for Non-Major applications NNDC was at risk of designation in 2018. In order to ensure that the authority is not on the list for designation a significant and sustained push to determine applications within time, or within agreed extensions of time, is required. The national performance indicator is a time-lag indicator, looking at the preceding 24 month period. In addition, at the point of designation, the Government will designate on the basis of data submitted 6 months previously. Essentially performance needs to be high for a minimum period of 30 months.
- 2.21 Performance has been improving steadily since April 2016 with Non-Major applications performance rising from 66.66% at this time last year (2015/16) to just over 79% as at the end of March 2017. This is an increase of +13%.when assessed over the 24 month period.
- 2.22 The planning service has been under a number of pressures in this time and some of the challenges are outlined below:
- Increased numbers of applications. In 2014/15 a total of 1,346 applications were received, this rose to 1,454 applications in 2015/16, and in 2016/17 1,338 applications have been received;
 - Staffing pressures including shortages in some posts and restructuring of support services;
 - A change in management and leadership approach, and;
 - The introduction of a number of procedural changes and significant new back office systems;

3 Planning Business Process Review

- 3.1 Key to the service being able to deal with the fluctuations in workload with the staff resources available, is streamlining and automating the underlying processes, thus creating capacity. This can be achieved by maximising the use of our existing and planned technology.
- 3.2 Implementation of the outcomes from the BPR work is now underway. In this respect the following has been achieved:
- Digital Mailroom introduced and scanning and uploading all planning applications, representation and consultation responses

on receipt. This provides greater access to the Planning information via the Council's website (implemented from 1 April 2016).

- Training of Customer Services staff to deal with more Planning related calls (implemented from 1 July 2016)
- Expanded and multi-skilled Planning Processing Unit (PPU) able to validate applications on a daily basis. Previously we had experienced delays up to 3 weeks, which impacts on the overall performance indicators.
- Re-structuring of the Planning Support Team which has delivered a saving of £70,000 with effect April 2016.
- Introduction of a workflow system to enable applications to be tracked all the way through the process, and lead to a reduction in paper files
- Working with the Parish Councils to maximise the use of technology to enable them to better respond to consultations and track applications
- Introducing workflow management for greater transparency of workload processing;
- Review of all Committee procedures and protocols including the Local Member protocol and some general provisions of the Constitution;

3.3 Further changes are planned in the way the service operates, including:

- Adoption of a Local Validation Checklist;
- Introducing new processes for internal consultees to respond to application consultations, and
- Developing a new Pre-application advice Service- Phase 2: Major applications.
- The introduction of greater rigour in recording and monitoring of S106s;
- Improvements to the website to allow customers to self-serve, including the introduction of a web-based mapping tool to enable customers to understand constraints and policy context
- Channel shift in relation to incoming service queries, to maximise the number dealt with via digital means (website), as opposed to mediated channels (face to face and telephony)
- Improved outgoing correspondence, including more automated, digital correspondence and changes to content and style

- Development of an interactive validation tool and working with Agents to reduce the number of invalid applications received.
 - Development of a new website to enable all customers to better access information on all Planning matters, across all mobile devices.
 - Implementation of Agile Working Policy within Planning to enable officers to better work at remote locations
- 3.4 From a corporate perspective, by reviewing Planning first, the Council will maximise the gains for the rest of the Council as well as the actual service improvements in Planning. All of the main technology and work change investments (enhanced website, digital mailroom, agile working, etc.) needed for Planning will be required elsewhere, so this Service Review will provide clear benefits for the future reviews to be carried out in other areas.

4 Staff capacity and recruitment issues

- 4.1 Members will be aware that the service is experiencing difficulties in recruiting experienced Planners. This is not unique to North Norfolk, as it is now recognised that there is a national shortage of Planners. This has however impacted on our capacity to deliver the service at a time of increasing demand, as it has resulted in a number of repeat recruitment processes. The Council has also responded with the introduction of 'Golden Hello' payments to encourage staff who would need to relocate. A number of the posts within Planning also attract a retention payment, to try to ensure we keep the current team.
- 4.2 The most recent recruitment exercise was undertaken in February 2017 this was for 5 posts, three within planning policy, one in major projects and one in development management.
- 4.3 Following an extensive recruitment campaign we have successfully recruited 2 additional Planners, one to Major Projects and one to Development Management, leaving 3 vacancies primarily within Planning Policy. This lack of resource in planning policy is impacting on the time table for the Local Plan Review, and ultimately the allocation of sites in the District for additional development.
- 4.4 Based on the outcome of the recruitment campaign referred to above, a further re-structure of the department is underway which offers additional secondments opportunities to existing staff. The first, by restructuring the team to form a Householder team, the focus will be on determining these applications using a streamlined approach. This has created an opportunity for a 'Team Leader' for a 12 month period. And secondly, to offer existing staff an opportunity to be seconded into Planning Policy. The service is also exploring whether existing part time staff wish to work longer weeks. Whilst, this provides opportunity for career and skill development of existing staff, it will mean that the service will have at least 2 vacant post remaining. In particular, the department is short of experienced Policy Planners which is impact on progress being made with the

review of the Local Plan. The service also needs to consider succession over the next couple of years.

- 4.5 To assist in the recruitment process, a rolling advertisement for Planning Officers now appears on our website. A number of applications have been received following this advert with at least two individuals being invited to attend for interview.

5 Financial Implications and Risks

- 5.1 The Development Management part of the Planning Service is a key frontline service. The additional workload has placed additional pressure on the service, at a time when recruiting is difficult, and reputationally, the Council faces criticism in terms of falling performance in the turn round time of applications. However, over the last six months we have seen a significant improvement in performance.
- 5.2 The implementation of the system improvements arising from BPR provides a further challenge at a time of high demand. However, as the implementation progresses, and changes become embedded, the Council is beginning to see the benefits and these will only increase with time.
- 5.3 No major change project around public services goes without some criticism, so there will inevitably be times where we 'need to hold our nerve' in face of such criticism, whilst recognising that we are not the first Planning Authority to do this type of service change.
- 5.4 Further changes planned, will help underpin the improvement in performance achieved to date, and should release additional capacity within the planning staff to deliver an enhanced service.

6 Equality and Diversity

- 6.1 As we progressed the detailed implementation work related to Digital Transformation Programme, care will be taken to ensure as far as possible that they can be used by customers and staff with disabilities or those without the ability or connectivity to access services via the digital route.

7 Section 17 Crime and Disorder considerations

- 7.1 There are no Section 17 implications arising from this report.

8 Conclusions

- 8.1 Since the last report to Overview and Scrutiny, the service has seen a significant increase in performance in relation to the turn round time of applications.
- 8.2 Recruitment remains a challenge, and the service has had to be creative in the way it resolves these issues
- 8.3 Further changes, based on BPR work, which forms part of the Council's Digital Transformation Programme, are planned. The successful implementation of this project will in the long term provide the service with capacity to deal with the workload, as well as improving customer service.

Appendices

1. Definitions – major, minor and other applications
2. Workload comparison data

Appendix 1: Town and Country Planning Act (1990) – ‘definition of development’

Part III, Section 55:

(1) ... “development,” means the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land.

(1A) For the purposes of this Act “building operations” includes —

- (a) demolition of buildings;
- (b) rebuilding;
- (c) structural alterations of or additions to buildings; and
- (d) other operations normally undertaken by a person carrying on business as a builder.

The Town and Country Planning (Development Management Procedure) (England) Order (2010)

Part I, Section 2:

“major development” means development involving any one or more of the following—

- (a) the winning and working of minerals or the use of land for mineral-working deposits;
- (b) waste development;
- (c) the provision of dwellinghouses where —
 - (i) the number of dwellinghouses to be provided is 10 or more; or
 - (ii) the development is to be carried out on a site having an area of 0.5 hectares or more and it is not known whether the development falls within sub-paragraph (c)(i);
- (d) the provision of a building or buildings where the floor space to be created by the development is 1,000 square metres or more; or
- (e) development carried out on a site having an area of 1 hectare or more;

“householder application” means—

- (a) an application for planning permission for development of an existing dwellinghouse, or development within the curtilage of such a dwellinghouse for any purpose incidental to the enjoyment of the dwellinghouse; or
- (b) an application for any consent, agreement or approval required by or under a planning permission, development order or local development order in relation to such development, *but does not include an application for change of use or an application to change the number of dwellings in a building;*

NB: All other applications (advertisement consent, discharge of conditions, non/minor material amendments, variation of conditions) are all “other” development.

Appendix 2 – Workload comparison 2014/15, 2015/16 and 2016/17

		1 April 2014 to 31 March 2015	1 April 2015 to 31 March 2016	1 April 2016 to 31 March 2017
Major Applications Registered		49	62	18
Minor Applications Registered		509	522	399
Other Applications Registered		837	932	939
Total		1,395	1,516	1,356
Major Applications Decisions		46	49	15
Minor Applications Decisions		481	496	347
Other Applications Decisions		749	935	855
Total		1,276	1,480	1,217
Appeals Received (Major)		4	0	2
Appeals Received (Minor)		15	15	15
Appeals Received (Other)		0	11	9
Total		19	26	26
Appeal Decisions (Major)		1	4	1
Appeal Decisions (Minor)		22	12	19
Appeal Decisions (Other)		3	9	7
Total		26	25	27
Non-material Amendments Received		<i>to be advised</i>	<i>to be advised</i>	82
Condition Discharge Received		214	250	238
Pre-Applications Received (DEV21)		123	97	277
Do I Need Planning Permission Requests Received (DEV20)		55	37	60
Approximate Duty Officer Enquires Dealt With		<i>Data not available</i>	2,829	2,400
Fee Income	8255 - Planning Fees (All Categories)	737,360	852,103	568,723
	8228 - Fees General (Conditions)	19,095	15,457	13,087
	8236 – Pre Application advice	24,168	30,418	42,273
	8237 - Do I need Planning Permission?	950	2,203	2,400
		781,573	900,181	626,483

ECONOMIC GROWTH BRIEFING

Summary: The Economic Growth Strategy was approved at Cabinet on 31st October 2016 and adopted by Full Council on 21st December 2016. Following the adoption of the strategy, the Economic Growth team have since designed a structured action plan detailing the activities, tasks, outputs and outcomes that provide a methodical approach to tracking business engagement and the results culminating from that.

This report provides a high level overview of the “*skills and employment opportunities*” and “*business engagement*” sections of the action plan and details the teams activities against the targets outlined in the Strategy.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet paper: Economic Growth Strategy and Action Plan (31 st October 2016)
Full Council: North Norfolk Economic Growth Strategy and Action Plan (21 st December 2016)

Cabinet Member(s)	Ward(s) affected All
Contact Officer, telephone number and email: Michelle Burdett, 01263 516233, michelle.burdett@north-norfolk.gov.uk m	

1. Background

- 1.1 Following a restructure in 2016, the Economic Growth Team has taken the opportunity to re-establish its core objectives and ambitions which are clearly set out in the Economic Growth Strategy and Action Plan. This, in conjunction with the refreshed Performance Measures, will aid the team in ensuring that efforts are focused on activities that yield the greatest outputs and outcomes for local businesses and therefore the greatest economic impact for North Norfolk.
- 1.2 The Strategy has been designed to ensure that the resources of the Council and the Economic Growth team are aligned with the priorities as set out in the Corporate Plan. The Council’s role in helping to secure economic Growth in the District are characterised by the following activities:
 - Providing support to individual businesses (both indigenous and inward investors), to help them access the services needed to assist in their growth ambitions
 - Promotion and marketing of the District’s opportunities and assets, in order to attract investment and nurture economic growth
 - Enabling the development of projects that support local economic growth, attracting external project funding where appropriate
 - Monitoring and reporting on the characteristics of the local economy and the outcomes of project interventions, targeting market failure by developing or adapting initiatives and working with other organisations, as appropriate
 - Improving the local capacity to address local business needs, including skills, infrastructure, property and premises
 - Recognising the role that other private and public sector partners play in helping to achieve the Council’s objectives, and nurturing effective working relations with them in order strengthen their chances of success in doing so (rather than complicating or duplicating effort).

1.3 This report provides an overview of the activities that are fundamentally aligned with the business support and skills agenda.

2. Skills and Employment Opportunities

2.1 Introduction

2.1.1 The Business and Skills Coordinator is specifically focussed on the Council's corporate plan target to: *Improve the job opportunities for young people within the district.*

2.1.2 To this end the Business and Skills Coordinator is;

- Working with schools to increase the knowledge and experience of young people in the district, thus gaining an understanding of opportunities within the North Norfolk economy and local businesses, ultimately improving the likelihood of them wanting to stay and work in the district.
- Working with businesses to increase the number of apprentices being recruited in the district.
- Working with local businesses and local schools to help them offer and fill work experience and internship vacancies
- Build on and assist with the delivery of the Careers and Enterprise Company maximising outcomes for North Norfolk Businesses.

2.2 Skills Activities Update – following key areas of the Growth Strategy

2.2.1 *Liaison with North Norfolk Schools*

2.2.2 Progress has been made in developing strong relationships with North Norfolk schools, with the team now having developed a termly '*Careers Education, Information, Advice & Guidance*' forum meeting. The meeting provides an opportunity for schools and other careers guidance organisations within the District to share good practice and work together.

2.2.3 The Council has instigated a review of the NN School's needs, seeking an understanding of what improvements could be made in creating better links with local businesses. All 9 schools engaged thus far have requested a brokerage service, whereby the EG team are acting as a gateway to local business contacts, with the majority of schools seeking access to work experience and mentoring placements.

2.2.4 *Apprenticeship Support*

2.2.5 The physical presence of a training provider in the district would encourage more employers to offer apprenticeships and more young people to apply. This is critical to the success of this element of the Economic Growth Strategy as it has been found that one of the main barriers for young people in taking up apprenticeship opportunities is the distance required to travel to access good quality training. As such, the Council is in detailed discussions with 3 apprenticeship training providers about the possibility of either setting up a centre, or delivering training within the district. All providers have expressed a firm interest in using the STEM Enterprise Centre if this is developed out as hoped.

2.2.6 Apprentice EAST is a new apprenticeship scheme that Access Community Trust (ACT) are launching to increase the prosperities of young people, getting them into employment and assisting small businesses to thrive across Norfolk and Suffolk. ACT have identified that there is a niche in the market for supporting young people through an apprenticeship, as it

is increasingly common for young people to 'disengage' due to a lack of available support. It is hoped that ACT will be able to deliver bespoke support to very small businesses seeking part time apprentices, thus enabling micro businesses the opportunity to host an apprentice for only 1 or 2 days a week, and for an apprentice to get varied experience in multiple companies. This would support both the young people of NN having transport difficulties, as well as for the vast majority of NN's micro business population who cannot afford to take on a full time apprentice.

2.2.7 *Employer Engagement events*

2.2.8 In partnership with the Enterprise Adviser Network (AKA Careers and Enterprise Company), NNDC organised three events for employers to meet with schools and their staff to find out about the range of employer engagement activities they can do in schools to increase young people's awareness of their local economy and work based learning. These took place in April and hosted 18 businesses.

2.2.9 *Apprenticeships event for Employers*

2.2.10 This event will be run on May 31st at The Atrium in North Walsham, thus matching the timing of national changes on the processes of engaging training providers, funding apprenticeships and the training frameworks of apprenticeships themselves. It will be one event, open to all North Norfolk business to attend, which will cover;

- the best practice of identifying a training framework and training provider,
- creating an effective apprenticeship role,
- recruiting an apprentice and preparing an induction programme and
- creating an apprentice friendly environment.

Presentations will include an introduction from either the NNDC Leader or EG Portfolio Holder as well as:

- The NNDC Business & Skills Coordinator,
- Apprenticeships Norfolk Network (Paul Wright) and local employers with experience of successfully recruiting and retaining good quality, successful apprentices.
- An apprentice themselves who can speak as a 'best practice example'

2.2.11 *Futures – North Norfolk Careers Event hosted at Paston College*

Titled 'North East Norfolk Futures' – a full day Careers Event to be held on 11th July at Paston Sixth Form College. The College is providing the 'Lawns' campus for the event. The aim is to increase awareness among students and young people of the range of businesses and opportunities in the district. The event will be during the day and is open for all secondary schools and sixth forms to bring their students to. As well as the traditional careers fair stalls this year there will be a series of talks, presentations, workshops and activities which the students will be able to attend. It is planned that they will provide introductions to showcase the wide range of different industries in the district, e.g. energy, health & social care, manufacturing, IT, etc. and educational options e.g. apprenticeships, FE college and university. NNDC are facilitating the inspiring talks and will ensure that key sectors and important employers are provided with a platform to present.

2.2.12 *Teachers Continued Professional development (CPD) Sessions*

The impact of teachers' knowledge and experience of career options on their students' academic and career choices is significant. If teachers' knowledge of the North Norfolk economy is improved then they will better inform their students on the options available locally.

Therefore the council is organising CPD visits for teachers to different North Norfolk businesses. The intention is that NNDC facilitates one CPD event per term at different employers from different industries. Each North Norfolk school will be invited to send a teacher to attend, with the offer for North Norfolk District Council to fund teacher cover to encourage attendance. A number of businesses have already confirmed that they will participate for the schools year 17/18.

It is proposed that each event is held in the morning and will include:

- welcome from a senior manager / Owner including a presentation on the business,
- Provision of the current economic developments of its industry sector including career options,
- Hosted meeting where possible with an apprentice and/or new recruits recent from education and finally;
- a tour of the business.

3. Business Engagement

3.1 Supporting Existing Business and New Enterprise

3.1.1 Jobs and prosperity result from private investment in business creation, business expansion and improvements in productivity. The Council's role in stimulating such investment is manifold, and its success in doing so depends on maintaining positive relations with a wide network of organisations. To ensure the District has a thriving and dynamic workforce, the Council has developed and is delivering action against the Business Engagement Strategy.

3.1.2 The EG team both proactively and reactively engages with the business community and this activity has increased over the last two years. The EG team has also proved that it can successfully manage and co-ordinate business engagement events. Engagement occurs in a range of forms depending on the differing needs of the business. Businesses assisted through direct NNDC support have increased dramatically lately as the team has focused its attention on businesses likely to provide greatest growth potential.

3.1.3 A total of 57 direct business interactions have occurred with the Economic Growth Team in the last 6 months. These exclude businesses engaged at events, via planning consultations and other inconsequential interactions). A summary of the types of enquiry type are below:

15% Business Planning Support
24% Funding Support
17% Land & Premises
26% Skills, Training & Apprenticeships
18% Information (typically referrals and support with other NNDC teams)

3.1.4 This is the second quarter that these figures have been formally tracked in this manner and, will be developed into a comprehensive monthly management report. Over time these figures will become increasingly more valuable as patterns will be established, helping to identify important areas of need and thus aiding in the effective co-ordination of time and resources.

3.1.5 In addition to the above, **10** direct grants were also provided through support of the 'Local Flavours' event. This is an annual Food & Drink industry event held at the Norfolk Showground. The grants effectively provided a discounted exhibition cost supporting an allocation of 10 North Norfolk businesses. The event provides a rare opportunity for small

producers to meet large national and local buyers from companies such as Waitrose, The Co-op, Bookers etc.

3.1.6 Genix

3.1.7 Last year NNDC commissioned a partner organisation to work collaboratively with the EG team in delivering some of the key elements of the Business Engagement Strategy. It was felt that by working with a partner the Council would be able to achieve outcomes beyond that possible with current resources. It would also encourage a greater commercial approach with scope beyond the traditional remit of a Council. A sponsorship model is in place which will help to ensure the financial sustainability of the model and without further financial intervention from the Council.

3.2.4 The deliverables per annum are:

- 12 monthly digital e-newsletters
- 10 monthly business networking events – ‘Coffee Means Business’
- 2 half day seminars – ‘Ready for Growth’
- 2000 A6 events brochures
- A flip-over online brochure
- A co-ordinated plan of promotion – e-shots, social media, press releases, paid advertising
- An ongoing sustainable programme
- A full evaluation report – annually and ongoing monitoring

3.1.8 Delivery started in September 2016. Five networking events have now been held with a total of 113 attendees and an additional 25 attending the Ready for Growth event. There are 446 officially registered database entries.

Genix	Oct-Dec 16	Jan-Feb 17
Coffee Means Business	56	57
Ready for Growth	25	
New database subscribers (no)	87	59
New email addresses receiving E-zine (no)	141	2
New press articles issued (no)	5	2
New Genix Twitter followers (no)	343	49
New Genix Twitter following (no)	661	387

NOTES
 No CMB in Dec 16
 1 event in Nov 16
 Figure for Oct not known

Figure 1 – Business engagement programme

3.2.7 In addition to the contracted work, Genix have also been offering subsidised workshops within the District. To date these workshops have included:

- Understanding Profit & Loss and Balance Sheets
- Book Keeping and Financial Control
- Essentials of Email Marketing

3.2.8 NWES

3.2.9 NWES, in conjunction with NNDC, have been delivering free Business Start-up Workshops and 1-2-1 Advice Surgeries (fortnightly from NNDC offices) since April 2016. This programme

had initially been delivered at risk (for NWES) as an interim arrangement ahead of the ERDF Business Growth Programme sign-off. A total of 184 individuals have been supported within north Norfolk and another 21 jobs have been created.

3.2.10 *BEE Programme*

3.2.20 The Business Energy Efficiency (BEE) Programme is an ERDF funded programme supporting business to implement cost effective energy efficiency measures. This includes free independent reviews of their energy spends and a recommendation of potential improvements. Some of these improvements can then be eligible for grants of up to 28% of the capital spend. Programme delivery started in September 2016.

The outcomes thus far are:

- In Q3 **16** north Norfolk businesses had an energy review with a total of **£42,588** of identified savings
- In Q4 **9** north Norfolk businesses had an energy review with a total of **£39,147** of identified savings.
- Total to date: **25** businesses supported with **£81,735** of identified savings

3.2 Industries Mapping Project

3.3.1 The EG team is currently progressing a Project Initiation Plan for a programme of work that will seek to provide a mapping tool and monitoring function of businesses operating within North Norfolk. This will include GIS mapping. The main objectives of this work are:

- To understand the business trends in the area and highlight clusters and gaps to enable economic growth resources to be targeted to areas which will benefit most.
- To aid the Business Rates Team by highlighting all businesses, particularly new ones, to ensure rates are captured efficiently.
- Aid public enquiries.

3.3.2 This will be a significant undertaking. However, once in place, it should prove a valuable tool in supporting the EGT's work.

4. Conclusion

Following a restructure in 2016 the Economic Growth Team has taken the opportunity to re-establish its core objectives and ambitions as set out in the Economic Growth Strategy and the corresponding Action Plan. This, in conjunction with the refreshed Performance Measures, will aid the team in ensuring that efforts are focused on the key activities that yield the greatest outputs and outcomes for local businesses. A key element of this work involves working closely with external partners and organisations in achieving aligned goals. This report summarises some of the recent activities of the team and our support partners.

Housing Strategy – Update

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet paper: Housing Strategy 2016-2020. 31 October 2016.

Cabinet Member(s)	Ward(s) affected All
Contact Officer, telephone number and email: Nicola Turner, 01263 516222, nicola.turner@north-norfolk.gov.uk	

1. Background

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

- 1.2 The Housing Strategy Action Plan sets out the specific actions and activities which will be undertaken to deliver the objective of the Housing Strategy. The Action Plan is subject to bi-annual reviews to track progress against existing actions and activities and enable new actions to be included as required.

2. Review of the Housing Strategy Action Plan

- 2.1 The first bi-annual review of the Housing Strategy Action Plan has identified that overall progress against the delivery of the identified actions and activities is being made. In

some cases work on an activity has not taken place as other work or actions have been prioritised. However, it should be noted that activities in relation to the production of the new Local Plan are slipping due to a lack of resources to take this area of work forward. In addition there is some risk to the achievement of the action to maintain an ongoing pipeline of Exception Housing Schemes due to the reduction in staff resource for this area of work.

- 2.2 Following the launch of the Communities Housing Fund in December 2016 and the award of £2.4million to the Council for 2016/17, a new action has been included in the Action Plan containing three specific activities which are designed to ensure the effective use of the funding for 2016/17 and ensure that the Council is best placed to maximise the opportunity to secure future funding from the Fund.
- 2.3 Appendix A provides an update on progress for each specific activity in the Action Plan. Where there is some progress but the activity is not on track or is currently on hold, an explanatory note has been provided.

3. Conclusion

- 3.1 The first bi-annual review of the Housing Strategy Action Plan has shown that overall progress is being made in the delivery of actions and activities which will ensure that the objective of the Housing Strategy is met. It should be noted that there are some actions and activities which are currently on hold or where there is slippage against the original completion date. In some cases this reflects the fact that other actions or work were prioritised whilst in other cases it reflects the fact that there is insufficient resource to meet the original timescale. It is expected that by the end of 2020 the actions and activities identified in the Action Plan will have been completed. A new action has been included in the Action Plan to reflect the activities which will be undertaken in relation to the Community Housing Fund.

Housing Strategy Action Plan Monitoring

New Housing

Action/Intervention	Activities	Timescale	Lead officer/team	On target?	Comments
Ensuring new housing is delivered in a timely way					
We will continue to review and improve as required the planning application process	Business Process Review to improve processing time for planning applications	Dec-16	Head of Planning	On track	
Monitor the number of sites with planning permission which have not yet started on site	<ul style="list-style-type: none"> Monitor how many sites have not achieved an actual start on site 12 months from the date of planning consent being issued Identify why such sites have stalled 	March 2017 and then ongoing	Planning Policy Team	Some progress Some progress	Undertaken when required
Keep planning policies under review and where required reflect changes in the market which impact on developers' and builders' ability to build out site with permissions	<ol style="list-style-type: none"> Review the Housing Delivery Incentive Scheme Decision as to whether to extend the scheme and basis of any extension 	Dec-16	Planning Policy Team	Some progress Some progress	Review undertaken Report submitted, further work required when priorities allow
Ensure the Council has an up to date Local Plan	<ol style="list-style-type: none"> Procure required evidence to inform development of policies for new Local Plan. Produce Local Plan policies to meet: <ul style="list-style-type: none"> Needs of older people Needs of disabled people and those with a long term, limiting health problem All other household types Need for housing for those who cannot afford to or choose not to buy –including affordable housing provision, private rented housing and support for home ownership including Starter Homes requirement Needs identified from the self-build and custom build register Requirements of Housing and Planning Act 2016 Requirement to address coastal erosion through effective roll back policies in relation to housing and communities 	End of 2016 Mid 2019	Planning Policy Team	Some progress	Evidence commissioning is ongoing and linked into progress with Local Pan. Local Plan development is behind schedule due to lack of resources, legislative changes resulting in current and future uncertainty.
Ensuring a sufficient supply of land is available					
Maintain a minimum five year supply of land for new homes	<ul style="list-style-type: none"> Monitor the supply of housing land available Bring forward reserve sites as required 	Ongoing	Planning Policy Team	On track On track	
Allocate new housing sites as required	<ul style="list-style-type: none"> Review all sites identified through Local Plan call for sites process Identify preferred sites for Local Plan Site Allocations Document 	Early 2017 Mid 2017	Planning Policy Team	Some progress Some progress	First stage assessment through HELAA complete Progress behind schedule due to lack of resources
Respond to the needs identified through the self-build and custom build register	<ul style="list-style-type: none"> Consider needs identified from register Identify suitable sites Include appropriate policy in forthcoming Local Plan 	Ongoing Ongoing Mid 2019	Planning Policy Team	On track Some progress Some progress	Progress behind schedule due to lack of resources - interim policy approach proposed through revised Housing Delivery Incentive Scheme Progress behind schedule due to lack of resources
Ensuring the right sizes, types and tenures of housing are provided					
Keep information on the need for housing, including the need for affordable housing and specialised and supported housing up to date	<ul style="list-style-type: none"> Undertake/procure required surveys and assessments of housing need 	Ongoing	Planning Policy Team/Housing Strategy Team	On track	Review of Strategic Housing Market Assessment survey currently underway.
Ensure that the Local Plan contains specific policies to require that new housing supply contributes to meeting these needs Require the provision of the viable amount of affordable housing on eligible sites	Affordable Housing <ul style="list-style-type: none"> Maintain use of H02 and H03 policies pending adoption of new Local Plan policies for affordable housing. Negotiate viable amount of affordable housing on eligible sites in accordance with policy H02 	Ongoing Ongoing	Planning Service Planning Service/Housing Strategy team	On track On track	

	<ul style="list-style-type: none"> Secure all affordable housing provided through planning policy through use of appropriate Section 106 Agreement provisions Produce new policies for forthcoming Local Plan 	Ongoing	Planning Service/Housing Strategy team/Legal Planning Policy Team	Some progress	Progress behind schedule due to lack of resources
	<ul style="list-style-type: none"> Specialised and supported housing Maintain use of policy H01 pending adoption of new Local Plan policies in relation to needs of older persons and those who require specialised/supported housing Produce new policies for forthcoming Local Plan 	Ongoing	Planning Service	On track	
		Mid 2019	Planning Policy Team	Some progress	Progress behind schedule due to lack of resources
Ensure that a range of affordable housing is provided to meet the need for rented affordable housing and affordable housing for sale	<ul style="list-style-type: none"> Undertake a review of the need for and affordability of affordable housing for sale products 	Mar-17		On Hold	On hold, pending outcome of housing white paper which proposes new affordable homeownership products.
	<ul style="list-style-type: none"> Identify appropriate mix of affordable rented and affordable for sale homes on all eligible sites 	Ongoing	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Consider how new supply can meet the needs of those impacted on by changes in welfare entitlement, including those single people aged 35 or less 	Sep-17		Some progress	Proposed new Housing Allocations Scheme has been produced which will allow sharing of affordable housing stock by single people.
Respond to the requirements of legislation and planning policy guidance in relation to new housing provision	<ul style="list-style-type: none"> Amend planning policies as required 	Ongoing	Planning Policy Team	Some progress	New Local Plan in preparation but progress behind schedule due to lack of resources.
NEW ACTION Support the delivery of community led housing schemes to be funded from the Community Housing Fund	<ul style="list-style-type: none"> Ensure spend of the 2016/17 Community Housing Fund allocation in accordance with the submitted delivery plan 	Ongoing	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Recruit a Community Housing Delivery Officer (shared post with Borough Council of Kings Lynn and West Norfolk and Breckland District Council) and Local Housing Enabler to support communities to develop community led housing schemes. 	Jun-17	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Develop an ongoing pipeline of schemes to be submitted as bids to the Community Housing Fund from 2017/18 onwards. 	Ongoing	Housing Strategy Team	On track	
Supporting housing delivery					
Maintain a programme of exception housing schemes across the district to meet local housing need	<ul style="list-style-type: none"> Consult and work with town and parish councils to bring forward proposals for exception housing schemes Identify cold spots where there is a lack of provision to meet local housing needs and target provision in these areas Ensure local communities understand the mixed tenure model 	Ongoing	Housing Strategy Team	Some problems	Has been a reduction in capacity for enabling work. The Community Housing Fund will be used to resource a new Local Housing Enabler who will work in the targeted area and provide some additional capacity for these activities.
Respond to changes in funding for the provision of affordable housing to seek to maximise the provision of new affordable housing including homes for rent, for affordable sale and supported housing	<ul style="list-style-type: none"> Identify new models of supporting affordable housing delivery 	Apr-18	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Maximise opportunities to secure affordable housing through planning gain 	Ongoing	Planning Policy Team/Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Consider how new affordable sale products can support provision of affordable homes for rent 	Dec-17	Housing Strategy Team	On track	
	<ul style="list-style-type: none"> Identify opportunities for direct provision in housing, including provision of private rented housing to be made via the Property Investment Strategy 	Ongoing	tba	On hold	Officers are currently considering delivery options for the site at Grove Lane in Holt which will include analysis of the benefits of holding any housing stock within a property company.

Consider how the Property Investment Strategy and Local Investment Strategy can support the delivery of new homes of all tenures	<ul style="list-style-type: none"> • Make decision as to whether additional funding can be made available for new bidding round for loans to Registered Providers 	Mar-17	Cabinet	On hold	The Treasury Management Strategy for the 2017/18 financial year is focussing on longer term investments to try and improve on interest rate returns due to the extremely low bank rates currently being experienced. This has resulted in some of the Council's cash reserves being invested for longer periods of time. Further analysis will need to be undertaken to establish what money might be available to provide further loans to registered providers, should there be interest in this.
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Existing Housing and meeting housing related needs

Action/Intervention	Activities	Timescale	Lead officer/team	On target?	Comments
Ensure that new and existing affordable housing meets the needs of existing tenants, applicants, Registered Providers and the Council	<ul style="list-style-type: none"> • Continue to operate Choice Based Lettings 	Ongoing	Housing Customer Services Team and Housing Strategy Team	On track	A number of changes have been made to improve the operation of the scheme, including introduction of mobile app and daily bidding.
	<ul style="list-style-type: none"> • Monitor the turnover of affordable housing in terms of the Council's ability to meet housing need • Ensure the Housing Allocations Scheme remains fit for purpose and reflective of changes to legislation and statutory guidance through amendments as required. Consider and respond to the impact of changes to welfare support for housing costs, including the impact on single people aged 35 or less 	Ongoing	Housing Strategy Team	On track	New Housing Allocations Scheme has been prepared for consideration by Cabinet and Full Council in May, following pre-scrutiny of scheme.
	<ul style="list-style-type: none"> • Review and monitor the Tenancy Strategy to ensure it is fit for purpose. 	Ongoing		On hold	
	<ul style="list-style-type: none"> • Identify opportunities to remove barriers to entry to the private rented sector • Engage with private landlords to promote take up of tenants in receipt of benefits • Consider opportunities to provide tenant matching service through Your Choice Your Home scheme for private landlords • Consider opportunities to meet needs of under 35's in shared housing 	Sep-17	Housing Customer Services Team	On track	Focus has been on improving operation of Your Choice Your Home scheme, these work streams will be addressed over 2017/18 financial year.
	Mar-17	On hold			
	Mar-17	On Hold			
Ensure that the initial and subsequent sales of shared ownership and other affordable housing for sale products are targeted effectively	<ul style="list-style-type: none"> • Ensure that Section 106 Agreements make provisions for targeting the initial and subsequent sales of affordable housing for sale dwellings to eligible households • Widely advertise and promote the provision of affordable housing for sale products and increase awareness of products and availability 	Ongoing	Housing Strategy Team	On track	Affordable homeownership properties for sale have been widely advertised, but work on increasing awareness of product has not been undertaken.
		Ongoing	Housing Customer Services Team/Housing Strategy Team	Some progress	
Continue to uphold Section 157 restrictions on former Council properties sold through the Right to Buy	<ul style="list-style-type: none"> • Include details of the Council's approach to Section 57 restrictions on the website, to include details of what information is required in order consider a request to waive the restriction and the cases where such a request may be approved 	Dec-16	Housing Strategy Team	Delayed	Focus has been on other work streams and consideration of requests to waive the restriction.
	<ul style="list-style-type: none"> • Reject requests to remove the restriction and consider all requests to waive the restriction 	Ongoing	Housing Strategy and Community Development Manager and Portfolio Holder for Housing	On track	
Maintain an adequate supply of self-contained and emergency temporary accommodation.	<ul style="list-style-type: none"> • Monitor the usage and requirement for temporary accommodation 	Ongoing	Housing Customer Services Team	On track	1 x 2 bed bungalow has been purchased for use as temporary accommodation. In discussions re provision of 4 x 2 bed flats (new build).
	<ul style="list-style-type: none"> • Procure sufficient self-contained properties to meet needs. 	December 2016 then ongoing	Housing Customer Services Team/Housing Strategy Team	On track	

<p>Monitor the impact of disposals and sales through the Preserved Right to Buy and Voluntary Right to Buy</p>	<ul style="list-style-type: none"> Monitor the loss of affordable housing stock in relation to the types, sizes and locations of properties sold. Monitor whether the portable discount on the Voluntary Right to Buy is operating to address demands from tenants to purchase and to protect rural housing stocks Review the impact of sales on overall supply and ability to meet housing needs from different household types and sizes across the district and in particular single persons and larger families. Identify opportunities to address lack of or reduction in affordable provision as a consequence of sales 	<p>Ongoing</p>	<p>Housing Strategy Team</p>	<p>On track</p> <p>Some progress</p> <p>Some progress</p>	<p>Voluntary Right to Buy has not yet been extended to tenants in North Norfolk.</p> <p>Regular monitoring of disposals undertaken, need to review impact on lets in 2016/17 and housing need.</p> <p>Work to ensure there is a pipeline of affordable housing schemes is underway, but will need to be refined to reflect analysis of impact on sales.</p>
<p>Support initiatives and interventions which enable residents to live independently in their home</p>					
<p>Ensure that the Disabled Facilities Grant service operates efficiently and effectively to minimise application timescales and provide more advice and assistance to ineligible households</p>	<ul style="list-style-type: none"> Monitor how the use of the new preventative assessment is reducing the overall application process Continue to identify and implement opportunities to reduce the overall application timescale and improve the customer journey Consider how the service can become more reactive and provide grants which support the invest to save and prevention agendas Consider how integration with Norfolk County Council Locality Teams can increase the resources available for assessment of needs Identify opportunities to provide practical advice and assistance to ineligible households to ensure the works to the property which are required to meet their needs are undertaken in a timely and effective way 	<p>Tbc</p> <p>Ongoing</p> <p>Dec-17</p> <p>Mar-17</p> <p>Mar-17</p>	<p>Integrated Housing Adaptations Team</p>	<p>On track</p> <p>On track</p> <p>Delayed</p> <p>On hold</p> <p>Delayed</p>	<p>Focus on commitment and spend of increased DFG budget in 2016/17 has delayed this work stream.</p> <p>Focus on commitment and spend of increased DFG budget in 2016/17 has delayed this work stream.</p>
<p>Work with providers of supported housing to ensure that residents who no longer require the service can be moved on quickly</p>	<ul style="list-style-type: none"> Consider how appropriate priority can be given to residents who are ready for move on or independent living Ensure all such residents receive housing advice and signposting to all housing options which would meet their housing needs 	<p>Dec-17</p> <p>Ongoing</p>	<p>Housing Customer Services Team</p>	<p>On track</p> <p>On track</p>	<p>Existing and proposed new Housing Allocations Scheme contains provisions to provide appropriate priority for applicants ready to move on from supported housing.</p>
<p>Continue to engage with and develop the North Norfolk Early Help Hub</p>	<ul style="list-style-type: none"> Monitor the NCAN request for support and monitoring system to inform a decision on the extension of the contract Expand membership of the hub to all appropriate agencies Increase awareness of the hub amongst all relevant organisations and groups 	<p>Jul-17</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Community Development Team/Early Help Steering Group</p> <p>Early Help Hub</p> <p>Early Help Hub</p>	<p>On track</p> <p>On track</p> <p>On track</p>	<p>Work to expand the Early Help Hub and awareness of the hub is a focus for this year.</p>
<p>Work with Norfolk County Council and other funders to support the provision of new and existing supported housing and ensure the effective use of such provision to meet identified housing needs.</p>	<ul style="list-style-type: none"> Monitor and respond to the conclusions of the ongoing review into the funding for supported housing and take any required action to protect existing and planned new provision which would be otherwise adversely impacted by the rent cap. Identify opportunities to meet older persons accommodation needs including the need for Housing with Care of all tenures Identify appropriate responses to the needs identified through the Joint Strategic Needs Assessment Identify new forms of accessible affordable housing. 	<p>Ongoing</p> <p>Mar-19</p> <p>Within 6 months of publication</p> <p>Mar-18</p>	<p>Housing Strategy Team/Integrated Housing Adaptations Team</p>	<p>On track</p> <p>Some problems</p> <p>Awaiting publication</p> <p>On track</p>	<p>Responded to government consultation on new funding to address impact of rent cap. Awaiting outcome of consultation and details of final proposals. Norfolk County Council are proposing significant cuts to Supporting People funding and we are engaging with them to understand implications and work with providers to ensure impact is managed and new service meets needs.</p> <p>Until new funding arrangements to address rent shortfall as a result of the rent cap are clear, new provision is on hold.</p>

	<ul style="list-style-type: none"> Prepare specification for wheelchair accessible properties 	Nov-16	Integrated Housing Adaptations Team	On hold	Focus on commitment and spend of increased DFG budget in 2016/17 has delayed this work stream.
	<ul style="list-style-type: none"> Make the case for preventative funding 	Dec-16		On hold	Focus on commitment and spend of increased DFG budget in 2016/17 has delayed this work stream.
	<ul style="list-style-type: none"> Explore opportunities for cross over between health and care and support funding 	Apr-18		On track	
Ensure that existing housing is of good quality					
Take appropriate enforcement action where a Category 1 Hazard exists and consider appropriate action where there are multiple Category Two Hazards	<ul style="list-style-type: none"> Review the Corporate Enforcement Policy and Environmental Health Enforcement Policy to reflect new provisions in relation to rogue landlords and letting agents and Rent Repayment Orders Ensure all appropriate powers are used to address poor dwelling condition irrespective of tenure Ensure residents are aware of how to complain about the condition of their dwelling and the new provisions on retaliatory evictions 	Prior to the provisions coming into force	Environmental Protection Team/Housing Strategy and Housing Customer Services teams	Delayed	Awaiting further guidance before changes are made to the policy.
		Ongoing	Environmental Protection Team	On track	
		Ongoing	Environmental Protection Team	On track	
Ensure all licensable HMO's are licensed and advice is provided in relation to the standards required for non-licensable HMO's	<ul style="list-style-type: none"> Maintain a register of licensed HMO's and undertake regular inspections as required Identify and inspect non-licensable HMO's and provide appropriate guidance to owners/agents on required standards Take appropriate action where required standards are not met 	Ongoing	Environmental Protection Team	On track	
				On track	
				On track	
Provide advice to owners of long term empty homes and take appropriate action where owners fail to bring the dwelling back into use or where the dwelling is a blight	<ul style="list-style-type: none"> Maintain and promote the Empty Property Matching Service Take appropriate action to bring long term empty homes back into use through advice and support. Use the most appropriate enforcement power where an owner will not engage to voluntarily bring the dwelling into use or where the property is a blight 	Ongoing	Corporate Enforcement Team	On track	Continuing to advise owners of long term empty homes that the Empty Property Matching Service is an option available to them to sell the property. All new registrations are promptly activated.
				On track	
				On track	
Explore ways to prevent blight as a result of coastal erosion	<ul style="list-style-type: none"> Consider and recommend appropriate policy responses in forthcoming Local Plan Identify initiatives and opportunities to prevent dwellings in coastal erosion zone being blighted resulting in reduction in the quality of dwellings 	Dec-18	Coastal Partnership	Not yet started	This will need adequate resourcing in due course.
		Ongoing		On going	Discussions are ongoing with DEFRA regarding coastal adaptation and consideration is being given to a linked coastal adaptation strategy for Coastal Partnership East area.
Signpost residents at risk of or in fuel poverty to appropriate support and initiatives	<ul style="list-style-type: none"> Consider what support can be provided to households in fuel poverty Continue to support community switching initiatives 	Dec-16	Integrated Housing Adaptations Team	On hold	Focus on commitment and spend of increased DFG budget in 2016/17 has delayed this work stream.
		Ongoing		On track	

Last updated May 2017

North Norfolk Big Society Fund

Summary: This report provides an update on the operation of the Big Society Fund during the last financial year.

Conclusions: The North Norfolk Big Society Fund has successfully achieved its expected outcomes following its fifth year of operation. The current management arrangements, administrative and decision making process are considered effective. The Fund has enabled a wide variety of projects to be implemented for the benefit of communities across North Norfolk.

Recommendations: Cabinet are requested to note the success of the Big Society Fund and to recommend to Council:

That the Big Society Fund grant scheme should continue at its current level of funding (£225,000) for another year.

Reasons for Recommendations: To ensure Cabinet are informed about the Big Society Fund during its fifth year of operation.

To enable the continuation of the Big Society Fund during 2017 / 18.

Cabinet Member(s)	Ward(s) affected
Cllr. Tom FitzPatrick	All
Contact Officer, telephone number and email:	
Sonia Shuter 01263 516173, sonia.shuter@north-norfolk.gov.uk	

1. North Norfolk Big Society Fund

A district with vibrant communities and where healthy lifestyles are accessible to all is identified as a key priority in North Norfolk District Council’s Corporate Plan 2015 – 2019. The Corporate Plan confirms our commitment to support local residents and their communities by continuing to operate the Big Society Fund to meet local needs and aspirations

The North Norfolk Big Society Fund was established in 2012 to help build strong communities in North Norfolk. Its aim is to help communities to develop new and innovative projects which will improve their social and economic wellbeing.

A review of the fourth year of operation of the North Norfolk Big Society Fund was presented to Cabinet in April 2016. It concluded that the Fund was achieving its

purpose and continues to provide grants which have enabled a wide variety of valuable community projects to be implemented, helping to establish and nurture the ethos of 'the Big Society' in North Norfolk.

It was recommended and agreed by Cabinet to continue the Big Society Fund grant scheme at the current level of funding (£225,000) for another year.

The purpose of this annual report is to provide an overview of how the grant fund has been used in 2016 / 17 and to review its effectiveness.

1.1 North Norfolk Big Society Fund Grant Scheme

The grant scheme is financed from a percentage of the second homes council tax return from Norfolk County Council.

Virtually every parish in North Norfolk has a number of second homes therefore the Big Society Fund is open to all Towns and Parish Councils, charities, not for profit organisations or community groups based or providing a service in North Norfolk.

The aim of the fund is to support and help organisations to meet local needs. The fund has particularly benefitted smaller parishes that may be less likely to receive funding for services and facilities from other sources e.g. as a result of new housing. Helping to improve, enhance, sustain existing or provide new local community facilities and services is the biggest need identified by communities.

Grants from the fund have also been used as a contribution to a much larger project requiring significant funding such as those undertaken by Sheringham Museum and the Hawk and Owl Trust at Sculthorpe. Grants offered by the Big Society Fund can be crucial in securing additional funding from organisations such as the Heritage Lottery or Sport England. These larger projects offer benefits to the local and wider community as well as to the local economy.

Whilst most projects take place in one geographical location in North Norfolk, grants have also been awarded to projects which take place in or benefit several parishes.

The majority of grants are awarded for capital projects which make a visible difference to communities across North Norfolk through the provision of e.g. new play equipment, sports facilities or improvements to a village hall.

What is not always visible but is captured through regular communication with project leads and the End of Grant reports is the difference the project makes within a community. Grants have funded projects which have increased volunteering opportunities, reduced social isolation, increased opportunities for people of all ages to participate in sports and activities thereby improving their physical, mental and social wellbeing and projects which have created sense of pride and cohesion within a community.

The Fund is managed and administered internally. This includes:

- Publicity and promotion of the Big Society Fund
- Advising and supporting organisations throughout the application process
- Effective communication with Members at all stages of the grant process

- Preparing and presenting reports to the Big Society Fund Grant Panel
- Managing on going PR and media interest, supporting projects with publicity and promotion, arranging Member representation at opening events.
- Monitoring applications awarded funding to ensure projects are completed in accordance with Fund Terms and Conditions
- Ensuring the submission of End of Grant Reports with supporting financial information to demonstrate the benefit of the project and to provide financial evidence that the grant has been used in accordance with the grant Terms and Conditions.

The continued internal management and administration of the fund has enabled the Council to:

- Proactively promote the Big Society Fund (BSF) as a Council initiative
- Significantly increase the Council's engagement with Town and Parish Councils, as well as voluntary and community groups, throughout the whole of the grant process from pre-application to project implementation and completion
- Provide officers with a greater understanding of the need for projects, the challenges encountered by applicants and offer appropriate advice and support
- Increase local Member's opportunities for engagement in community initiatives operating in their wards
- Maintain effective and regular contact with community organisations awarded a grant, ensuring their projects progress in accordance with grant Terms and Conditions
- Increase the Council's role in publicising community projects supported by the Fund – helping to raise the profile of the community organisation and the grant-funded project. This helps reinforce the Council's role as a community leader and is a highly effective way of promoting the grant scheme to attract appropriate future applications.

1.2 Overview of proposals submitted / approved 2016/17

The politically balanced Panel that considers the BSF grant applications is appointed annually by Full Council and is chaired by the Portfolio Holder for the Big Society. Four Panel meetings were held in the last financial year (in June 2016, September 2016, November 2016 and March 2017). Fifty three organisations submitted grant applications requesting funding totalling £492,632.99 which was over 100% more than the allocated budget of £225,000.

Eight applications were not presented to the Panel as they were either incomplete, withdrawn by the applicant or alternative funding secured. Five applications were not awarded a grant. Three applications were deferred pending further information and thirty seven were approved. The thirty seven grants awarded equates to £273,817.65.

The BSF awarded all of its 2016 / 17 budget as well as an additional £48,000 from reserves accrued from previous years when the entire allocated grant fund was not used. The BSF currently has reserves of £64,814.

In comparison, during 2015 / 16, thirty five organisations made BSF grant applications, three applications were ineligible to be presented to the Panel, three applications were not awarded a grant, two applications were deferred and twenty seven were approved totalling £154,438.42

The number of applications to the Big Society Fund increased by 51% in the last year. Likely reasons for this include the increased community need, reduction in the availability of other grants and funding, proactive promotion of the Big Society Fund, publicity regarding grant awards and media publicity in relation to completed projects.

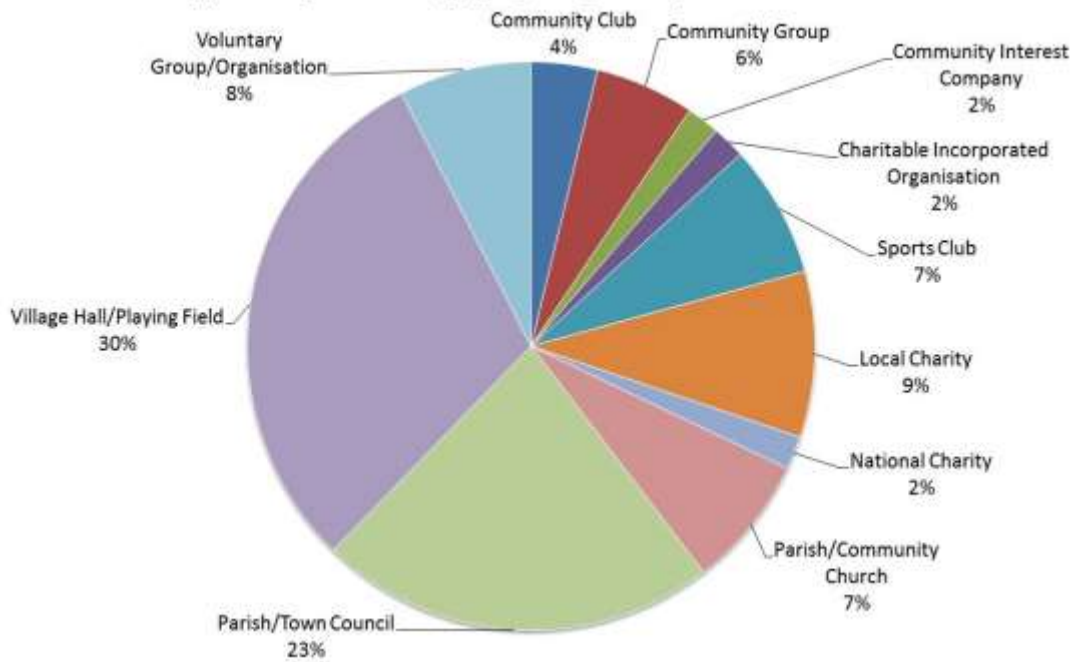
Organisations are encouraged to contact the Council to discuss their potential project prior to submitting an application. Whilst not all potential applicants do this the majority do which has reduced the time processing ineligible applications. In 2015 / 16, 8% of applications submitted were ineligible to be presented to the Panel. In 2016/17 all applications met the grant criteria. Similarly the support and advice given to eligible applications prior to submission has reduced the number of unsuccessful applications. In 2014 / 15 only 59% of applications were successful. In 2015 / 16 this increased to 77%. In 2016 / 17, 82% of applications considered by the Panel were awarded a grant.

Since the Fund started in 2012, one hundred and eighty three grant awards totalling approximately £1,400,000 have been made to 150 organisations for a range of community projects that are meeting local need and making a real difference to communities across North Norfolk. Proactive work has continued in the last year to encourage applications from parishes that have not previously applied for a BSF grant. As a result during 2016/17 ten additional parishes who had not previously received funding made a successful grant application. In total, seventy seven parishes in North Norfolk have received at least one BSF grant. This equates to 63% of parishes in North Norfolk.

Eighty one organisations have completed their projects and submitted all necessary monitoring information. Ongoing monitoring and engagement continues with over 100 projects that have been awarded a grant but where work hasn't started yet or is in progress.

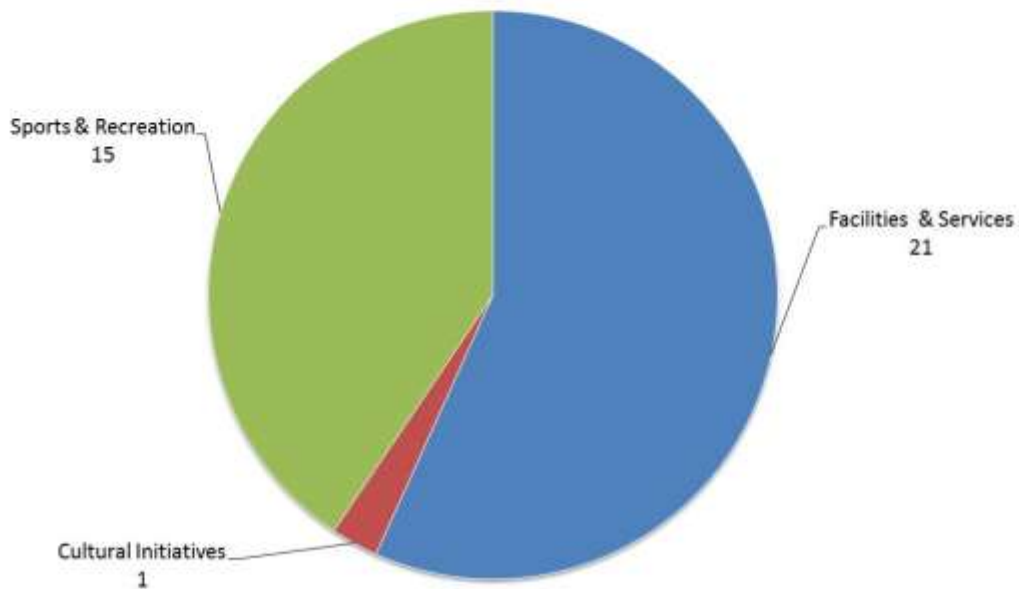
During 2017 /18 there will be a greater focus on working with organisations to help reduce the time from grant award to project completion.

Type of Organisation Applying to Big Society Fund 2016-2017



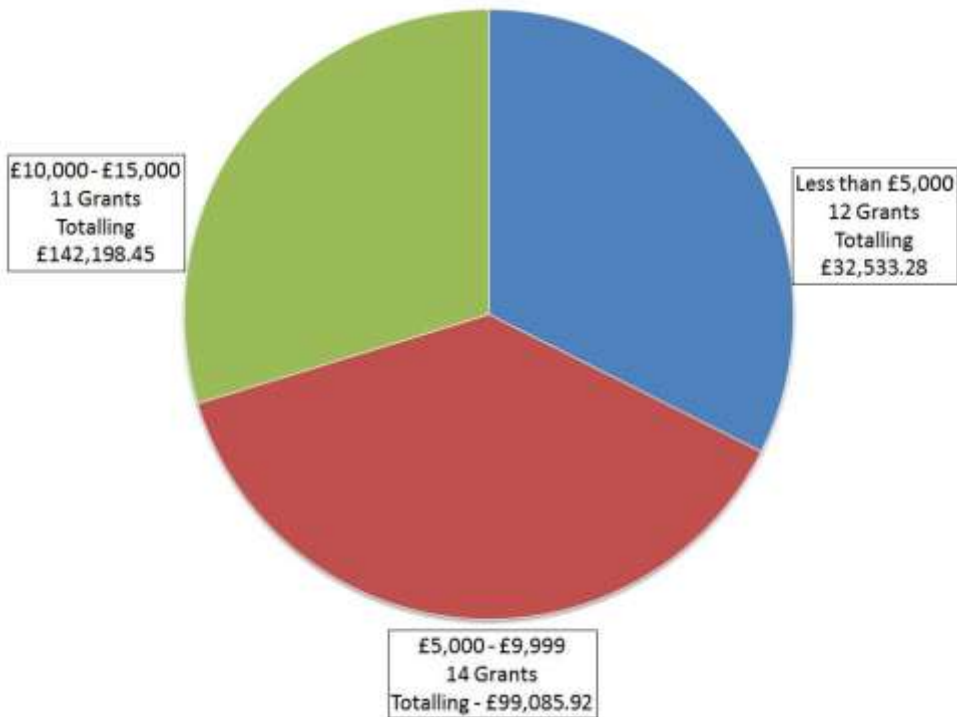
The number of village hall / playing field associations applying for a grant has increased from 8% in 2015 / 16 to 30% in 2016 / 17.

Number of Successful Applications (by Theme) Supported by the Big Society Grant Fund 2016-2017



The vast majority of applications continue to relate to projects aimed at improving village halls and other community buildings, provision of play equipment or sport and recreational facilities.

Value of Grants Awarded 2016-2017



The amount of funding awarded to individual projects has increased in the last year. In 2016 /17 fourteen projects were awarded grants of less than £5,000 compared to twelve in 2015 / 16. The number of projects awarded a grant of between £5,000 and £9,999 doubled to fourteen in 2016 / 17 compared to seven in 2015 / 16. The biggest increase was the number of projects awarded grants of between £10,000 and £15,000. In 2016/17 there were eleven compared to just six in 2015 / 16. These changes are likely to be due to the increased cost of equipment and materials for projects and the fact that the Big Society Fund is one of the few generic funds available to organisations in North Norfolk offering grants over £5,000.

1.3 Application process and procedures

With the agreement of the Chair of the Big Society Fund, minor amendments have been made to the Prospectus to reduce applications being submitted for projects whose overall aims meet the criteria of the BSF but where the grant would be used for a purpose which is not supported by the fund e.g. staff salaries, core revenue costs, routine maintenance.

At each BSF panel a monitoring report on the progress of all BSF projects and information from the End of Grant reports submitted by completed projects is considered. It is clear from the comments received in these reports that the BSF grant process is straightforward and the support available throughout the process is valued by organisations.

1.4 Big Society Fund Tour and North Norfolk Big Society Awards evening

A tour was arranged in September 2016 offering Panel members and key officers the opportunity to visit nine projects which had received a grant from the Big Society Fund. The organisations involved in the various projects, particularly those that had

not held an opening event, were very proud of their achievements and pleased to have the opportunity to explain the benefits the projects had made to the organisation, local and wider community.

The second North Norfolk Big Society Awards event was held at Sheringham Little Theatre in March 2017. Members of the public as well as a range of organisations were able to nominate people, community projects and organisations for awards. Over 150 people attended the successful event. Awards were made in the following categories:

Outstanding Contribution by a Young Person to their community
Voluntary Services to Young People
Voluntary Services Award to Sport
Community Project Award
Voluntary Services to a Neighbourhood
Outstanding Contribution to a Big Society Funded Project
Act of Heroism Award

A special thank you was also given to organisations and individuals for their help and support during the tidal surge in January 2017.

1.5 Summary

The Big Society Fund is widely promoted across North Norfolk through a variety of media and continues to achieve its aim of helping build strong communities in North Norfolk, supporting NNDC's priority in the Corporate Plan of a district with vibrant communities and where healthy lifestyles are accessible to all.

Feedback from Members who attend project opening events, as well as the End of Grant reports submitted when a project has been completed, clearly demonstrate the value and benefit of the BSF and the difference it is making to local communities.

The importance of the BSF is highlighted by many organisations who continue to report that access to grant funding has reduced both locally and nationally. As an example the Norfolk Community Foundation manages thirty four generic or thematic grants applicable to the North Norfolk area but currently only eleven are open for applications. Therefore the BSF which offers grants of up to £15,000 continues to be the most significant year round generic fund available within North Norfolk.

2. Financial Implications and Risks

Funding to implement the recommendation set out in this report is already accounted for in the Budget for 2017/18.

3. Sustainability

The provisions set out in this report take account of sustainability and are aimed around supporting the overall sustainability of local communities.

4. Equality and Diversity

There are no equality or diversity implications.

5. Section 17 Crime and Disorder considerations

There are no crime and disorder implications

North Norfolk District Council
Cabinet Work Programme
For the Period 01 May 2017 to 31 July 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
May 2017					
Scrutiny Cabinet	12 Apr 2017 08 May 2017	Housing Allocations Scheme	Richard Price	Nicola Turner <i>Housing Strategy & Community Dev.t Team Leader</i> 01263 516222	Pre-Scrutiny
Cabinet	08 May 2017	Coastal Measured Term Contract – delegated authority to appoint	Angie Fitch-Tillett	Rob Goodliffe Coastal Mgt Team Leader 01263 516321	
Cabinet Scrutiny	08 May 2017 17 May 2017	North Norfolk Big Society Fund Annual Update	Tom FitzPatrick	Sonia Shuter <i>Health & Communities Team Leader</i> 01263 516173	
Cabinet	08 May 2017	Provision of additional GIS resources	Tom FitzPatrick	Sean Kelly Head of IT & Digital Transformation 01263 516276	
June 2017					
Cabinet Scrutiny Council	05 Jun 2017 14 Jun 2017 21 Jun 2017	Community Governance Reviews for several parishes	Judy Oliver	Steve Blatch Corporate Director 01263 516232	



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
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Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny	05 Jun 2017 14 Jun 2017	Performance Management – Annual Report	Tom FitzPatrick	Helen Thomas <i>Policy & Performance Management Officer</i> 01263 516214	
Cabinet Scrutiny Council	05 Jun 2017 14 Jun 2017 21 Jun 2017	Debt Management Annual Report	Wyndham Northam	Sean Knight <i>Revenues Manager</i> 01263 516347	
Cabinet Scrutiny Council	05 Jun 2017 14 Jun 2017 21 Jun 2017	Out-turn report	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Scrutiny Council	05 Jun 2017 14 Jun 2017 21 Jun 2017	Treasury Management Annual Report	Wyndham Northam	Tony Brown <i>Technical Accountant</i> 01263 516126	
Council Tax Support Working Party Cabinet	10 May 2017 05 Jun 2017	Council Tax Support payments 2018/19	Wyndham Northam	Liz Codling Benefits Manager 01263 516061	



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North Norfolk District Council
Cabinet Work Programme
For the Period 01 May 2017 to 31 July 2017



Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Scrutiny Cabinet	17 May 2017 05 Jun 2017	Splash Sheringham - consideration of procurement options	Judy Oliver / Maggie Prior	Nick Baker Corporate Director 01263 516221	Pre-Scrutiny
Cabinet Scrutiny	05 Jun 2017 14 Jun 2017	Deep History Coast	Nigel Dixon	Rob Young Head of Economic & Community Development 01263 516162	
Cabinet	05 Jun 2017	Cromer Tennis Club		Nick Baker Corporate Director 01263 516221	
July					
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Digital Transformation Update	Tom FitzPatrick	Sean Kelly Head of Bus. Transformation & IT 01263 516276	
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Enforcement Board Update	Judy Oliver	Nick Baker Corporate Director 01263 516221	



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North Norfolk District Council
Cabinet Work Programme
For the Period 01 May 2017 to 31 July 2017

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	03 July 2017	Joint Bacton to Walcott Coastal Management Scheme – approval of development agreement to include recruitment of Project Manager	Angie Fitch-Tillett	Rob Goodliffe Coastal Mgt Team Leader 01263 516321	 Exempt information included
Cabinet Scrutiny	03 Jul 2017 12 Jul 2017	Local Lottery scheme	Tom FitzPatrick	Emma Duncan Head of Legal 01263 516045	
Cabinet	03 Jul 2017	Procurement process for new waste collection and related services contract	Angie Fitch-Tillett	Steve Hems Head of Environmental Health 01263 516182	



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 2017/2018
Annual Work Programme

May			
	Planning & Development Service Review	Sue Arnold Nicola Baker	At request of Committee
	North Norfolk Big Society Fund Annual Update	Tom FitzPatrick Sonia Shuter	Annual
	Economic Growth Team - update	Nigel Dixon Michelle Burdett	At request of Committee
	Housing Strategy	Richard Price Nicola Turner	Cyclical update
	Splash Sheringham	Maggie Prior Nick Baker	Pre-Scrutiny
June			
	Outturn Report	Wyndham Northam Duncan Ellis	Cyclical
	Performance Management Annual Report	Tom FitzPatrick Helen Thomas	Cyclical
	Debt Management Annual Report	Wyndham Northam Sean Knight	Cyclical
	Treasury Management Annual Report	Wyndham Northam Tony Brown	Cyclical
	Community Governance reviews for several parishes	Judy Oliver Steve Blatch	new
	Deep History coast – update on project	Maggie Prior Rob Young	At committee'

	CAB update on new arrangements	Becky Palmer Sonia Shuter	At request of Committee
July			
	Mental health support	Maggie Prior	Referred by Council
	Housing list – breakdown on composition by characteristic, length of wait and greatness of need.	Richard Price Lisa Grice	Requested by the committee
	Business Transformation update	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
	Waste Update	Angie Fitch-Tillett Scott Martin	Cyclical (Six-monthly)
	Enforcement Board Update	Judy Oliver Nick Baker	Cyclical
	North Norfolk Lottery		Pre-Scrutiny
	Update on Arts & Culture		Requested by Committee
September			
	Combined Enforcement Team	Judy Oliver Steve Hems	New item
	Financial Strategy	Wyndham Northam Karen Sly	Cyclical
	Budget Monitoring – Period 4	Wyndham Northam Karen Sly	cyclical
	LG Ombudsman Annual Review		Annual
October			
	Review of Crime & Disorder in the District – to include anti-social behaviour, domestic violence,	Steve Blatch	At Committee's request

	neighbourhood nuisance		
	PCC – update to the Committee		Cyclical update
November			
	Update on Broadband		6 monthly
	Tourism update	Nigel Dixon Michelle Burdett	Annual update
	Update on planning service	Sue Arnold Nicola Baker	At committee's request
	Housing Strategy Update	Richard Price Nicola Turner	
	Budget Monitoring Period 6	Wyndham Northam Karen Sly	
	Treasury Management Half Yearly report	Wyndham Northam Karen Sly	
December			
	Review of public transport provision in the District		Annual update
	Business Transformation Update	Tom FitzPatrick Sean Kelly	Cyclical (Six monthly)
	Enforcement Board Update	Judy Oliver Nick Baker	Cyclical
	Managing Performance Q2	Tom FitzPatrick Helen Thomas	Cyclical
	Leisure update		
January			
	Waste Update	Angie Fitch-Tillett Scott Martin	Cyclical (Six monthly)

	Customer Services Update	Becky Palmer David Williams	At Committee's request
	Leisure Services Update	Becky Palmer Karl Read	Annual update
February			
	Managing Performance Q3	Tom FitzPatrick Helen Thomas	Cyclical
	Base Budget 2016/17 Projections – 2017/18 & 2018/19	Wyndham Northam Karen Sly	Annual
	Treasury Strategy 2017/18	Wyndham Northam Karen Sly	Annual
March			
	Annual Action Plan	Tom FitzPatrick Helen Thomas	Annual
	Budget Monitoring Period 10	Wyndham Northam Karen Sly	cyclical

TBC			
	Review of Market Towns across the District – current issues & challenges		
	Environmental Wildlife		
	Government Review of Scrutiny		
	Public Space orders (to come back when updated)		