

Cabinet



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Friday, 25 October 2019

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 4 November 2019 at 10.00 am.**

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:emma.denny@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 should 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.

Emma Denny
Democratic Services Manager

To: Mrs S Bütikofer, Mr A Brown, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd and Mr E Seward

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

Heads of Paid Service: Nick Baker and Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve as a correct record, the minutes of the meeting of Cabinet held on 7th October 2019.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. 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.

5. 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.

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any.

7. OVERVIEW & SCRUTINY MATTERS

An additional meeting of the Overview & Scrutiny Committee was held on 9th October 2019 to review the Draft Framework of the Corporate Plan. Further discussions took place at the meeting held on 16th October 2019 and the following recommendations were agreed:

To recommend to Cabinet:

1. To share with Overview & Scrutiny Committee Members as soon as possible, the residents' survey used to inform the Corporate Plan, together with relevant distribution and return metrics. The Committee agreed that Cabinet should be notified of their concerns that the survey had not been shared in time for the drafting of the recommendations below and thus wasn't available to support validation of the six themes.
2. That two copies of the final version of the Corporate Plan be placed in all public libraries (including mobile libraries) across the district and a copy sent to every parish clerk, to provide accessibility for members of the public without internet access.
3. That consideration be given to renaming the 'Affordable Housing' theme 'Local Homes for Local People', as this has broader application.

4. That consideration be given to including a reference to the 'sustainability' of existing businesses, both in the heading and underlying content of the 'Boosting Business Growth' theme of the Corporate Plan. The revised title of "Boosting Business Sustainability and Growth" was supported.
5. That consideration be given to identifying the specific barriers faced when doing business in North Norfolk within the Business theme of the Corporate Plan.
6. To share a summary of the feedback from the environmental consultation undertaken at the Greenbuild event held in September.
7. To give consideration to renaming the 'Customer Focus' theme to encompass everyone who used the Council's services. The options discussed included: People Focus, Resident Focus, Service User Focus, etc, but 'Customer Focus' gained most support.
8. To consider adding an additional descriptor to the Environment theme title - such as "Protecting the Environment"; the Cabinet Member had advised 'Climate Change, Coast and Environment' could be an option.
9. To remove the high level challenge statements from future documents, as they had now served their purpose.
10. To consider developing progress/success descriptors for each theme alongside performance monitoring and management targets/indicators as part of the delivery and action work stage.

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of September 2019.

Options considered: Not applicable.

Conclusions: The overall position at the end of September 2019 shows an £710,908 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year overspend of £41,115.

Recommendations: It is recommended that:

- 1) Cabinet note the contents of the report and the current budget monitoring position;
- 2) Cabinet agree to the release of £68,000 from the Asset Management Reserve to fund the Asset Valuation Programme;
- 3) Cabinet approve the Capital project funding in section 6.2 or recommend approval to Full Council where appropriate

Reasons for

Recommendations: To update Members on the current budget monitoring position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

Cabinet Member(s)	Ward(s) affected
Cllr Eric Seward	

Contact Officer, telephone number and email:

Duncan Ellis,
01263 516330,

Duncan.ellis@north-norfolk.gov.uk

9. MARKET TOWN INITIATIVE - ROUND THREE FUNDING REPORT

47 - 54

Summary: This report seeks Cabinet approval of the recommendations made by the Market Towns Initiative Working Group, in order to award grant funding to successful applicants from North Norfolk's four inland market towns for the third round of funding.

Options considered: All applications and funding options considered.

Conclusions: On the recommendations of the Market Towns Initiative Working Group, Cabinet previously approved funding of £377,910.33 of the available £400,000 to North Norfolk's four inland market towns. This left a total of £22,089.67 remaining for a third round of funding, with the residual sum made available to eligible organisations from all four towns.

The MTI Working Group has now considered the third round applications and consequently recommended that £22,004.50 of funding be awarded, leaving £85.17 remaining. The applications are summarised in this report.

Recommendations:

- 1. That Cabinet approve the MTI Working Group's recommendations to award £22,004.50 of funding to applications outlined in the report.**
- 2. That Cabinet request the Overview & Scrutiny Committee to continue to monitor the progress and outcomes of all applications that receive funding.**
- 3. That any remaining or returned MTI funds be retained in the general reserve.**
- 4. Delegated authority be given to The Head of Economic and Community Development to agree suitable conditions in respect of the approved applications, issue grant decision letters, and make any necessary funding adjustments in accordance with the delegated authority policy.**

Cabinet Member(s): Ward(s) affected:
Cllr Richard Lancaster North, Lancaster South, Holt, North
Kershaw Walsham East, North Walsham West, North
Walsham Market Cross & Stalham

Contact Officers, telephone number and email:

Rob Young, Head of Economic and Community Development ext 6162
Robert.Young@north-norfolk.gov.uk

Emma Duncan, Head of Legal Services ext 6045
Emma.Duncan@north-norfolk.gov.uk

Matt Stembrowicz, Democratic Services Officer (Scrutiny) ext 6047
Matthew.Stembrowicz@north-norfolk.gov.uk

Summary: Since the District Council elections in May of this year the Cabinet has worked to develop a new Corporate Plan which sets out the intent and ambition of the authority for the period 2019 – 2023. The final draft document is now presented for formal approval by Cabinet and thereafter presentation to Full Council for adoption.

Options considered: The Council is required to publish a Corporate Plan. The development of this Plan has involved extensive discussion and engagement with a wide range of stakeholders.

Conclusions: That the draft Corporate Plan, as attached as an Appendix to this report, is recommended for approval by Cabinet and presentation to and adoption by Full Council.

Recommendations: **That Cabinet resolves to:**

1. **Agree the content of the draft Corporate Plan 2019 – 2023 as a statement of the Council’s intent and ambition for the term of this Council administration.**
2. **Authorises the Corporate Director and Head of Paid Service, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Corporate Plan document and thereafter the format / design of the document for publication, following adoption by Full Council.**
3. **That Cabinet publishes its draft Delivery Plan by February 2020.**

That Cabinet recommends to Full Council:

4. **That Full Council adopts the Corporate Plan 2019 – 2023**

Reasons for

Recommendations: The Corporate Plan details the Council’s ambitions and intent for the next four years. It will provide the framework and context for the Council’s service provision, project interventions and resource allocation (financial and staffing) for the period through to 2023. The Plan will be subject to annual review to ensure that it continues to reflect the Council’s priorities and objectives throughout the next four years in response to emerging trends, policy developments and legislation.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)
Cllr Sarah Bütikofer

Ward(s) affected: All

Contact Officer, telephone number and email:
Steve Blatch - 01263 516232
steve.blatch@north-norfolk.gov.uk

11. **SHANNOCKS HOTEL SITE SHERINGHAM - COMPULSORY PURCHASE** 75 - 112

Summary: This report seeks to update Cabinet on progress so far and proposed future actions, in respect of the old Shannoeks Hotel building in Sheringham ("the Shannoeks").

Options considered:

1. Leave the owner to continue with its own development plans at its own pace, with the risk that without pressure from the Council, these will not in fact be progressed at all. This would result in the Shannoeks being left empty and in the same condition.
2. Resurrect voluntary negotiations with the owner for the purchase of the Shannoeks. If these are unsuccessful, progress to make a Compulsory Purchase Order ("CPO").
3. Resurrect voluntary negotiations with the owner for the purchase of the Shannoeks whilst simultaneously making a CPO.

Conclusions: Notwithstanding consistent pressure on the owner by the Council for a number of years, the Shannoeks remains undeveloped. The owner will say that it is making best efforts to start its development, however, progress has been at a slow pace and the owner has repeatedly extended the promised project start dates.

The Council is very close to a position where it can now make a CPO and progress this formal process. It has, up to now, refrained from taking this action to enable the owner to develop the Shannoeks itself. Following numerous extensions, the most recent projected start date given to the Council for demolition was October 2019, however it appears evident that this start date will not be met.

Officer advice is that the Council is very concerned that the owner will not develop the Shannoeks, and is mindful of the continual delays being incurred by not triggering the formal process through making a CPO. In this regard, projected timescales for the CPO process to be concluded could be as long as 18 months.

The Council considers that a line needs to be drawn somewhere of when the Council will no longer delay its own actions to accommodate the continued extensions of promised development by the owner.

- Recommendations:**
- 1. That the Council makes a Compulsory Purchase Order in respect of the Shannoeks.**
 - 2. The Head of Finance and Asset Management is delegated to simultaneously resurrect purchase negotiations with the owner.**

Reasons for

Recommendations: To achieve the redevelopment of the Shannoeks which has stood empty for many years, attracting significant negative comment from the public, thereby bringing about a regeneration of this area of Sheringham, for the economic and social well-being of the area.

Cabinet Member(s)	Ward(s) affected
N Lloyd, E Seward, A Brown	Sheringham

Contact Officer, telephone number and email:
Emma Duncan, Head of Legal
01263 516045
emma.duncan@north-norfolk.gov.uk

12. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

13. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 7 October 2019 at the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN at 10.00 am

Committee

Members Present:

Mr A Brown	Mrs S Bütikofer (Chair)
Mrs A Fitch-Tillett	Ms V Gay
Mr N Lloyd	Mr E Seward

Members also attending:

Mr T Adams
Mr N Dixon
Mr J Rest

Officers in attendance:

Chief Technical Accountant, Economic Growth Manager and Head of Economic and Community Development

Apologies for Absence:

Mr G Hayman
Mr R Kershaw

12 MINUTES

The minutes of the meeting of Cabinet held on 9th September were approved as a correct record and signed by the Chairman.

13 PUBLIC QUESTIONS AND STATEMENTS

None received.

14 ITEMS OF URGENT BUSINESS

There was one item of urgent business, the item was also exempt (see agenda items 9 & 10). The Leader informed Members that this item would be taken at the end of the meeting.

15 DECLARATIONS OF INTEREST

None.

16 MEMBERS' QUESTIONS

The Chairman reminded Members that they could ask questions throughout the meeting as issues arose.

17 OVERVIEW & SCRUTINY MATTERS

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, informed Members that there had been one recommendation. He explained that it was regarding the creation of an executive/scrutiny protocol to further develop the relationship between Cabinet and the Overview & Scrutiny Committee.

1. Cllr E Seward said that he welcomed the recommendation but would have hoped to have had sight of it before the meeting – possibly at a pre-agenda or business planning meeting.
2. Cllr V Gay sought clarification on why it was felt that a protocol was required. The Head of Legal and Democratic Services said that it had come out of new Government statutory guidance and it was considered to be best practice. She added that this approach supported all of the work that had been undertaken recently to ensure that Cabinet and Overview & Scrutiny Committee worked well together.
3. Cllr N Lloyd asked about the process going forward. He asked whether a protocol would be drafted which both Cabinet and the Scrutiny Committee would then agree to. Cllr Dixon replied that although the proposals came out of a national context, the protocol would be developed by NNDC officers and would reflect local practice. It would be shared with both Cabinet and Overview & Scrutiny Committee for approval.

RESOLVED to agree

To the creation of an executive/scrutiny protocol to support early and regular engagement between the executive and scrutiny

Reason for the decision:

To support best practice in response to new statutory guidance on overview and scrutiny in local government,

18 DETERMINATION OF COUNCIL TAX DISCOUNTS 2020/21

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He drew Members' attention to Recommendation 1(c), saying that there were currently 146 properties that had been empty for more than 3 years. With 49 empty for more than 5 years. It was proposed that a 200% Council tax charge would be applied to the latter.

It was proposed by Cllr E Seward, seconded by Cllr V Gay and

RESOLVED to recommend

That Full Council shall resolve that under section 11A of the Local Government Finance Act 1992, and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers one of the following applies:

Recommendation 1

- (a) The discounts for the year 2020/21 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is set at 100% of the Council Tax charge for that dwelling, with the
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is set at 200% of the Council Tax charge for that dwelling

- (d) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
- (e) That an exception to the levy charges may be made by the Section 151 Officer on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

Recommendation 2

- (a) those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003 will retain the 50% discount and;
- (b) those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Head of Finance and Asset Management are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.

In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.

Reason for the decision:

To set appropriate council tax discounts which will apply in 2020/21 in accordance with the legal requirements and to raise additional council tax revenue.

19 NORTH WALSHAM - HIGH STREET HERITAGE ACTION ZONE PROGRAMME

Cllr V Gay, Portfolio Holder for Culture & Wellbeing, introduced this item. She said that it was a wonderful opportunity for North Walsham, the District's largest town, and she thanked the officers for their hard work in preparing the bid against a tight timescale. An impressive body of supporting evidence had been built up and used very effectively. Cllr E Seward made reference to the recommendation to allocate match funding. He said that it was a requirement of the programme that the money must be spent in the town centre and it should be noted that this may lead to some loss of on-street car parking spaces. If this happened it was likely that they would be relocated to an adjacent car park.

Cllr N Dixon said that he welcomed the achievement and said that credit should be given to everyone involved. He referred to the Council's Market Towns Initiative and asked whether there would be a linking up of the two projects. He added that he would like to see some joining up of the objectives to ensure that the best use of both programmes was achieved. Cllr N Lloyd confirmed that the same groups were involved with both bids and that they would be working closely together. The Leader agreed, saying that the Market Towns Initiative had helped support the case to attract the funding for the High Street Heritage Action Zone programme.

It was proposed by Cllr V Gay, seconded by Cllr A Fitch-Tillett and

RESOLVED that

- 1) Cabinet welcome and support the opportunity that this programme provides to regenerate North Walsham town centre and recommend to Full Council that up to £975,000 be allocated from capital receipts to match fund the programme delivery.
- 2) Cabinet resolve to delegate the formulation of the detailed programme to the Head of Economic & Community Development in consultation with the Portfolio Holder for Economic & Career Development and the Portfolio Holder for Culture & Wellbeing, following a process that includes Historic England and local stakeholders.
- 3) Cabinet resolve to establish a Cabinet Working Party to support the project development and delivery.

Reasons for the decision:

To support the Council in its ambitions to make town centres vibrant places to live and do business.

20 EXCLUSION OF PRESS AND PUBLIC

It was proposed by Cllr E Seward, seconded by Cllr N Lloyd and

RESOLVED to pass the following resolution:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2 & 4 of Part I of Schedule 12A (as amended) to the Act.”

21 PRIVATE BUSINESS – URGENT ITEM

The Leader informed Members that Cabinet wanted to resolve the issues around the senior management structure of the organisation identified both in the Capability review and by the Local Government Association. The matter was now considered to be urgent as the Council wished to complete the development and delivery of the corporate plan and to start delivery of its new agenda.

The Leader explained that there was no decision to be made, it was just to notify Members of the start of a process. Cllr Rest sought clarification as to whether it would be an external process. The Leader replied that this was not necessarily the case.

Cllr N Dixon, Chairman of the Overview and Scrutiny Committee said that whilst he did have some concerns, in terms of process and procedure he was happy to give his support.

RESOLVED

To note the report.

The meeting ended at 10.24am

Chairman

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BUDGET MONITORING REPORT 2019/20 – PERIOD 6

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of September 2019.

Options considered: Not applicable.

Conclusions: The overall position at the end of September 2019 shows an £710,908 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year overspend of £41,115.

Recommendations: **It is recommended that:**

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Cabinet agree to the release of £68,000 from the Asset Management Reserve to fund the Asset Valuation Programme;**
- 3) Cabinet approve the Capital project funding in section 6.2 or recommend approval to Full Council where appropriate**

Reasons for

Recommendations: To update Members on the current budget monitoring position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

Cabinet Member(s) Ward(s) affected
Cllr Eric Seward

Contact Officer, telephone number and email:
Duncan Ellis,
01263 516330,
Duncan.ellis@north-norfolk.gov.uk

1. Introduction

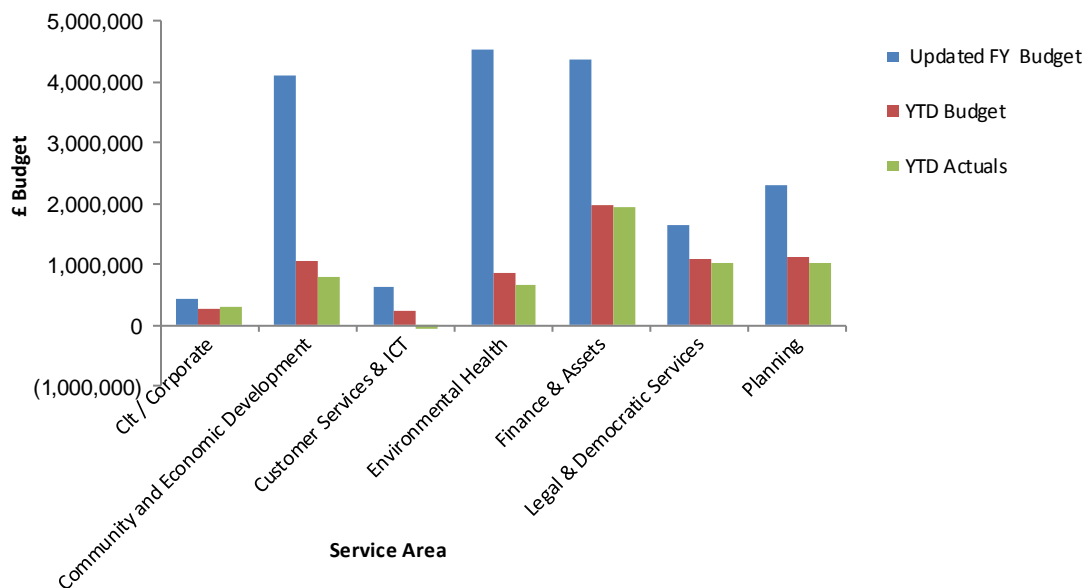
This report compares the actual expenditure and income position at the end of September 2019 to the Updated budget for 2019/20. The Original Base Budget as agreed by Full Council in February 2019 has been updated to reflect approved budget virements.

- 1.2 The base budget for 2019/20 included savings and additional income totalling £811,300 to be delivered in the year. Section 3.1 of this report includes an updated position on the delivery of these.

2. Budget Monitoring Position – Revenue Services

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 30 September 2019 and highlights a year to date variance of £710,908 underspend against the profiled updated budget. Of the under spend £717,399 is in relation to the service variances with the remainder relating to non-service specific budgets. The chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances. A net £6,491 overspend is in relation to non-service expenditure against the profiled budget. Details of these variances are included within section 4.

Variance by Service area



- 2.2 Variances are reported against the updated budget in the Council's General Fund Summary as show in Appendix A. Any budgets and reserves affected will be updated accordingly.

- 2.3 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget. The estimated full year variance is what the likely financial position will to be at the end of the financial year.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
CLT and Corporate		
Registration Services – Expenses in relation to the May elections. This will be reclaimed from grant funding and recharges to Town and Parish councils.	50,642	0
Corporate Leadership Team – Staffing costs due to re-grading's and employee inflation. This is likely to result in a full year variance of £17,330.	10,716	17,330
Economic and Community Development		
Car Parking – (£62,978) Car Park income higher than anticipated. Car Park income is received in arrears therefore an estimate for period 6 figures has been included. (£12,465) Rents – Other Commercial premises. (£40,098) Invoice for the Car Park management fee has not been received from Kings Lynn and West Norfolk Borough Council. These savings have been offset by a number of smaller variances including credit card charges and consultancy services linked to introducing electrical charging points.	(95,055)	(50,000)
Other Sports - (£6,070) Outdoor Strategy undertaken as part of the Local Plan review process. (£18,250) Entry fees for the Mammoth Marathon taking place next May, this will be offset by additional costs associated with holding and promoting this event.	(24,370)	0
Housing Strategy - (£34,831) Vat Shelter agreement with Victory Flagship Housing Group. This will be offset by a contribution to the Capital Projects reserve (CPR).	(37,116)	0
Customer Services and ICT		
Homelessness – The council were advised of £257,898 additional Housing grants after the 2019/20 budget process was completed. These included an additional £247,898 from the Ministry for Housing Communities and Local Government (MHCLG) in respect of Rough Sleeper initiative, Rapid rehousing pathway and Flexible Homelessness. This unanticipated funding is going to be used to fund additional staffing to support a number of homelessness prevention issues.	(246,750)	0
Customer Services Corporate - The service shows a year to date saving of £4,489, this is	(4,489)	19,935

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
<p>largely down to demand led activities such as postages and stationery purchases - these budgets will be spent later in the financial year.</p> <p>A number of the posts have undergone the job evaluation process and as a result been regraded. The possible full year effect of this has been calculated at £19,935.</p>		
Environmental Health		
<p>Public Protection – General Licensing income is lower than anticipated. This is largely due to accrued income relating to 2018/19. The income budgets are currently being reviewed but based upon an early analysis it is prudent to include a possible full year effect of £20,000. This will continue to be monitored as part of the budget monitoring process.</p>	34,333	20,000
<p>Waste Collection and Disposal – (£57,382) No Commercial waste charges received for 2019/20.</p> <p>Additional trade waste and garden bin fee income.</p> <p>With the continued growth in the commercial waste service, it will be necessary to provide additional resources to ensure service levels are maintained. Some additional income will therefore be offset by higher than budgeted costs during the year.</p>	(233,039)	(70,000)
Finance and Assets		
<p>Property Services – External professional fees in relation to a number of key areas including feasibility studies for hubs in North Walsham and Stalham and Asset Condition surveys.</p> <p>Grant income from the Business rates pool will offset some of these costs. If no compensating savings offset these costs then the expenditure could be funded from the Asset Management Reserve. (AMR)</p>	54,742	20,000
<p>Investment Properties – Additional costs associated with preparing properties for use as temporary accommodation. If no funding is available it is possible that the housing earmarked reserve or grant funding could be used to offset these costs.</p>	34,704	15,000

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
£14,589 Recharges for facilities not yet invoiced.		
<p>Corporate and Democratic Core – (£34,968) EU exit preparation grant received from Ministry for Housing, Community and Local Government, (MHCLG). The balance is made up of bank charges and staff turnover savings.</p> <p>There is an anticipated full year effect of £5,000 in relation to bank charges incurred in relation to garden bin payments.</p>	(51,796)	5,000
Legal and Democratic Services		
<p>Benefits Administration – There are currently two vacant posts within the benefits establishment; the new Benefits Managers have taken the opportunity to review the staffing structure within the service.</p> <p>A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.</p>	(85,753)	0
Planning		
<p>Development Management – External Professional and legal fees relating to planning appeals and planning enforcement cases. The year to date variance also includes costs awarded against the Council.</p> <p>£31,587 Planning application fee income down - this has been partially offset by (£17,824) income received in relation to pre-application advice. No full year effect has been flagged but the position will continue to be monitored and an update provided as part of the ongoing monitoring position.</p>	21,039	20,000
<p>Planning Policy - Expenditure relating to Local Plan. It is anticipated that this will not be required until 2020/21.</p> <p>The Local Plan has been funded from the New Homes Bonus reserve and therefore this underspend will not create a Full Year Effect.</p>	(57,275)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
Building Control – Building Control fee income up against the profiled budget - as a self-financing service this current surplus will continue to be monitored and the position adjusted through the Building Control Earmarked Reserve at the end of the Financial year.	(22,041)	0
Property Information – Norfolk County Council search fees accrued from 2018/19 were less than anticipated - this is likely to result in a saving of £10,000.	(15,504)	(10,000)
TOTALS	(667,012)	(12,735)

2.4 **Asset Valuation Programme** – the procurement process for the asset valuation contract is nearing completion and the tenders are currently being evaluated and scored. The programme of valuations will be carried out over the next five years, starting in 2019/20. This will cost an estimated £68k, funding for this has been identified as available from the Asset Management Reserve (AMR).

3 Budget Monitoring Position – Savings and Additional Income

3.1 The budget for 2019/20 includes savings and additional income totaling £811,300. This includes an additional £83,750 ‘savings to be identified from the DT programme’ but not allocated to individual services. The majority of the savings work streams are achieving the budgeted savings, with a couple of small exceptions.

- Holt Tourist Information Centre – budget assumed transfer to Holt Town Council before 1 April 2019, this transfer was delayed and some premises costs including business rates have been incurred in 2019/20.
- Additional targets to be achieved from the Digital Transformation programme 2 - still to be identified and delivered.

3.2 The detail for each of these savings is included at Appendix D. Table 2 below summarises the current position for each of the work streams compared to the budgeted position. This position will continue to be monitored and an update will be provided as part of the period 10 monitoring report.

Table 2 – Savings and Additional Income Budgeted Target for 2019/20 split by work stream	2019/20 Base Budget	2019/20 P6 Monitoring Position	2019/20 Movement from the Base Budget at P6
	£	£	£
Growth – New Homes and Business Rates	0	0	0

Digital Transformation* Including savings to be Identified of £83,750	(244,429)	(202,555)	41,874
Property Investment and Asset Commercialisation	(190,966)	(190,966)	0
Shared Services and Selling Services	(26,800)	(26,800)	0
Collaboration and Localism	0	0	0
Maximising Income and Reducing costs	(83,211)	(83,211)	0
Other Efficiencies and Savings	(265,894)	(260,467)	5,427
Total	(811,300)	(763,999)	47,301

4 Non Service Variances to Period 6 2019/20

Investment Interest

- 4.1 The interest budget for 2019/20 anticipates that a total of £1,344,000 will be earned from treasury investments and a loan for service purposes to Broadland Housing Association. Overall an average balance of £38.4m is assumed, at an average interest rate of 3.5%.
- 4.2 At the end of period 6, a total of £676,766 has been earned, resulting in a favourable variance against the year to date budget of £2,924. The average rate of interest achieved was 3.08% from an average balance available for investment of £43.8m. At the end of the year a favourable variance against the budget of £6,315 is anticipated. The investment balance is forecast to be above budget but against this the interest rate achieved looks likely to be below the budget figure, based on what has been achieved to period 6. However there are significant risks to this forecast in the current uncertain economic environment.
- 4.3 A total of £32m has been invested in pooled funds which are valued at £33.5m at the end of period 6. Most of the gain is attributed to the LAMIT Pooled Property Fund which is worth £1.7m above the £5m originally invested. The Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term.

Borrowing Interest

- 4.4 The budget for 2019/20 anticipates that £10,000 would be paid in interest for short-term borrowing for cash flow purposes.
- 4.5 At period 6 a total of £14,577 has been paid resulting in an adverse variance against the budget of £9,579. The additional borrowing results from the timing differences on the large inflows and outflows of cash associated with the Sandscaping project. At the end of the year an adverse variance against the budget of £12,865 is anticipated.
- 4.6 It may be prudent to undertake further borrowing to maintain sufficient liquidity in the event of a particularly disruptive Brexit (such as last-minute no-deal) which has the potential to interrupt the international payments system in early November (the majority of money market funds used by the Council to manage day-to-day liquidity

are domiciled outside the UK). Additional liquidity would be held in the only two same-day access UK-domiciled money market funds. The Council has accounts with these funds and both have provided assurances that adequate liquidity will be maintained over the end of October.

Retained Business Rates

- 4.7 The Council is part of the Norfolk wide Business Rates Retention Pilot for 2019/20, which will see 75% of Business Rates Growth retained within the County, rather than 50% under the usual scheme. The pilot is currently progressing well, with quarterly County wide monitoring taking place as per the agreed governance arrangements. The financial benefit to the Council from participating in this pilot will only be known for certain in July 2020, once the NNDR 3 return is completed and audited, and the performance of the other billing authorities in the pilot will affect the final figure.
- 4.8 Agreement has been reached with the New Anglia LEP (NALEP) in respect of sums due in the Enterprise Zones to NCC and NALEP for the financial years 2016/17, 2017/18 and 2018/19. These payments will be made in the 2019/20 financial year.
- 4.9 The Valuation Office Agency continues to provide limited information on appeals but the effect on the surplus/deficit position on the general fund of any under or over provision made in the Accounts will not impact until 2020/21 due to accounting practices.
- 4.10 The NHS Trust's application for mandatory rate relief continues to work its way through the legal processes, with a hearing date now scheduled for November 2019. Any impact on the Council cannot be determined at this time, but will be affected by the Council's membership of the Norfolk Business Rates Pool and subsequent Pilot. Any agreement on whether to continue with the pooling arrangement for 2020/21 is dependent on the outcome of the court's decision on the relief. As a contingency, South Norfolk Council have been taken out of the Pool. They have the largest rateable value of NHS property and it would be extremely detrimental to the Pool should the decision go against us.

5 Budget Monitoring Position – Summary

- 5.1 The following table provides a summary of the full year projections for the service areas.

Table 3 - Summary of Full Year Effects 2019/20	Estimated Movement From Updated Budget £
Service Areas (Table 1)	(12,736)
Investment Interest	6,550
Business Rates	0
Savings and Additional Income	47,301
Total	41,115

6 Budget Monitoring Position – Capital

6.1 Total Capital expenditure amounted to £4,786,450 across all projects in the first half of 2019/20. The Capital Programme has been updated to reflect changes agreed in the first half of 2019/20 and can be found at Appendix C. Since the last report to Cabinet the following changes have been made:

- North Walsham Heritage Action Zone – £975,000 has been allocated from Capital Receipts as much funding for this programme. This was agreed at Full Council in October.
- Electric Vehicle Charge Points - £248,600 has been allocated from Capital Receipts to support the installation of Electric Vehicle charging points in Council owned car parks. This was agreed at Full Council in September.
- Compulsory Purchase - £45,500 from Capital Receipts was agreed under delegation to fund the remainder of a compensation payment for the compulsory purchase of two properties.

6.2 Further release of funds is requested at this time for the following Capital projects;

- Holt Country Park Play Area – £52,000 from Capital Receipts is requested to fund works to the play area at Holt County Park. The equipment is now end of life, and if not replaced may result in increasing revenue maintenance costs. This investment is required if the play area is to remain an attraction that supports car parking income at Holt Country Park.
- Sea Palling Ramp – £10,000 is requested from Capital Receipts to fund works to a coastal ramp at Sea Palling. This supports the ongoing maintenance of our coastal areas.
- Cromer Sports Hall – The Council is obliged under the dual use agreement with Cromer Academy to provide a financial contribution towards any major capital works. Works include redecoration of the sports hall and stores area, resurfacing of sports hall floor, together with a refurbishment of the internal and external changing rooms (male and female), toilets (male and female), disabled shower and toilet, and associated corridors. The main cost items are new toilet cubicles, redecoration of all areas, new flooring, new changing room stands, new porcelain, and new showers. Associated plumbing, electrical and building works. The Council's contribution, to be funded from Capital Receipts, is £102,000
- North Norfolk Information Centre – £100,000 to be released from Capital Receipts to fund improvements to the NNIC and associated public conveniences as part of the Deep History Coast project.
- Cromer West Prom Chalets – to release £12,000 of Capital Receipts to part fund improvements to the chalets. A £50,000 contribution to this project had been made through the Coastal Revival Fund.
- Waste Vehicles – A budget of £4,500,000 is requested to fund the purchase of vehicles to support the Council's waste contract, profiled into 2020/21. Purchasing these vehicles remains the approach that exposes the Council to the lowest risk from contractor failure. This amount is likely to come from borrowing, whether this is internal or external borrowing will be a Treasury decision taken nearer the time.

7 Conclusion

7.1 The revenue budget is showing an estimated full year overspend for the current financial year of £41,115. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

8 Financial Implications and Risks

8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.

8.2 The Original base budget for 2019/20 included service savings and additional income totalling £811,300; these are largely still on target to be achieved although there is currently an anticipated full year shortfall of £47,301. The progress in achieving these will continue to be monitored as part of the overall budget monitoring process and where applicable corrective action will be identified and implemented to ensure the overall budget remains achievable.

8.3 The estimated outturn shown in Table 1 will continue to be monitored during the year and where applicable will be transferred to reserves.

9 Sustainability - None as a direct consequence from this report.

10 Equality and Diversity - None as a direct consequence from this report.

11 Section 17 Crime and Disorder considerations - None as a direct consequence from this report.

**General Fund Summary 2019/20 Base Budget
Financial Position as at P6 2019/20**

Service Area	2019/20	2019/20	Budget YTD	Actuals YTD	Variance YTD	Commitments	Remaining Budget
	Base Budget	Updated Budget					
	£	£	£	£	£	£	£
Corporate Leadership Team/Corporate	440,608	440,608	270,418	318,146	47,728	19,911	102,551
Community & Economic Development	3,811,316	4,099,648	1,028,641	849,247	(179,394)	833,329	2,417,071
Customer Services & ICT	627,669	619,899	206,284	(53,106)	(259,390)	323,936	349,069
Environmental Health	4,536,023	4,536,023	879,850	671,411	(208,439)	3,453,063	411,548
Finance and Assets	4,305,907	4,390,873	1,956,527	1,964,915	8,388	609,566	1,816,392
Legal and Democratic Services	1,655,892	1,666,392	1,104,189	1,024,523	(79,666)	9,114	632,755
Planning	2,234,605	2,309,574	1,123,792	1,035,291	(88,501)	216,687	1,057,595
Service Savings to be Identified (DT)	(83,750)	(83,750)	(41,874)	0	41,874	0	(83,750)
Net Cost of Services	17,528,270	17,979,267	6,527,827	5,810,428	(717,399)	5,465,607	6,703,232
Parish Precepts	2,390,634	2,390,634	2,390,634	2,390,634	0	0	0
Capital Charges	(1,308,233)	(1,308,233)	(654,120)	(654,114)	6	0	(654,119)
Refcus	(1,425,000)	(1,425,000)	0	0	0	0	(1,425,000)
Interest Receivable	(1,330,685)	(1,330,685)	(674,092)	(677,220)	(3,128)	0	(653,465)
External Interest Paid	10,000	10,000	4,998	14,611	9,613	0	(4,611)
Revenue Financing for Capital:	4,643,249	4,643,249	0	0	0	0	4,643,249
IAS 19 Pension Adjustment	252,210	252,210	0	0	0	0	252,210
Net Operating Expenditure	20,760,445	21,211,442	7,595,247	6,884,339	(710,908)	5,465,607	8,861,496
Contribution to/(from) the Earmarked Reserves							
Capital Projects Reserve	(1,426,249)	(1,426,249)	0	0	0	0	(1,426,249)
Asset Management	(92,000)	(146,400)	0	0	0	0	(146,400)
Benefits	(12,838)	(12,838)	0	0	0	0	(12,838)
Broadband	(1,000,000)	(1,000,000)	0	0	0	0	(1,000,000)
Business Rates Reserve	(38,241)	(63,241)	0	0	0	0	(63,241)
Coast Protection	(42,302)	(42,302)	0	0	0	0	(42,302)
Communities	(242,000)	(285,563)	0	0	0	0	(285,563)
Economic Development & Tourism	(10,000)	(10,000)	0	0	0	0	(10,000)
Elections	(120,000)	(120,000)	0	0	0	0	(120,000)
Environmental Health	(40,000)	(40,000)	0	0	0	0	(40,000)
Grants	(44,416)	(14,655)	0	0	0	0	(14,655)
Housing	(97,999)	(65,192)	0	0	0	0	(65,192)
New Homes Bonus Reserve	(596,558)	(737,034)	0	0	0	0	(737,034)
Organisational Development	(78,246)	(78,246)	0	0	0	0	(78,246)
Pathfinder	(40,076)	(40,076)	0	0	0	0	(40,076)
Planning Revenue	0	0	0	0	0	0	0
Property Investment Fund	(1,000,000)	(1,000,000)	0	0	0	0	(1,000,000)
Restructuring/Invest to save	(624,819)	(657,288)	0	0	0	0	(657,288)
Contribution to/(from) the General Reserve	(26,690)	(244,347)	0	0	0	0	(244,347)
Amount to be met from Government Grant and Local Taxpayers	15,228,011	15,228,011	7,595,247	6,884,339	(710,908)	5,465,607	2,878,065
Collection Fund – Parishes	(2,390,634)	(2,390,634)	(1,267,036)	(1,267,036)	0	0	(1,123,598)
Collection Fund – District	(6,240,604)	(6,240,604)	(3,307,523)	(3,307,523)	0	0	(2,933,081)
Retained Business Rates	(5,385,617)	(5,385,617)	(4,272,196)	(4,272,196)	0	0	(1,113,421)
New Homes bonus	(1,211,156)	(1,211,156)	(605,578)	(605,578)	0	0	(605,578)
							0
Income from Government Grant and Taxpayers	(15,228,011)	(15,228,011)	(9,452,333)	(9,452,333)	0	0	(5,775,678)
(Surplus)/Deficit	0	0	(1,857,086)	(2,567,994)	(710,908)	5,465,607	(2,897,613)

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Service Area Summaries P6 2019/20

CLT / Corporate

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Human Resources & Payroll							
Gross Direct Costs	358,552	179,291	166,628	(12,663)	10,527	181,397	See Note A:
Gross Direct Income	(1,000)	(498)	(674)	(176)	0	(326)	No Major Variance
Support Service Charges	(357,552)	(178,782)	(178,782)	0	0	(178,770)	No Major Variance
	0	11	(12,828)	(12,839)	10,527	2,301	No Major Variance
Note A: (£6,862) - Salaries and on costs. Staff vacancies – Recruitment complete for HRO but not yet commenced due to need to backfill HR & Payroll Coordinator. Resource for admin support to help with the new HR system tender and implementation and / or org plus system support, so no variance is anticipated. £6,326 - New appointment advertising credits - To be used as and when vacancies require advertising and charged on to services. (£13,998) - Common Training. Projected spend of £29k to date. Decisions made in the year mean that training is being delivered in a more cost effective way and projected future spend reduced. This allows other training to be funded. Spend will be incurred on asbestos training; leadership development; project management and appraisal outcomes.							
Registration Services							
Gross Direct Costs	416,818	292,311	482,059	189,748	1,645	(66,886)	Costs associated with the May Elections yet to be claimed.
Gross Direct Income	(71,120)	(64,370)	(203,476)	(139,106)	0	132,356	(£13,878) Additional grant income for IER Funding. (£153,950) Advance payment from the Cabinet Office for the European election. The balance relates to income to be recovered from the Town and Parish Councils for the May elections.
Support Service Charges	94,910	47,466	47,466	0	0	47,444	
	440,608	275,407	326,049	50,642	1,645	112,913	
Corporate Leadership Team							
Gross Direct Costs	461,625	230,814	241,530	10,716	1,140	218,955	£9,985 - Salaries and on costs are higher as a result of staff regradings and pay awards. This will lead to a full year cost of £17,330.
Support Service Charges	(461,625)	(230,808)	(230,808)	0	0	(230,817)	No Major Variance
	0	6	10,722	10,716	1,140	(11,862)	
Communications							
Gross Direct Costs	309,078	149,572	151,506	1,934	6,599	150,973	See Note A:
Gross Direct Income	0	0	(2,725)	(2,725)	0	2,725	Income from filming rights
Support Service Charges	(309,078)	(154,578)	(154,578)	0	0	(154,500)	
	0	(5,006)	(5,797)	(791)	6,599	(802)	
Note A: (£2,564) - Salaries and on costs are lower as a result of staff vacancies. Recruitment will take place so no saving anticipated. £2,665 - CIPR Professional PR Diploma. £5,660 - External Printing - Fitting of reception graphic and window vinyls for Cromer Pier. (£3,476) - Marketing.							
Total CLT / Corporate	440,608	270,418	318,146	47,728	19,911	102,551	

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Service Area Summaries P6 2019/20

Community, Econ Dev & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Health							
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
	0	0	(253)	(253)	0	253	
Car Parking							
Gross Direct Costs	845,196	469,286	448,747	(20,539)	131,685	264,764	See Note A:
Gross Direct Income	(2,634,946)	(1,733,202)	(1,807,718)	(74,516)	0	(827,228)	(£62,979) - Car park income higher than expected. (£12,465) - Rents - Other Commercial Premises (Licence fee for compound at Station Rd Car Park, Sheringham)
Capital Charges	28,446	14,226	14,226	0	0	14,220	
Support Service Charges	152,019	86,022	86,022	0	0	65,997	
Note A: £2,421 - Repair and Maintenance. £3,686 - Car Park Consultancy Services Electrical Vehicle Charge points. £8,445 - Credit Card Charges (see additional car park income). (£40,098) - Invoice for management fee not yet received. £2,250 - Hornbeam Rd Car Park - Consultancy Services.							
	(1,609,285)	(1,163,668)	(1,258,723)	(95,055)	131,685	(482,247)	
Markets							
Gross Direct Costs	56,436	25,429	24,597	(832)	2,314	29,525	No Major Variances.
Gross Direct Income	(63,654)	(40,000)	(40,498)	(498)	0	(23,156)	No Major Variances.
Support Service Charges	27,920	13,968	13,968	0	0	13,952	
	20,702	(603)	(1,933)	(1,330)	2,314	20,320	
Parks & Open Spaces							
Gross Direct Costs	243,861	113,759	106,024	(7,735)	110,211	27,626	(£3,767) - R & M Grounds - General
Gross Direct Income	(14,590)	(3,438)	(2,551)	888	0	(12,040)	No Major Variances.
Capital Charges	36,897	18,450	18,450	0	0	18,447	
Support Service Charges	119,950	59,988	59,988	0	0	59,962	
	386,118	188,759	181,912	(6,847)	110,211	93,996	
Foreshore							
Gross Direct Costs	146,209	53,193	66,406	13,213	12,954	66,849	£6,380 - Transport of Mundesley huts from winter storage. £3,962 - Repair & Maintenance (Reactive)
Gross Direct Income	(217,362)	(108,684)	(135,008)	(26,324)	0	(82,354)	(£5,610) - Winter storage fees. (£20,714) - Rents - Beach Hut & Chalets
Capital Charges	5,601	2,802	2,802	0	0	2,799	
Support Service Charges	198,500	99,282	99,282	0	0	99,218	
	132,948	46,593	33,482	(13,111)	12,954	86,512	
Sports Centres							
Gross Direct Costs	124,012	0	8,883	8,883	34,079	81,050	(£13,390) - Hall hire invoices not yet received from schools for the 18/19 financial year. £18,793 - Electricity payment re Cabbell Park. This is in dispute and awaiting a response.
Gross Direct Income	0	0	213	213	0	(213)	No Major Variances.
Capital Charges	12,497	6,246	6,246	0	0	6,251	
Support Service Charges	168,770	84,426	84,426	0	0	84,344	
	305,279	90,672	99,768	9,096	34,079	171,433	
Leisure Complexes							
Gross Direct Costs	274,790	20,005	16,747	(3,258)	132,214	125,829	No Major Variances.
Capital Charges	525,644	262,818	262,818	0	0	262,826	
Support Service Charges	51,590	25,806	25,806	0	0	25,784	
	852,024	308,629	305,371	(3,258)	132,214	414,439	

Service Area Summaries P6 2019/20

Community, Econ Dev & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Other Sports							
Gross Direct Costs	152,029	82,315	77,184	(5,131)	50,397	24,448	(£6,070) - Open Space Study Consultation from New Homes Bonus reserve, done as part of the Local Plan Review.
Gross Direct Income	(10,000)	(4,998)	(24,236)	(19,238)	0	14,236	(£18,250) - Mammoth marathon entry fees.
Support Service Charges	54,540	27,288	27,288	0	0	27,252	
	196,569	104,605	80,235	(24,370)	50,397	65,937	
Recreation Grounds							
Gross Direct Costs	18,466	7,695	7,694	(1)	10,772	(0)	No Major Variances.
Gross Direct Income	(1,000)	(498)	(935)	(437)	0	(65)	No Major Variances.
Capital Charges	79	42	42	0	0	37	
Support Service Charges	4,490	2,250	2,250	0	0	2,240	
	22,035	9,489	9,051	(438)	10,772	2,212	
Pier Pavilion							
Gross Direct Costs	60,448	56,556	58,300	1,744	301	1,847	No Major Variances.
Gross Direct Income	(20,000)	0	0	0	0	(20,000)	No Major Variances.
Support Service Charges	32,830	16,422	16,422	0	0	16,408	
	73,278	72,978	74,722	1,744	301	(1,745)	
Foreshore (Community)							
Gross Direct Costs	516,273	279,005	275,788	(3,217)	225,007	15,478	(£5,367) - Memorial seats. £4,780 - Blue Flag application.
Support Service Charges	57,690	28,848	28,848	0	0	28,842	
	573,963	307,853	304,636	(3,217)	225,007	44,320	
Woodlands Management							
Gross Direct Costs	171,467	85,429	106,479	21,051	44,257	20,731	See Note A:
Gross Direct Income	(25,550)	(12,780)	(23,459)	(10,679)	0	(2,091)	(£2,000) - Woodland Trust re Pretty Corner Woods festival. (£5,683) - Higher car park income.
Capital Charges	1,346	672	672	0	0	674	
Support Service Charges	133,430	66,726	66,726	0	0	66,704	
	280,693	140,047	150,419	10,372	44,257	86,017	
Note A: £5,062 - Electrical hook up to WC's and Tearooms and Holt CP - replace the timber legs to the Picnic Shelter. £2,877 - Equipment Purchases (event marquee); this will be funded from reserves. £3,231 - Costs relating to events and hire of land for container. £2,929 - Viking Long House works. £8,468 - Tree safety works. The balance consists of minor variances.							
Cromer Pier							
Gross Direct Costs	108,084	60,651	60,572	(79)	4,142	43,371	No Major Variances.
Gross Direct Income	(25,734)	(12,867)	(13,860)	(993)	0	(11,874)	No Major Variances.
Capital Charges	6,249	3,126	3,126	0	0	3,123	
Support Service Charges	66,330	33,168	33,168	0	0	33,162	
	154,929	84,078	83,006	(1,072)	4,142	67,782	
Economic Growth							
Gross Direct Costs	82,530	13,186	6,736	(6,450)	1,263	74,531	No Major Variances.
Capital Charges	211	108	108	0	0	103	
Support Service Charges	310,260	155,136	155,136	0	0	155,124	
	393,001	168,430	161,980	(6,450)	1,263	229,758	
Tourism							
Gross Direct Costs	43,588	31,878	37,980	6,102	0	5,608	Spend on Orchestras Live offset by recoverable income.
Gross Direct Income	0	0	(6,750)	(6,750)	0	6,750	
Support Service Charges	18,610	9,312	9,312	0	0	9,298	
	62,198	41,190	40,542	(648)	0	21,656	
Market Town Initiatives							
Gross Direct Costs	103,747	46,342	46,342	0	0	57,405	No Major Variances.
	103,747	46,342	46,342	0	0	57,405	

Service Area Summaries P6 2019/20

Community, Econ Dev & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Coast Protection							
Gross Direct Costs	321,275	120,058	117,356	(2,702)	53,198	150,721	No Major Variances.
Capital Charges	18,070	9,036	9,036	0	0	9,034	
Support Service Charges	370,240	185,112	185,112	0	0	185,128	
	709,585	314,206	311,504	(2,702)	53,198	344,883	
Business Growth Staffing							
Gross Direct Costs	253,035	123,716	119,919	(3,797)	0	133,116	No Major Variances.
Support Service Charges	(226,802)	(113,388)	(113,388)	0	0	(113,414)	
	26,233	10,328	6,531	(3,797)	0	19,702	
Economic & Comm Dev Mgt							
Gross Direct Costs	100,953	43,908	46,195	2,287	0	54,758	No Major Variances.
Support Service Charges	(56,218)	(28,110)	(28,110)	0	0	(28,108)	
	44,735	15,798	18,085	2,287	0	26,650	
Leisure							
Gross Direct Costs	197,722	98,874	98,860	(14)	625	98,237	No Major Variances.
Gross Direct Income	(700)	(348)	0	348	0	(700)	No Major Variances.
Support Service Charges	(195,274)	(97,620)	(97,620)	0	0	(97,654)	
	1,748	906	1,240	334	625	(117)	
Housing (Health & Wellbeing)							
Gross Direct Costs	271,527	135,772	130,230	(5,542)	0	141,297	Contributions not yet made.
Gross Direct Income	(86,700)	(86,700)	(86,700)	0	0	0	
Support Service Charges	54,288	27,156	27,156	0	0	27,132	
	239,115	76,228	70,686	(5,542)	0	168,429	
Housing Strategy							
Gross Direct Costs	289,187	132,638	136,050	3,411	19,625	133,512	No Major Variances.
Gross Direct Income	0	(5)	(40,533)	(40,527)	0	40,533	Vat Sharing agreement with Victory/Flagship Housing Group. No Income was assumed in this financial year.
Capital Charges	425,000	0	0	0	0	425,000	
Support Service Charges	43,867	21,978	21,978	0	0	21,889	
	758,054	154,611	117,495	(37,116)	19,625	620,934	
Community And Localism							
Gross Direct Costs	417,647	32,561	23,404	(9,157)	0	394,243	(£6,279) - Grants awarded by the Big Society panel during 2018/19 not yet claimed.
Gross Direct Income	(50,658)	(11,395)	(10,669)	726	0	(39,989)	No Major Variances.
Support Service Charges	10,630	5,316	5,316	0	0	5,314	
	377,619	26,482	18,051	(8,431)	0	359,568	
Coastal Management							
Gross Direct Costs	294,255	134,634	145,045	10,411	285	148,925	Staffing costs.
Support Service Charges	(299,895)	(149,946)	(149,946)	0	0	(149,949)	
	(5,640)	(15,312)	(4,901)	10,411	285	(1,024)	
Total Community, Econ Dev & Coast	4,099,648	1,028,641	849,247	(179,394)	833,329	2,417,071	

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Service Area Summaries P6 2019/20

Customer Services & ICT

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
It - Support Services							
Gross Direct Costs	1,318,772	637,770	624,515	(13,255)	149,172	545,085	See Note A
Gross Direct Income	(410)	(204)	(1,667)	(1,463)	0	1,257	No Major Variance
Capital Charges	99,550	49,776	49,776	0	0	49,774	
Support Service Charges	(1,417,912)	(708,960)	(708,960)	0	0	(708,952)	
	0	(21,618)	(36,336)	(14,718)	149,172	(112,836)	
Note A: (£3,345) - Salaries and on costs are lower. This will be used to fund a fixed term contract extension. (£11,239) - Computer Purchases - Hardware. (£4,888) - Computer Purchases - Software. (£36,083) - Computer Software - Licences. £54,351 - Computer Maintenance. (£4,058) - Computer Lines / Modems. The balance consists of minor variances.							
Tic'S							
Gross Direct Costs	107,417	59,775	73,690	13,915	18,398	15,329	£3,831 - Salaries and on costs higher as a result of cover for long term sickness. £5,427 - Holt TIC refurbishment. £3,799 - North Norfolk Information Centre repairs and maintenance.
Gross Direct Income	(27,000)	(13,506)	(16,216)	(2,710)	0	(10,784)	(£2,704) - Sale of souvenirs.
Capital Charges	5,729	2,862	2,862	0	0	2,867	
Support Service Charges	98,390	49,206	49,206	0	0	49,184	
	184,536	98,337	109,543	11,206	18,398	56,595	
Homelessness							
Gross Direct Costs	175,876	70,824	191,489	120,665	107,758	(123,370)	£102,293 Bed and Breakfast Charges £20,440 rent deposit schemes. Offset by recoverable charges.
Gross Direct Income	(291,218)	(196,160)	(563,575)	(367,415)	0	272,357	Recoverable charges from housing benefit and client receipts. Additional Homelessness grants including Flexible Homelessness grant and Rough sleeper initiatives.
Support Service Charges	504,330	252,168	252,168	0	0	252,162	
	388,988	126,832	(119,918)	(246,750)	107,758	401,148	
Customer Services Housing							
Gross Direct Costs	388,935	174,024	179,106	5,082	89	209,740	New appointment advertising.
Support Service Charges	(334,790)	(167,388)	(167,388)	0	0	(167,402)	
	54,145	6,636	11,718	5,082	89	42,338	
Digital Transformation							
Gross Direct Costs	243,370	121,686	114,806	(6,880)	14,630	113,934	(£8,854) - Salaries and on costs are lower than anticipated. £2,603 - Trainers expenses.
Support Service Charges	(243,370)	(121,692)	(121,692)	0	0	(121,678)	
	0	(6)	(6,886)	(6,880)	14,630	(7,744)	

Service Area Summaries P6 2019/20

Customer Services & ICT

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Reprographics							
Gross Direct Costs	88,343	44,172	40,516	(3,656)	23,135	24,692	(£3,255) - Operating lease costs for printers lower than expected as a result of lower number of copies being required. (£2,235) - Paper costs lower because of lower printing requirements. There will be a full-year saving of £6,250.
Gross Direct Income	(7,500)	(3,750)	(2,935)	815	0	(4,565)	No Major Variances.
Capital Charges	18,603	9,300	9,300	0	0	9,303	
Support Service Charges	(99,446)	(49,722)	(49,722)	0	0	(49,724)	
	0	0	(2,840)	(2,840)	23,135	(20,294)	
Customer Services - Corporate							
Gross Direct Costs	642,354	321,180	312,174	(9,006)	10,754	319,426	£8,443 - Salaries and on costs higher as a result of regradings. This will lead to a full year cost of £19,935. (£5,698) - Lower stationery purchases. (£5,122) - Lower postage costs. (£2,830) - Other professional fees. (£2,883) - Equipment repair and maintenance.
Gross Direct Income	(30,640)	(15,321)	(10,805)	4,516	0	(19,835)	£4,001 - Postal charges re envelopes, BR postage and surcharges.
Support Service Charges	(619,484)	(309,756)	(309,756)	0	0	(309,728)	
	(7,770)	(3,897)	(8,386)	(4,489)	10,754	(10,138)	
Total Customer Services & ICT	619,899	206,284	(53,106)	(259,390)	323,936	349,069	

Service Area Summaries P6 2019/20

Environmental Health

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Commercial Services							
Gross Direct Costs	258,216	128,607	136,873	8,266	5,554	115,789	Staff Costs .
Gross Direct Income	(13,250)	(6,629)	(4,494)	2,134	0	(8,756)	No Major Variances.
Support Service Charges	115,880	57,954	57,954	0	0	57,926	
	360,846	179,932	190,333	10,400	5,554	164,960	
Internal Drainage Board Levies							
Gross Direct Costs	397,862	198,931	199,512	581	0	198,350	No Major Variances.
Support Service Charges	710	354	354	0	0	356	
	398,572	199,285	199,866	581	0	198,706	
Travellers							
Gross Direct Costs	7,400	24,092	23,643	(449)	36,887	(53,130)	No Major Variances.
Gross Direct Income	(4,000)	(2,004)	(1,012)	992	0	(2,988)	No Major Variances.
Capital Charges	97,800	48,900	48,900	0	0	48,900	
Support Service Charges	1,930	972	972	0	0	958	
	103,130	71,960	72,503	543	36,887	(6,260)	
Public Protection							
Gross Direct Costs	207,585	103,144	102,240	(904)	7,842	97,502	No Major Variances.
Gross Direct Income	(196,985)	(101,988)	(66,751)	35,237	0	(130,234)	Licencing Income £20k accrual from 2018/19
Support Service Charges	104,470	52,254	52,254	0	0	52,216	
	115,070	53,410	87,743	34,333	7,842	19,485	
Street Signage							
Gross Direct Costs	12,470	6,230	2,086	(4,144)	0	10,384	No Major Variances.
Capital Charges	7,564	3,780	3,780	0	0	3,784	
Support Service Charges	18,950	9,480	9,480	0	0	9,470	
	38,984	19,490	15,346	(4,144)	0	23,638	
Environmental Protection							
Gross Direct Costs	662,062	322,279	308,106	(14,173)	36,399	317,557	(£10,030) Other professional fees including stray dogs and assisted burials.
Gross Direct Income	(59,235)	(27,958)	(26,269)	1,689	0	(32,966)	No Major Variances.
Capital Charges	4,501	2,250	2,250	0	0	2,251	
Support Service Charges	176,210	88,110	88,110	0	0	88,100	
	783,538	384,681	372,196	(12,485)	36,399	374,942	
Env Health - Service Mgmt							
Gross Direct Costs	140,739	68,666	70,877	2,210	19,209	50,653	No Major Variances.
Support Service Charges	(127,735)	(63,858)	(63,858)	0	0	(63,877)	
	13,004	4,808	7,019	2,210	19,209	(13,224)	
Combined Enforcement Team							
Gross Direct Costs	154,164	77,088	79,126	2,038	2,295	72,743	No Major Variances.
Gross Direct Income	0	0	75	75	175	(250)	
Support Service Charges	(154,164)	(77,058)	(77,058)	0	0	(77,106)	
	0	30	2,143	2,113	2,470	(4,613)	
Environmental Contracts							
Gross Direct Costs	270,155	135,090	137,267	2,177	593	132,295	No Major Variances.
Gross Direct Income	0	0	(192)	(192)	0	192	
Support Service Charges	(270,155)	(135,060)	(135,060)	0	0	(135,095)	
	0	30	2,016	1,986	593	(2,608)	
Waste Collection And Disposal							
Gross Direct Costs	4,366,995	1,616,737	1,570,111	(46,626)	2,821,986	(25,102)	No Invoices received to date for 2019/20 commercial waste disposal.
Gross Direct Income	(3,156,297)	(2,313,349)	(2,499,762)	(186,413)	0	(656,535)	(£43,587) Garden bin Income. (£146,677) Commercial waste fee income.
Capital Charges	52,686	26,346	26,346	0	0	26,340	
Support Service Charges	452,720	226,386	226,386	0	0	226,334	
	1,716,104	(443,880)	(676,919)	(40,639)	2,821,986	(428,963)	

Service Area Summaries P6 2019/20

Environmental Health

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Cleansing							
Gross Direct Costs	828,183	341,816	337,169	(4,647)	521,241	(30,227)	No Major Variances.
Gross Direct Income	(54,157)	(54,157)	(59,606)	(5,449)	0	5,449	(£4,200) Vehicle sale proceeds.
Support Service Charges	55,020	27,516	27,516	0	0	27,504	
	829,046	315,175	305,079	(10,096)	521,241	2,726	
Environmental Strategy							
Gross Direct Costs	25,000	25,000	32,676	7,676	637	(8,313)	Costs associated with the Green build event.
Gross Direct Income	(15,000)	(15,000)	(20,492)	(5,492)	0	5,492	Sponsorship and income from exhibitors.
Support Service Charges	20,190	10,092	10,092	0	0	10,098	
	30,190	20,092	22,275	2,183	637	7,278	
Community Safety							
Gross Direct Costs	26,893	13,452	10,721	(2,731)	0	16,172	No Major Variances.
Support Service Charges	11,750	5,880	5,880	0	0	5,870	
	38,643	19,332	16,601	(2,731)	0	22,042	
Civil Contingencies							
Gross Direct Costs	83,336	42,719	42,425	(294)	245	40,666	No Major Variances.
Support Service Charges	25,560	12,786	12,786	0	0	12,774	
	108,896	55,505	55,211	(294)	245	53,440	
Total Environmental Health	4,536,023	879,850	671,411	(208,439)	3,453,063	411,548	

Service Area Summaries P6 2019/20
Finance & Assets

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Industrial Estates							
Gross Direct Costs	18,343	13,247	14,374	1,127	341	3,628	No Major Variances.
Gross Direct Income	(128,649)	(62,470)	(59,275)	3,195	0	(69,374)	No Major Variances.
Capital Charges	46,238	23,118	23,118	0	0	23,120	
Support Service Charges	46,580	23,310	23,310	0	0	23,270	
	(17,488)	(2,795)	1,527	4,322	341	(19,357)	
Surveyors Allotments							
Gross Direct Income	(50)	(24)	(50)	(26)	0	0	No Major Variances.
Support Service Charges	5,240	2,628	2,628	0	0	2,612	
	5,190	2,604	2,578	(26)	0	2,612	
Handy Man							
Gross Direct Costs	41,637	21,716	24,173	2,457	109	17,355	No Major Variances.
Gross Direct Income	(54,730)	(22,805)	(13,942)	8,863	0	(40,788)	Delays in processing recharge information.
Support Service Charges	65,970	32,994	32,994	0	0	32,976	
	52,877	31,905	43,225	11,320	109	9,543	
Parklands							
Gross Direct Costs	37,282	18,533	17,407	(1,126)	762	19,114	No Major Variances.
Gross Direct Income	(67,628)	(55,468)	(48,506)	6,962	0	(19,122)	Recharge of utilities - being reviewed.
Capital Charges	585	294	294	0	0	291	
Support Service Charges	33,490	16,746	16,746	0	0	16,744	
	3,729	(19,895)	(14,059)	5,836	762	17,027	
Revenue Services							
Gross Direct Costs	664,074	297,821	293,593	(4,228)	44,466	326,015	No Major Variances.
Gross Direct Income	(442,911)	(136,572)	(140,216)	(3,644)	0	(302,695)	(£9,225) Grant from MHCLG re Business Rates Retail Discount Scheme Grant determination.
Support Service Charges	441,270	220,674	220,674	0	0	220,596	
	662,433	381,923	374,051	(7,872)	44,466	243,916	
Benefits Subsidy							
Gross Direct Costs	23,321,596	0	(218)	(218)	0	23,321,814	No Major Variances.
Gross Direct Income	(23,321,596)	0	(11,729)	(11,729)	0	(23,309,867)	Recovered Benefits overpayments.
	0	0	(11,948)	(11,948)	0	11,948	
Discretionary Payments							
Gross Direct Costs	61,237	61,237	63,920	2,683	0	(2,683)	£4,000 Additional grant to a Parish Council.
Support Service Charges	3,770	1,884	1,884	0	0	1,886	
	65,007	63,121	65,804	2,683	0	(797)	
Non Distributed Costs							
Gross Direct Costs	0	105,085	106,348	1,263	0	(106,348)	No Major Variances.
	0	105,085	106,348	1,263	0	(106,348)	
Administration Buildings Svs							
Gross Direct Costs	587,805	298,202	299,341	1,139	81,014	207,450	No Major Variances.
Gross Direct Income	(277,475)	(80,734)	(83,751)	(3,017)	0	(193,724)	No Major Variances.
Capital Charges	76,860	38,430	38,430	0	0	38,430	
Support Service Charges	(291,643)	(145,818)	(145,818)	0	0	(145,825)	
	95,547	110,080	108,202	(1,878)	81,014	(93,669)	
Property Services							
Gross Direct Costs	567,044	280,515	333,334	52,819	71,077	162,633	(£12,398) Staff turnover. (£8,500) Creditor provision for service charge review. £63,993 Professional fees, including £33,000 for Asset Condition Surveys, £11,250 for Energy Management Contract and £7,037 of a £20,900 contract for Feasibility studies at North Walsham and Stalham hubs.
Capital Charges	12,385	6,192	6,192	0	0	6,193	
Gross Direct Income	0	0	1,934	1,934	0	(1,934)	No Major Variances.
Support Service Charges	(579,429)	(289,686)	(289,698)	(12)	0	(289,731)	
	0	(2,979)	51,763	54,742	71,077	(122,839)	

Service Area Summaries P6 2019/20
Finance & Assets

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Head Of Finance & Assets							
Gross Direct Costs	101,419	50,712	54,095	3,383	0	47,324	No Major Variances.
Support Service Charges	(101,419)	(50,766)	(50,766)	0	0	(50,653)	
	0	(54)	3,329	3,383	0	(3,329)	
Corporate Finance							
Gross Direct Costs	426,639	218,984	208,345	(10,639)	26,745	191,549	Staff turnover savings due to a vacant post within the Accountancy section.
Capital Charges	4,491	2,244	2,244	0	0	2,247	
Support Service Charges	(431,130)	(215,562)	(215,562)	0	0	(215,568)	
	0	5,666	(4,973)	(10,639)	26,745	(21,772)	
Insurance & Risk Management							
Gross Direct Costs	199,486	99,742	99,743	1	0	99,743	No Major Variances.
Gross Direct Income	(650)	(324)	(14)	310	0	(636)	No Major Variances.
Support Service Charges	(198,836)	(99,444)	(99,444)	0	0	(99,392)	
	0	(26)	284	310	0	(284)	
Internal Audit							
Gross Direct Costs	75,000	18,750	15,580	(3,170)	132,234	(72,814)	No Major Variances.
Support Service Charges	(75,000)	(37,500)	(37,500)	0	0	(37,500)	
	0	(18,750)	(21,920)	(3,170)	132,234	(110,314)	
Playgrounds							
Gross Direct Costs	42,428	16,480	16,755	276	10,083	15,589	No Major Variances.
Support Service Charges	36,970	18,492	18,492	0	0	18,478	
	79,398	34,972	35,247	276	10,083	34,067	
Community Centres							
Gross Direct Costs	9,753	5,050	2,115	(2,935)	59	7,579	No Major Variances.
Support Service Charges	7,470	3,744	3,744	0	0	3,726	
	17,223	8,794	5,859	(2,935)	59	11,305	
Public Conveniences							
Gross Direct Costs	569,209	282,628	267,533	(15,095)	199,419	102,257	Savings in running costs including water and sewerage charges offset by higher business rates.
Gross Direct Income	0	0	(208)	(208)	0	208	No Major Variances.
Capital Charges	131,495	65,748	65,748	0	0	65,747	
Support Service Charges	80,717	40,356	40,356	0	0	40,361	
	781,421	388,732	373,429	(15,303)	199,419	208,573	
Investment Properties							
Gross Direct Costs	73,906	38,734	59,107	20,373	39,534	(24,735)	£11,169 Expenditure at Stirling Road, Sculthorpe in preparation for use as temporary accommodation. £4,958 Ilteringham property costs.
Gross Direct Income	(221,800)	(123,700)	(109,369)	14,331	0	(112,431)	Recharge of utilities at the Rocket House. Debtor provision brought forward from 2018/19.
Capital Charges	66,099	33,048	33,048	0	0	33,051	
Support Service Charges	165,510	82,764	82,764	0	0	82,746	
	83,715	30,846	65,550	34,704	39,534	(21,369)	
Central Costs							
Gross Direct Costs	86,384	40,740	35,856	(4,884)	6	50,523	Professional Advice - there is not anticipated to be a full year effect.
Support Service Charges	(86,384)	(43,212)	(43,212)	0	0	(43,172)	
	0	(2,472)	(7,356)	(4,884)	6	7,351	

Service Area Summaries P6 2019/20
Finance & Assets

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Corporate & Democratic Core							
Gross Direct Costs	509,180	313,444	296,616	(16,828)	3,718	208,846	(£7,736) Element of Planning staff turnover. (£2,197) Bank Charges. (£6,886) - Other professional fees.
Gross Direct Income	0	0	(34,968)	(34,968)	0	34,968	Grant from Ministry for Housing Communities and Local Government in respect of EU Exit Preparation.
Capital Charges	1,000,000	0	0	0	0	1,000,000	
Support Service Charges	1,052,640	526,326	526,326	0	0	526,314	
	2,561,820	839,770	787,974	(51,796)	3,718	1,770,128	
Total Finance & Assets	4,390,872	1,956,527	1,964,915	8,388	609,566	1,816,391	

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Service Area Summaries P6 2019/20

Legal & Democratic Services

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Benefits Administration							
Gross Direct Costs	908,538	451,610	449,810	(1,800)	1,574	457,154	Staff savings offset by additional Software costs.
Gross Direct Income	(375,193)	0	(83,953)	(83,953)	0	(291,240)	A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.
Capital Charges	11,500	5,748	5,748	0	0	5,752	
Support Service Charges	549,050	274,548	274,548	0	0	274,502	
	1,093,895	731,906	646,153	(85,753)	1,574	446,168	
Members Services							
Gross Direct Costs	514,647	255,938	264,446	8,508	4,196	246,005	£7,569 - General training - Members. Planning Training; Induction and member training (Local govt. finance essentials). No overspend is anticipated as the majority of the training has been delivered.
Gross Direct Income	(400)	(198)	(29)	169	0	(371)	No Major variances.
Support Service Charges	58,250	29,148	29,148	0	0	29,102	
	572,497	284,888	293,565	8,677	4,196	274,735	
Legal Services							
Gross Direct Costs	689,194	344,593	350,174	5,581	3,344	335,676	(£3,308) - Salaries and on costs. £2,743 - Generic training. £3,422 - Mileage allowances.
Gross Direct Income	(329,946)	(77,570)	(85,742)	(8,172)	0	(244,204)	(£3,451) - Income from legal fees. No variance is anticipated. (£3,745) - Client disbursements - recharged land registry fees etc.
Support Service Charges	(359,248)	(179,628)	(179,628)	0	0	(179,620)	
	0	87,395	84,804	(2,591)	3,344	(88,148)	
Total Legal & Democratic Svs	1,666,392	1,104,189	1,024,523	(79,666)	9,114	632,755	

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Service Area Summaries P6 2019/20

Planning

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Development Management							
Gross Direct Costs	982,086	497,060	506,158	9,098	138,885	337,043	Professional fees.
Gross Direct Income	(802,200)	(401,094)	(389,153)	11,941	0	(413,047)	Fee income offset by income from professional fees.
Capital Charges	37,106	18,552	18,552	0	0	18,554	
Support Service Charges	647,710	323,862	323,862	0	0	323,848	
	864,702	438,380	459,419	21,039	138,885	266,398	
Planning Policy							
Gross Direct Costs	626,541	287,324	230,124	(57,200)	5,744	390,673	Local Plan profiled expenditure - this is likely to slip into 2020/21.
Gross Direct Income	0	0	(75)	(75)	0	75	No Major Variances.
Support Service Charges	73,506	36,768	36,768	0	0	36,738	
	700,047	324,092	266,817	(57,275)	5,744	427,486	
Conservation, Design & Landscape							
Gross Direct Costs	101,081	47,310	41,314	(5,996)	19,479	40,287	Accrual relating to 2018/19 contribution not yet offset by expenditure.
Support Service Charges	70,070	35,064	35,064	0	0	35,006	
	171,151	82,374	76,378	(5,996)	19,479	75,293	
Major Developments							
Gross Direct Costs	286,255	143,118	144,485	1,367	321	141,449	Staff turnover savings offset by agency staff costs .
Support Service Charges	95,670	47,838	47,838	0	0	47,832	
	381,925	190,956	192,323	1,367	321	189,281	
Building Control							
Gross Direct Costs	395,739	199,503	201,452	1,949	3,247	191,040	No Major Variances.
Gross Direct Income	(386,250)	(193,128)	(217,118)	(23,990)	0	(169,132)	Building Control Fee income up against profiled budget.
Support Service Charges	123,110	61,578	61,578	0	0	61,532	
	132,599	67,953	45,912	(22,041)	3,247	83,440	
Head Of Planning							
Gross Direct Costs	119,410	61,356	51,218	(10,138)	5,811	62,381	This is made up of a number of minor variances below £2,000.
Support Service Charges	(119,410)	(59,694)	(59,694)	0	0	(59,716)	
	0	1,662	(8,476)	(10,138)	5,811	2,665	
Property Information							
Gross Direct Costs	187,190	82,383	74,467	(7,916)	43,200	69,522	(£9,113) Norfolk County Council Search fees - accrual relating to 2018/19 .
Gross Direct Income	(190,000)	(95,004)	(102,547)	(7,543)	0	(87,453)	Income from Land Charge fees.
Support Service Charges	61,960	30,996	30,996	0	0	30,964	
	59,150	18,375	2,917	(15,458)	43,200	13,033	
Total Planning	2,309,574	1,123,792	1,035,291	(88,501)	216,687	1,057,595	

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General Fund Summary
Service Area Summaries P6 2019-20

Corporate Leadership Team /Corporate

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Human Resources & Payroll	0	11	(12,828)	(12,839)	10,527	2,301
Registration Services	440,608	275,407	326,049	50,642	1,645	112,913
Corporate Leadership Team	0	6	10,722	10,716	1,140	(11,862)
Communications	0	(5,006)	(5,797)	(791)	6,599	(802)
Total Corporate Leadership Team & Corporate	440,608	270,418	318,146	47,728	19,911	102,551

Community, Econ Dev & Coast

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Health	0	0	(253)	(253)	0	253
Car Parking	(1,609,285)	(1,163,668)	(1,258,723)	(95,055)	131,685	(482,247)
Markets	20,702	(603)	(1,933)	(1,330)	2,314	20,320
Parks & Open Spaces	386,118	188,759	181,912	(6,847)	110,211	93,996
Foreshore	132,948	46,593	33,482	(13,111)	12,954	86,512
Sports Centres	305,279	90,672	99,768	9,096	34,079	171,433
Leisure Complexes	852,024	308,629	305,371	(3,258)	132,214	414,439
Other Sports	196,569	104,605	80,235	(24,370)	50,397	65,937
Recreation Grounds	22,035	9,489	9,051	(438)	10,772	2,212
Pier Pavilion	73,278	72,978	74,722	1,744	301	(1,745)
Foreshore (Community)	573,963	307,853	304,636	(3,217)	225,007	44,320
Woodlands Management	280,693	140,047	150,419	10,372	44,257	86,017
Cromer Pier	154,929	84,078	83,006	(1,072)	4,142	67,782
Economic Growth	393,001	168,430	161,980	(6,450)	1,263	229,758
Tourism	62,198	41,190	40,542	(648)	0	21,656
Market Town Initiatives	103,747	46,342	46,342	0	0	57,405
Coast Protection	709,585	314,206	311,504	(2,702)	53,198	344,883
Business Growth Staffing	26,233	10,328	6,531	(3,797)	0	19,702
Economic & Comm Dev Mgt	44,735	15,798	18,085	2,287	0	26,650
Leisure	1,748	906	1,240	334	625	(117)
Housing (Health & Wellbeing)	239,115	76,228	70,686	(5,542)	0	168,429
Housing Strategy	758,054	154,611	117,495	(37,116)	19,625	620,934
Community And Localism	377,619	26,482	18,051	(8,431)	0	359,568
Coastal Management	(5,640)	(15,312)	(4,901)	10,411	285	(1,024)
Community Economic Development &	4,099,648	1,028,641	849,247	(179,394)	833,329	2,417,071

General Fund Summary
Service Area Summaries P6 2019-20
Customer Services & ICT

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
It - Support Services	0	(21,618)	(36,336)	(14,718)	149,172	(112,836)
Tic'S	184,536	98,337	109,543	11,206	18,398	56,595
Homelessness	388,988	126,832	(119,918)	(246,750)	107,758	401,148
Customer Services Housing	54,145	6,636	11,718	5,082	89	42,338
Digital Transformation	0	(6)	(6,886)	(6,880)	14,630	(7,744)
Reprographics	0	0	(2,840)	(2,840)	23,135	(20,294)
Customer Services - Corporate	(7,770)	(3,897)	(8,386)	(4,489)	10,754	(10,138)
Customer Services & ICT	619,899	206,284	(53,106)	(259,390)	323,936	349,069

Environmental Health

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Commercial Services	360,846	179,932	190,333	10,400	5,554	164,960
Internal Drainage Board Levies	398,572	199,285	199,866	581	0	198,706
Travellers	103,130	71,960	72,503	543	36,887	(6,260)
Public Protection	115,070	53,410	87,743	34,333	7,842	19,485
Street Signage	38,984	19,490	15,346	(4,144)	0	23,638
Environmental Protection	783,538	384,681	372,196	(12,485)	36,399	374,942
Env Health - Service Mgmt	13,004	4,808	7,019	2,210	19,209	(13,224)
Combined Enforcement Team	0	30	2,143	2,113	2,470	(4,613)
Environmental Contracts	0	30	2,016	1,986	593	(2,608)
Waste Collection And Disposal	1,716,104	(443,880)	(676,919)	(233,039)	2,821,986	(428,963)
Cleansing	829,046	315,175	305,079	(10,096)	521,241	2,726
Environmental Strategy	30,190	20,092	22,275	2,183	637	7,278
Community Safety	38,643	19,332	16,601	(2,731)	0	22,042
Civil Contingencies	108,896	55,505	55,211	(294)	245	53,440
Environmental Health	4,536,023	879,850	671,411	(208,439)	3,453,063	411,548

General Fund Summary
Service Area Summaries P6 2019-20
Finance & Assets

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Industrial Estates	(17,488)	(2,795)	1,527	4,322	341	(19,357)
Surveyors Allotments	5,190	2,604	2,578	(26)	0	2,612
Handy Man	52,877	31,905	43,225	11,320	109	9,543
Parklands	3,729	(19,895)	(14,059)	5,836	762	17,027
Revenue Services	662,433	381,923	374,051	(7,872)	44,466	243,916
Benefits Subsidy	0	0	(11,948)	(11,948)	0	11,948
Discretionary Payments	65,007	63,121	65,804	2,683	0	(797)
Non Distributed Costs	0	105,085	106,348	1,263	0	(106,348)
Administration Buildings Svcs	95,547	110,080	108,202	(1,878)	81,014	(93,669)
Property Services	0	(2,979)	51,763	54,742	71,077	(122,839)
Head Of Finance & Assets	0	(54)	3,329	3,383	0	(3,329)
Corporate Finance	0	5,666	(4,973)	(10,639)	26,745	(21,772)
Insurance & Risk Management	0	(26)	284	310	0	(284)
Internal Audit	0	(18,750)	(21,920)	(3,170)	132,234	(110,314)
Playgrounds	79,398	34,972	35,247	276	10,083	34,067
Community Centres	17,223	8,794	5,859	(2,935)	59	11,305
Public Conveniences	781,421	388,732	373,429	(15,303)	199,419	208,573
Investment Properties	83,715	30,846	65,550	34,704	39,534	(21,369)
Central Costs	0	(2,472)	(7,356)	(4,884)	6	7,351
Corporate & Democratic Core	2,561,820	839,770	787,974	(51,796)	3,718	1,770,128
Finance & Assets	4,390,872	1,956,527	1,964,915	8,388	609,566	1,816,391

Legal & Democratic Svcs

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Benefits Administration	1,093,895	731,906	646,153	(85,753)	1,574	446,168
Members Services	572,497	284,888	293,565	8,677	4,196	274,735
Legal Services	0	87,395	84,804	(2,591)	3,344	(88,148)
Legal & Democratic Svcs	1,666,392	1,104,189	1,024,523	(79,666)	9,114	632,755

Planning

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	864,702	438,380	459,419	21,039	138,885	266,398
Planning Policy	700,047	324,092	266,817	(57,275)	5,744	427,486
Conservation, Design & Landscap	171,151	82,374	76,378	(5,996)	19,479	75,293
Major Developments	381,925	190,956	192,323	1,367	321	189,281
Building Control	132,599	67,953	45,912	(22,041)	3,247	83,440
Head Of Planning	0	1,662	(8,476)	(10,138)	5,811	2,665
Property Information	59,150	18,375	2,917	(15,458)	43,200	13,033
Planning Policy	2,309,574	1,123,792	1,035,291	(88,501)	216,687	1,057,595
	18,063,016	6,569,701	5,810,428	(759,273)	5,465,607	6,786,981

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Scheme	Scheme Total	Pre 31/3/19 Actual	Updated	Current	Updated	Updated	Updated
	Current Estimate	Expenditure	Budget 2019/20	Expenditure and Commitments 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	£	£	£	£	£	£	£
Jobs and the Economy							
Rocket House	77,084	37,334	39,750	0	0	0	0
Better Broadband for Norfolk	1,000,000	0	1,000,000	1,000,000	0	0	0
Local Property Investment Fund	1,000,000	0	1,000,000	0	0	0	0
Property Investment Company	2,000,000	0	1,000,000	0	1,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0	0	0
Deep History Coast	592,973	318,050	274,923	288,669	0	0	0
Fair Meadow House Improvements	50,000	16,235	33,765	0	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0	0	0
Collectors Cabin	25,000	652	24,348	0	0	0	0
Cornish Way	170,000	0	170,000	1,770	0	0	0
Fakenham Connect	100,000	0	100,000	332	0	0	0
Lifeguard Hut	25,000	0	25,000	0	0	0	0
Bacton Car Park	30,000	0	30,000	10,450	0	0	0
Holway Road Roundabout	100,000	0	100,000	0	0	0	0
North Walsham Heritage Action Zone	1,950,000	0	1,950,000	0	0	0	0
Public Convenience Improvements	600,000	45,741	554,259	151,245	0	0	0
	7,835,057	463,012	6,372,045	1,452,465	1,000,000	0	0
Housing and Infrastructure							
Disabled Facilities Grants	Annual programme	Annual programme	1,122,631	424,318	1,000,000	1,000,000	1,000,000
Parkland Improvements	100,000	12,996	87,004	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,654	184,846	0	0	0	0
Shannocks Hotel	477,887	51,638	426,249	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	0	20,000	0	0
Community Housing Fund	2,198,262	416,760	1,781,502	141,974	0	0	0
Provision of Temporary Accommodation	610,000	0	610,000	0	0	0	0
Fakenham Extra Care	215,500	0	215,500	0	0	0	0
	4,161,649	972,047	4,507,732	566,292	1,020,000	1,000,000	1,000,000
Coast and Countryside							
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,347,941	40,849	0	28,743	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,364,734	13,815	0	0	0	0
Cromer Pier and West Prom Refurbishment Project	1,119,805	1,119,299	506	34,897	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	145,130	4,371	627	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,305,389	3,516,611	17,650	0	0	0

Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0	0
Coastal Adaptations	410	0	410	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	45,786	3,175,214	5,806	0	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	54,781	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,143,954	382,869	761,085	543,335	0	0	0
Beach Access	201,514	182,742	18,772	40,202	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	353,965	146,035	500,000	0	0	0
Countryside Tractors	29,495	26,895	2,600	0	0	0	0
	18,128,761	10,316,172	7,783,846	1,142,516	28,743	0	0

Health and Well Being

Splash Roof Repairs	63,120	9,866	28,254	0	25,000	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	0	640,000	376,698	373,000	0	0
North Walsham Artificial Grass Pitch	860,000	3,018	856,982	8,117	0	0	0
Splash Leisure Centre Reprovision	12,697,000	1,060,709	5,272,791	427,327	4,333,500	2,030,000	0
	14,723,120	1,073,626	6,887,994	812,142	4,731,500	2,030,000	0

Service Excellence

Administrative Buildings	1,302,570	919,747	382,823	551,778	0	0	0
Council Chamber and Committee Room Improvements	89,000	76,679	12,321	69,187	0	0	0
Environmental Health IT System Procurement	150,000	114,988	35,012	2,000	0	0	0
Document and Records Management System	60,000	36,157	23,843	10,950	0	0	0
Purchase of Bins	612,800	292,800	80,000	70,269	80,000	80,000	80,000
User IT Hardware Refresh	275,000	59,146	50,854	14,640	55,000	55,000	55,000
Storage Hardware	60,000	0	60,000	14,643	0	0	0
Members IT	65,000	0	65,000	29,027	0	0	0
Aerial Photography	15,000	0	15,000	0	0	0	0
Back Scanning of Files	200,000	109,176	90,824	50,541	0	0	0
Electric Vehicle Charging Points	248,600	0	248,600	0	0	0	0
Housing Options System	20,000	650	19,350	0	0	0	0
	3,097,970	1,609,343	1,083,627	813,034	135,000	135,000	135,000

47,946,556	14,434,201	26,635,244	4,786,450	6,915,243	3,165,000	1,135,000
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Capital Programme Financing

Grants	9,590,874	487,976	1,028,743	1,000,000	1,000,000
Other Contributions	450,000	0	0	0	0
Asset Management Reserve	270,000	2,102	0	0	0
Capital Project Reserve	2,229,655	999,669	373,000	0	0
Other Reserves	5,335,761	1,293,219	1,000,000	0	0
Capital Receipts	7,901,972	1,995,367	180,000	135,000	135,000
Internal / External Borrowing	856,982	8,117	4,333,500	2,030,000	0
TOTAL FINANCING	26,635,244	4,786,450	6,915,243	3,165,000	1,135,000

Savings 2019/20 Monitoring

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P6 Savings /Income	2019/20 P6 Variance
SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE								
ASSETS & LEISURE								
AL2	Assets & Leisure	Car Parks - Fakenham Car Park - Community Centre	3. Property Investment & Asset Commercialisation	Car Park Order (CPO) for Community Centre Fakenham to enable the site to become pay and display.	I	(5,400)	(5,400)	0
AL6	Assets & Leisure	Beach Hut Fees and Charges	3. Property Investment & Asset Commercialisation	Revision of Beach Hut Fee Income	I	(97,197)	(97,197)	0
AL8	Assets & Leisure	Pier Contract Savings	3. Property Investment & Asset Commercialisation	Renegotiation of the Pier Contract Management Agreement, with the intention to reduce the subsidy given to nil and incorporate profit share fee income.	S	(88,399)	(88,399)	0
SUB TOTAL ASSETS & LEISURE						(190,996)	(190,996)	0
CLT / CORPORATE								
CLEG1	CLT / CORPORATE (LEGAL)	Local Government Lawyer	4. Shared Services/Selling Services	Eastlaw continue to deliver year on year savings to the Council through selling services to our partner organisations.	I	(26,800)	(26,800)	0
SUB TOTAL CLT /other Corporate Areas						(26,800)	(26,800)	0
ECONOMIC DEVELOPMENT								
ECD1	Economic Dev	Coastal Management Revenue Works	7. Other Efficiencies and Savings	Reduction in coastal defence revenue budget.	S	(50,000)	(50,000)	0
ECD2	Economic Dev	Tourism Development & Destination Marketing	7. Other Efficiencies and Savings	Restructuring within the Economic Growth Team as well as a review of contractual arrangements with external providers and partner organisations.	S	(12,000)	(12,000)	0
ECD4	Economic Dev	Economic Growth	7. Other Efficiencies and Savings	A review of the external needs of businesses in the District has been undertaken and the intention is to restructure the Learning 4 Life team to better focus on meeting these needs and achieving the priorities set out in the Corporate Plan.	S	(46,582)	(46,582)	0
ECD5	Economic Dev	Miscellaneous Contributions	7. Other Efficiencies and Savings	The Economic Growth service makes contributions to a range of external bodies, either through membership or as grants. These should be reviewed and/or renegotiated. In some cases it could be considered that in-kind contributions can substitute financial contributions.	S	(10,000)	(10,000)	0
SUB TOTAL ECONOMIC DEVELOPMENT						(118,582)	(118,582)	0

Savings 2019/20 Monitoring

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P6 Savings /Income	2019/20 P6 Variance
SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE								
CUSTOMER SERVICES & ICT								
CSIT2	CUSTOMER SERVICES & ICT	Closure of Holt TIC	7. Other Efficiencies and Savings	In line with similar changes to service provision in Wells & Sheringham seek to transfer TIC function to another service provider in Holt.	S	(18,589)	(13,162)	5,427
CSIT3	CUSTOMER SERVICES & ICT	Revision of Reprographics Services	2 Digital Transformation	Alter the service delivery approach of the Reprographics Service to reduce the requirement for printing hardware and reduce costs of print & mail activity by accessing web based services.	S	(58,648)	(58,648)	0
SUB TOTAL CUSTOMER SERVICES & ICT						(77,237)	(71,810)	5,427
ENVIRONMENTAL HEALTH								
EH3	Environmental Health	Staffing Costs	2. Digital Transformation	Reduction in staffing costs re rationalization of staffing structures following Business Process Review.	S	(50,110)	(50,110)	0
EH4	Environmental Health	Waste & related Services Review	6. Maximising Income and Reducing Costs	Additional Income from Garden Waste Service subscription charge and trade waste lifts in addition to direct arrangement of the night soil collection service.	S	(66,720)	(66,720)	0
EH6	Environmental Health	Civil Contingencies budget savings	6. Maximising Income and Reducing Costs	Reduction in Civil Contingencies budget	S	(2,800)	(2,800)	0
SUB TOTAL ENVIRONMENTAL HEALTH						(119,630)	(119,630)	0
FINANCE								
F2	Finance	Vacant Post Review	7. Other Efficiencies and Savings	Review and rationalisation of vacant posts within the revenues and benefits services.	S	(106,435)	(106,435)	0
SUB TOTAL FINANCE						(106,435)	(106,435)	0

Savings 2019/20 Monitoring

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P6 Savings /Income	2019/20 P6 Variance
SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE								
ORGANISATIONAL DEVELOPMENT								
ORG1	Organisational Development	Reduction of posts	7. Other Efficiencies and Savings	The potential reduction of posts across the following teams:- Elections, Reprographics and Democratic Services. Figures are based on the removal of those posts rather than a reduction in hours.	S	(22,288)	(22,288)	0
				Additional legal income to offset Democratic Services saving not being delivered	I	(13,691)	(13,691)	0
SUB TOTAL ORGANISATIONAL DEVELOPMENT						(35,979)	(35,979)	0
PLANNING								
P1	Planning			Planning BPR review of Planning support staff structure	S	(51,921)	(51,921)	0
SUB TOTAL PLANNING						(51,921)	(51,921)	0
TOTAL ALL SERVICES						(727,580)	(722,153)	5,427
SUB TOTAL BY WORKSTREAM								
		1. Growth - New Homes and Business Rates		Sub total		0	0	0
		2. Digital Transformation		Sub total		(160,679)	(160,679)	0
		3. Property Investment & Asset Commercialisation		Sub total		(190,996)	(190,996)	0
		4. Shared Services/Selling Services		Sub total		(26,800)	(26,800)	0
		5. Collaboration and Localism		Sub total		0	0	0
		6. Maximising Income and Reducing Costs		Sub total		(83,211)	(83,211)	0
		7. Other Efficiencies and Savings		Sub total		(265,894)	(260,467)	5,427
						(727,580)	(722,153)	5,427

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MARKET TOWN INITIATIVE – ROUND THREE FUNDING REPORT

Summary: This report seeks Cabinet approval of the recommendations made by the Market Towns Initiative Working Group, in order to award grant funding to successful applicants from North Norfolk's four inland market towns for the third round of funding.

Options considered: All applications and funding options considered.

Conclusions: On the recommendations of the Market Towns Initiative Working Group, Cabinet previously approved funding of £377,910.33 of the available £400,000 to North Norfolk's four inland market towns. This left a total of £22,089.67 remaining for a third round of funding, with the residual sum made available to eligible organisations from all four towns.

The MTI Working Group has now considered the third round applications and consequently recommended that £22,004.50 of funding be awarded, leaving £85.17 remaining. The applications are summarised in this report.

Recommendations:

1. That Cabinet approve the MTI Working Group's recommendations to award £22,004.50 of funding to applications outlined in the report.
2. That Cabinet request the Overview & Scrutiny Committee to continue to monitor the progress and outcomes of all applications that receive funding.
3. That any remaining or returned MTI funds be retained in the general reserve.
4. Delegated authority be given to The Head of Economic and Community Development to agree suitable conditions in respect of the approved applications, issue grant decision letters, and make any necessary funding adjustments in accordance with the delegated authority policy.

Cabinet Member(s): Ward(s) affected:
Cllr Richard Lancaster North, Lancaster South, Holt, North
Kershaw Walsham East, North Walsham West, North Walsham
Market Cross & Stalham

Contact Officers, telephone number and email:

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Matt Stembrowicz, Democratic Services & Governance Officer (Scrutiny) ext 6047
Matthew.Stembrowicz@north-norfolk.gov.uk

1. Background

- 1.1 This report seeks Cabinet approval of the recommendations made by the Overview & Scrutiny – Market Towns Initiative Working Group, in order to award funding to suitable applications from eligible organisations in North Norfolk's four inland market towns for the third round of MTI funding.
- 1.2 The MTI fund was established to assist with regeneration of the four inland market towns in the District; the Coastal resort towns having been able to access external grants much more readily and have been the focus of key investment projects. The MTI prospectus set out the expectations of how the initiative will help our inland market towns to thrive. It seeks projects that will bring about improvements in these towns that will help raise their profile as better places to work, live and visit.
- 1.3 Members will be aware that during budget discussions (and subsequent approval at Council) funding was allocated to the Market Town Initiative, bringing a total budget allocation of £400,000, allowing for £100,000 to be allocated to each market town.
- 1.4 North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies, but all of North Norfolk's market towns still retain a historic (retail) core, and are to varying degrees supported by their local catchment and visitors.
- 1.5 The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham. Furthermore, the District Council has recently committed significant additional expenditure to ensure that the town infrastructure meets the needs of residents and visitors alike, together with investment in sporting and recreational facilities.
- 1.6 In common with many market towns in the UK, North Norfolk's four inland market towns are experiencing a number of challenges, including competition from major retail destinations and out-of-town shopping centres, increased online retailing, the closure of key services and a decline in market activity. Whilst each market town has its own unique character, the challenges facing them remain the same.
- 1.7 The focus of the Market Towns Initiative is to help our rural town centres adjust to those changing use patterns by engaging with local communities to improve and develop their towns centres to encourage business, promote economic development, improve the visitor experience and to increase footfall.
- 1.8 Increasing the vibrancy of our market towns impacts positively on the rural areas surrounding them, by supporting our local producers and giving our residents an opportunity to shop, live, work and socialise locally.

2. Market Town Initiative Framework Summary

- 2.1 The Council has allocated £400,000 to the Market Towns Initiative, with each market town allocated an outline budget of up to £100,000 to spend on locally owned and managed projects within the MTI scheme, intended to revitalise and enhance the town centres.
- 2.2 The intention of the project is to build capacity and capability in the towns to select, manage and deliver projects so that in future years the towns have the skills to access external funding, manage, and deliver projects themselves. Consequently, the model proposed identified small scale proven projects that have been successfully used to support town centres to deliver economic resilience, regeneration and footfall elsewhere, whilst also respecting that each of the market towns has different needs.
- 2.3 Successful projects would be expected to match the following characteristics:
- Contributes either to footfall, regeneration or economic growth
 - Proven track record i.e. successful elsewhere
 - No large overhead costs or complex delivery mechanisms
 - Positive environmental or aesthetic improvements

Further details on the suitability of projects can be found in the MTI prospectus available at the below address:

<https://www.north-norfolk.gov.uk/media/4377/market-towns-initiative-prospectus.pdf>

- 2.4 As well as their potential for improvement, the projects have in part been selected for their “off the shelf” ability to be implemented quickly and not require any additional or ongoing resources in order to be sustainably delivered, and if necessary any ongoing costs will be covered by the applicant.
- 2.5 The groups delivering the projects were given appropriate guidance via Officers at NNDC, but have also been asked to engage and seek advice from their communities directly. This was done via engagement with businesses and business groups, including the Chambers of Trade and Commerce, Community Interest Companies, Community Organisations, Charities and the respective Town Councils. Engagement and consultation with the community was therefore an essential ingredient of a project success.
- 2.6 To further develop the MTI and provide balanced consideration of project bids, Cabinet referred the Market Town Initiative to a politically-balanced Working Party of the Overview and Scrutiny Committee.

3. Third Round Applications

- 3.1 Applications were made using the application form available at the following link: <https://www.north-norfolk.gov.uk/media/4378/mti-application-form.pdf>.
- 3.2 Applications were submitted via both post and email with a deadline for receiving applications set at Friday 16th November 2018 for the first round, Tuesday February 12th for the second round, and Thursday 5th September for

round three. Due to necessary requests for further information from applicants coinciding with local and European elections, judgement of the second round applications was postponed until after the elections were complete.

- 3.3 A total of six applications were received from across the four market towns in the third round, requesting a total of £30,726.62 from the available £22,089.67 remaining. A breakdown of this request by town can be seen in the table below:

Town	Total Request - to Date (£)	Total Award - to Date (£)	Total Remaining (£)	Total Requested Round 3 (£)
Fakenham	£138,508.96	£96,366.52	£3,633.48	£4,815.00
Holt	£372,090.36	£99,724.00	£276.00	£6,322.12
North Walsham	£109,600.00	£100,000.00	£0.00	£9,600
Stalham	£197,644.81	£81,819.81	£18,180.19	£9,989.50
Totals	£817,844.13	£377,910.33	£22,089.67	£30,726.62

- 3.4 Details of the MTI Working Group's third round funding recommendations to Cabinet are listed below:

Fakenham

- Fakenham Town Council – Fakenham Facelift

AGREED TO RECOMMEND conditional funding of £2,200 towards the renovation and refurbishment of shopfronts in the town, with a requirement for the Town Council to source alternate funding for the additional sign-writing costs.

- Fakenham Town Council – Fakenham Heritage Trail Map

Funding was not recommended due to doubts regarding the requirement for additional signage and the efficacy of the proposed location.

Holt

- Holt Town Council – Road and Traffic Signage for Events

Funding was not recommended as the application was deemed not to align closely with the purpose of the fund.

- Holt Town Council – Planting Up the Town

AGREED TO RECOMMEND conditional funding of £2,850 for the physical elements of the proposal, with a requirement for the Town Council to fund the set-up and maintenance costs, or agree alternate management arrangements.

North Walsham

- Regenerate North Walsham/North Walsham Town Council – Improving St Nicholas Court

AGREE TO RECOMMEND conditional funding of £8000 towards the repaving of St. Nicholas Court, with a requirement for the Town Council to fund the VAT element of the proposal.

Stalham

- Stalham Town Council/Stalham Area Business Forum – Stalham Town Centre and Tourist Offer Improvement Scheme

AGREED TO RECOMMEND conditional funding of £8,954.50 towards tourist offer improvements, with a requirement for the applicant(s) to fund/supply the Christmas light sets to be used in conjunction with the MTI funded external power sockets.

TOTALS

In summary, the MTI Working Group recommends a total of £22,004.50 of funding to be awarded across the four towns for the third round of funding. This would leave a total of £85.17 of funding remaining from the original £400,000 available.

The MTI Working Group **AGREED TO RECOMMEND** that the remaining funds, and any MTI funds returned by applicants be returned to the Council's general reserve.

4. Scheme details: Delivery

- 4.1 Upon receiving Cabinet approval, successful and unsuccessful applicants will be notified of the outcome of their application through a decision notice.
- 4.2 Funding conditions letters will then be sent to successful applicants outlining all necessary conditions of accepting the grant, including conditions specific to each application. Once these are signed and returned funding is then processed.
- 4.3 Ongoing consultation and engagement with the local community, including specific engagement with local business, local elected members, heritage and regeneration groups remains vital to the successful delivery of the town centre schemes.

5. Scheme detail: Governance

- 5.1 In order to be considered eligible, applicants were required to provide evidence of both their governing documents or constitution, alongside evidence of their accounts and audit information where applicable.
- 5.2 Officers assess each bid to ensure that the appropriate governance and accounting safeguards listed above are in place in respect of any funding agreements. Where not yet available, these checks will be included as part of

the grant funding conditions and monitored as part of the ongoing dialogue with successful applicants.

6. Engagement and Monitoring

- 6.1 Listening and engaging with our communities in the towns is a key factor in ensuring the success of the MTI and that projects are delivered successfully.
- 6.2 The Overview and Scrutiny Committee was deemed to be best placed to establish, implement, oversee and monitor the scheme. Similarly, it is expected the Overview and Scrutiny Committee would act as a means of reporting on the feedback, outputs and the outcomes of project delivery.
- 6.3 Cabinet will need to determine the use of any unspent funds, either those yet to be allocated or those that remain unspent by project applicants. The options might include:
 - 6.3.1 Retain the funds in the general reserve
 - 6.3.2 Operate another round of applications for those towns with unspent allocations
 - 6.3.3 Allocate any remaining funds to the Big Society Fund
 - 6.3.4 Allocate the funds to subsidise seasonal free-parking schemes within the towns

7. Conclusion

- 7.1. The Market Towns Initiative represents a good opportunity for the Council to support its inland market towns during a period of change, and encourage greater use of highstreets and towns across the district. The administration of the fund has seen some excellent projects come forward, and it is expected that by the end of the third round, only limited residual funds will remain, if any.

8. Implications and Risks

Reputational risk to the Council would result were the funds not to be awarded fairly or correctly, or were successful applicants not to spend them in accordance with the agreed terms. The operation of the scheme has followed the guidelines and procedures agreed in the prospectus and careful consideration has been given to the terms and conditions of any grant offer. Grants will be carefully monitored and feedback will be reported to Overview & Scrutiny Committee and Cabinet.

9. Financial Implications and Risks

The funding for the project has already been allocated within the budget for 2018/19. Financial information has been sought from applicants in order to ensure that the financial risk to the Council is as limited as possible, and so that funds can be returned if not used within the guidelines of the Market Towns Initiative.

10. Sustainability

There are no sustainability implications associated with the award of grants in this second round of the scheme.

11. Equality and Diversity

The Equality and Diversity policies of applicants relevant governing bodies has been sought where applicable in order to ensure compliance with NNDC policy.

12. Section 17 Crime and Disorder considerations

No impacts upon matters relating to crime and disorder are believed to arise from the applications for which funding is recommended.

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CORPORATE PLAN 2019 - 2023

Summary: Since the District Council elections in May of this year the Cabinet has worked to develop a new Corporate Plan which sets out the intent and ambition of the authority for the period 2019 – 2023. The final draft document is now presented for formal approval by Cabinet and thereafter presentation to Full Council for adoption.

Options considered: The Council is required to publish a Corporate Plan. The development of this Plan has involved extensive discussion and engagement with a wide range of stakeholders.

Conclusions: That the draft Corporate Plan, as attached as an Appendix to this report, is recommended for approval by Cabinet and presentation to and adoption by Full Council.

Recommendations: **That Cabinet resolves to:**

- 1. Agree the content of the draft Corporate Plan 2019 – 2023 as a statement of the Council’s intent and ambition for the term of this Council administration.**
- 2. Authorises the Corporate Director and Head of Paid Service, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Corporate Plan document and thereafter the format / design of the document for publication, following adoption by Full Council.**
- 3. That Cabinet publishes its draft Delivery Plan by February 2020.**

That Cabinet recommends to Full Council:

- 4. That Full Council adopts the Corporate Plan 2019 – 2023**

Reasons for

Recommendations: The Corporate Plan details the Council’s ambitions and intent for the next four years. It will provide the framework and context for the Council’s service provision, project interventions and resource allocation (financial and staffing) for the period through to 2023. The Plan will be subject to annual review to ensure that it continues to reflect the Council’s priorities and objectives throughout the next four years in response to emerging trends, policy developments and legislation.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)
Cllr Sarah Bütikofer

Ward(s) affected: All

Contact Officer, telephone number and email:

Steve Blatch - 01263 516232

steve.blatch@north-norfolk.gov.uk

1.0 Background

- 1.1 The Corporate Plan is a key document which details the Council's ambitions and intent for the four-year term of this Council administration. It is a high-level document which details the Council's priorities and will then inform service provision, project interventions and the allocation of staff and financial resources to deliver against those priority issues and themes over the lifetime of this Council.

2.0 Identification and development of the priority themes

- 2.1 During the period September 2018 and March 2019 the Corporate Directors and Heads of Paid Service spoke with key stakeholder partner organisations – the County Council, Environment Agency, Broads Authority, police, health and housing partners and the New Anglia Local Enterprise Partnership to understand their priorities and programmes for the North Norfolk area over the next five years, so that these agendas could be shared, and hopefully aligned, with the priorities of the incoming Council following the District Council elections in May of this year. This provided a foundation for future work.
- 2.2 Following the elections, in which the Liberal Democrat Group secured a clear majority and formed the Council executive, the Cabinet has sought to incorporate within the emerging Corporate Plan framework the priorities of the administration as outlined to local people through the party's election manifesto. Post-election other consultation and engagement has taken place such as the Environmental Forum and subsequent consultation at Greenbuild.
- 2.3 This process has seen the Corporate Plan propose six key themes, as detailed below:-
- Local Homes for Local Need
 - Boosting Business Sustainability and Growth
 - Climate, Coast and the Environment
 - Quality of Life
 - Customer Focus
 - Financial Sustainability
- 2.4 In order to ensure wide understanding of and support for the priority themes, over the summer members of the Cabinet and some staff have been involved in exploration of the theme issues through a Policy Sprint process and related workshops. This has challenged the current context and policy position of each of the themes and proposed potential actions and interventions which the authority might seek to adopt in delivering the Corporate Plan objectives moving forward.
- 2.5 Subsequently, the Overview and Scrutiny Committee held a Rapid Review of the emerging Corporate Plan on 9th October and the questions asked through that process have been incorporated and reflected within the final draft of the Corporate Plan now presented to Cabinet for approval.
- 2.6 Following approval and adoption of the Corporate Plan, work will continue on the development of a detailed Delivery Plan which will outline those projects and interventions the authority proposes taking forward to address the challenges faced by the District under each of the priority themes. This work is progressing and is proposed for presentation to Cabinet in January 2020. The development of the Delivery Plan will also inform development and revision of the Council's Medium-Term Financial Strategy and the 2020/21 budget and the regular service plans and staff appraisal objectives, so

that the focus of the Council's activity and resources in the future are clearly aligned to the Corporate Plan priorities.

3.0 Dissemination of the Plan

- 3.1 Following approval of the Corporate Plan text, the Leader of the Council and Corporate Directors and Heads of Paid Service will agree on the detailed design and use of images for use in the document and then have a small number of hard copy (printed) printed versions of the Plan prepared for distribution to town and parish councils, public buildings and a pdf format version for downloading from the Council's website.

4.0 Financial Implications and Risks

- 4.1 None directly as a result of this report beyond the design and printing of small volumes of hard (printed) copies of the Corporate Plan.
- 4.2 The Council's Medium Term Financial Strategy and preparation of future budgets will however be developed in the context of the Corporate Plan's priority themes and objectives.

5.0 Sustainability

- 5.1 This report does not in itself raise any issues in respect of sustainability. One of the six themes of the Corporate Plan is Climate, Coast and the Environment and will outline the Council's objectives and ambitions for the District in this regard.

6.0 Equality and Diversity

- 6.1 This report does not in itself raise any issues in respect of equality and diversity. It does however identify key themes of housing, the economy, quality of life and customer service all of which seek to address equality and diversity issues across the District.

7.0 Section 17 Crime and Disorder considerations

- 7.1 This report does not raise any issues relating to Crime and Disorder.

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NORTH NORFOLK
DISTRICT COUNCIL

CORPORATE PLAN 2019 – 2023

FRONT PAGE

Format and Image(s) to be agreed

Introduction from Councillor Sarah Butikofer, Leader of the District Council

North Norfolk is a fantastic place to live, work and visit – covering over 360 sq miles of coastal and rural environment, with a population of over 100,000 people living in 120 distinct communities, our District is one of England’s top holiday destinations and a place where people positively choose to live, with large numbers of people retiring to the area.

However, despite these positive attributes we also have some big challenges: – responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population.

Our Corporate Plan sets out our vision for the Council and its work over the next four years. It reflects the essential needs and aspirations of our customers and communities and how we feel the Council can best use its resources to deliver services and outcomes that make a positive difference for everyone who lives in, works in or visits North Norfolk.

We have therefore identified six key themes where we would propose developing actions and allocating resources to respond to the challenges our district faces in the years to come:-

Local Homes for Local Need

Boosting Business Sustainability and Growth

Customer Focus

Climate, Coast and the Environment

Financial Sustainability and Growth

Quality of Life

**Graphic of key themes in a wheel with the
Council and community at the centre**

draft

Local Homes for Local Need

North Norfolk has a diverse range of homes from character properties in town and rural settings, 1970s/80s estate development of bungalows and family homes through to more modern developments of housing for the Over 55s and bespoke homes of contemporary design.

With a local housing market driven by strong demand for second and holiday homes and people wishing to retire to the area, however many local people on average wages struggle to access the housing market through being able to afford a home of their own. Further, the availability of private rented accommodation is lower than in many other areas of the country due to the higher returns investors can make renting accommodation for holiday lets.

This means that North Norfolk has many households who wish to access social housing, shared ownership properties and homes in the private rented sector; together with rising numbers of households in temporary accommodation. Our ageing population also means that we have a high level of need for Housing with Care / Extra Care to allow people to live independently but in an environment where they can access care support in line with their personal needs.

Delivering Local Homes for Local Need will therefore be a priority for the Council over the next four years. In ensuring the homes we need are delivered we will maintain a high quality in terms of design. In addition, by ensuring new homes are built with a strong emphasis on environmental sustainability, we will make them more affordable to live in.

We will deliver on this objective by:-

Developing and adopting a new Local Plan

Developing and implementing a new Housing Strategy

Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan

Developing a housing delivery / development company

Delivering new affordable homes both directly as a Council and through partnership working with Registered Providers

Working with partners to deliver 500 units of Housing with Care / Extra Care

Contextual data:-

Ratio of mean house prices to median gross annual earnings (affordability gap) – 9.8 in North Norfolk (highest of any local authority in Norfolk) against an England value of 8 in 2018.

Dwelling completions as a proportion of existing households – Rate per 1000 2018/19 – North Norfolk 5.5 (4th out of seven Norfolk authorities) against an England average of 7.2

Nos and cost to the Council of placing people in temporary accommodation

Sources of evidence / measuring impact:-

Trends of average house prices / affordability index

No of new homes built – Planning data / CT1 form

No of new homes built by the Council - annually

No of Empty Homes – annually against trend

No of people on Housing Register

draft

Boosting Business Sustainability and Growth

The North Norfolk economy has traditionally been based upon employment in the agricultural, manufacturing, tourism, care and local service provision sectors – largely in Small and Medium-sized Enterprises. Whilst the District has high levels of employment amongst people of working age, local wages and incomes fall behind England and East of England averages.

In recent years businesses in the tourism sector, particularly, have invested in the quality of the accommodation and visitor offer. This has reduced the level of seasonality of employment through the development of short-breaks and niche products based on the District's high quality natural environment and independent accommodation and retail offer.

However, there are challenges in the wider economy through the limited availability of serviced sites and premises and access to fast broadband and mobile coverage and in some areas utility provision, all of which hold back investment in other sectors. This includes home-working and new business start-ups in emerging sectors of the economy, such as the digital and creative sectors, which are seen as opportunities for the District given the quality of our environment, diverse housing stock, lack of congestion and high quality of life.

In common with many other areas, the District's towns also face challenges in adapting to the changing trends of the retail and financial services sectors and the impact this is having on local "high" streets.

The Council is ambitious in wanting to support a strong local economy and new job-creating investment which strengthens and broadens the business base and employment opportunities in the District. The District has strengths in the Agri-Food / Agri-Tech and Clean Energy sectors and wants to promote the future success of businesses operating in these sectors in alignment with the priorities identified by the New Anglia Local Enterprise Partnership and emerging Norfolk and Suffolk Local Industrial Strategy. The Council remains concerned that many of the impacts of offshore wind energy developments will be felt by the District, with few, if any, direct benefits being seen by the local community. The Council would therefore hope that regional partners will recognise the specific issues faced by our economy particularly with respect to the challenges of providing serviced sites, broadband and mobile coverage.

The Council is committed to working alongside partners in the education and business sectors in promoting inclusive growth which seeks to match the skills of the local workforce with the needs of local businesses.

We will deliver on this objective by:-

Developing and adopting a new Local Plan

Developing and implementing of new Economic Growth Strategy

Taking a proactive approach to unlocking development sites and enabling local businesses to grow across the District

Better understanding the needs of local businesses

Providing support and advice for new business start-ups and growing businesses

Encouraging links between local education providers, apprentices and businesses

Facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure

Contextual data:-

Proportion of employees in District earning below Living Wage Foundation Rates 2018 – North Norfolk 30.70% (joint second highest in Norfolk against an England average of 22.90%)

Employment Rate of 16-64 year olds 2018/19 - North Norfolk 78% (third highest in Norfolk) against England average of 76%

No.of enterprises with turnover in excess of £1million – 8.38% against an England average of 9.25%

No of new businesses surviving more than three years – North Norfolk 67.14%, as against an England average of 61.37%

Sources of evidence / measuring impact:-

Number of businesses advised

Levels of business investment made in the district

Vitality of our town centres (measured by number of empty retail / commercial units)

Numbers of people unemployed and monitoring of “hard-to-fill” vacancies

Trends of average wages / incomes

Customer Focus

The North Norfolk district covers an area of 360 sq miles and has a population of over 100,000 people living in 121 distinct communities and settlements. Whilst our offices are centrally located in Cromer, public transport across the District is limited and many of our residents and customers find accessing the Council offices difficult. Our customers are also not a single group of people with common interests – we provide a diverse range of services, both directly and through contractors and partner organisations, and our customers and service users are not only local residents, but also tourist visitors and local businesses.

We will make the Council's services as easy to access as possible and will use a variety of channels to facilitate this – through self-service via the Council's website, and also for customers making personal visits to the Council's offices, or communicating with us by letter, telephone and online. Where we provide services in the community – eg. tourism infrastructure, public car parks and conveniences, leisure centres, refuse and recycling collections, we want our services to be recognised as being of good quality, inclusive and responsive to customer needs.

We want our customers to be at the heart of everything we do and will strive to improve access to our services further through stronger community engagement, developing more formal mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs council decision-making.

We will deliver on this objective by:-

Developing a new Customer Charter with published service standards

Undertaking an annual residents survey and responding to results

Developing an Engagement Strategy to set out how we will consult with our customers and our local communities through strengthening our relationships with Town and Parish Councils

Establishing a mechanism for stronger engagement with young people

Undertaking more benchmarking of the Council's services to learn from best practice elsewhere

Contextual data:-

No. of people casting votes in the 2017 Local Elections – 40.78% of electors in North Norfolk (highest local authority figure in Norfolk) against an England average of 35%.

Sources of evidence / measuring impact:-

Levels of customer satisfaction measured through formal surveys or feedback mechanisms

Number of complaints and compliments, including referrals to the LG&SCO

Nos of people participating in community engagement / consultation processes

Developing the Council's engagement mechanisms with town and parish councils

draft

Climate, Coast and the Environment

North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The northern reaches of the Norfolk Broads network lie within the District and approximately 20% of the District forms part of the Norfolk Coast Area of Outstanding Natural Beauty. The district also has 80 Conservation Areas which recognise the strong character of the local built environment, as well as six Blue Flag beaches and three Green Flag parks and open spaces.

However, the District is at the frontline of climate change with its 45 miles of coastline under threat from storm surge inundation, cliff slippage and erosion, and loss of beaches: all associated with rising sea levels and more frequent extreme weather events, and all requiring us to the changes these bring.

In the medium-term there is concern over the future quality of the Broads landscape and environment through rising sea levels and falling ground-water levels, the latter of which also has an impact on the District's economy as agricultural water abstraction licences are under review in the east of the District potentially requiring significant changes in agricultural practice.

For these reasons the Council declared a Climate Emergency in April 2019 and has since committed resources to establish an Environmental Forum with the objective of informing the development and implementation of an Environmental Charter. In turn this will lay out how we will lead community adaptation and reduce the Council's impact on the environment.

The Council is seeking to respond to these challenges positively, leading by example, such as its leadership in the development and delivery of the UK first Bacton and Walcott Coastal Management "Sandscaping" scheme and through installing photovoltaic panels on the roof of the Council's main office building delivering ongoing financial savings and reducing the authority's carbon footprint.

We will deliver on this objective by:-

Developing and implementing an Environmental Charter and Action Plan

Developing and implementing a new Local Plan

Undertaking an audit to establish the Council's baseline carbon footprint and then deliver a carbon neutral position by 2030.

Continuing to take a lead role nationally in coastal management initiatives recognising our position as a "frontline" authority in meeting the challenge of rising sea levels

Planting 110,000 trees – one for each resident – to help offset our carbon emissions

Introducing Electric Vehicle Charging facilities in the Council's principal car parks, at its offices and leisure centres

Delivering a new waste and recycling contract and providing leadership and education on waste minimisation and recycling

Contextual data:-

Tonnes of carbon dioxide emitted per capita 2017 – North Norfolk 5.7 tonnes per person (Third highest local authority area in Norfolk) as against 5.9 tonnes per person England average

Local authority waste sent for recycling, composting, re-use – North Norfolk 42% (Fourth highest local authority in Norfolk out of seven) against an England average of 43%.

Sources of evidence / measuring impact:-

Carbon reduction audit and measurement

No of trees planted per annum

Financial Sustainability and Growth

North Norfolk District Council is a debt-free authority and has a balanced budget. Over the past four years the Council has delivered over £2 million in financial savings and efficiencies at a time of reducing Government grants and increasing demand for services.

Looking forward the Council will need to be even more innovative in its approaches to maintaining and increasing service provision, building upon its record of robust financial management through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible.

We will therefore continue to invest in our property assets to ensure they are providing the best return to us and will also need to take a more commercial approach to everything we do. This will mean us looking at different investment opportunities and being prepared to take innovative and creative approaches to how we invest in the future – recognising that through our investments we might be able to realise wider benefits for our District as detailed elsewhere in this Plan – in terms of housing, job and environmental outcomes, as well as delivering a financial return. In essence we will need to work smarter in maintaining the Council's sound finances whilst delivering better for our residents and communities.

We will deliver on this objective by:-

Continuously reviewing our service delivery arrangements, fees and charges to ensure that we deliver value for money

Taking, where appropriate, a more commercial approach to the delivery of discretionary services

Forming a housing delivery / development company to take our property ambitions forward

Investing in environmental and economic initiatives which deliver positive outcomes and a financial return for the authority

Working with other local authorities to explore loopholes which exist around Second Home Council Tax / Business Rate payments

Contextual data:-

Band D Council Tax 19/20 - £148.77, lowest quartile for English District authorities

Sources of evidence / measuring impact:-

Delivery of balanced budget annually moving forward

draft

Quality of Life

North Norfolk is a wonderful place to live and work, with strong and vibrant communities and most of our residents enjoying a good quality of life. Many people living in the District have chosen to live here – moving to the area for retirement, based on their previous enjoyment of the District as tourist visitors.

However, our rural and coastal location with many small village communities, does present some challenges in terms of our residents being able to access services, particularly for the young, old and people with poor health or a disability, who might not have access to personal transport and find it difficult to access a wide variety of public services. Public transport in large parts of the District is limited and expensive and can influence the post-16 education choices of young people, as well as their ability to access jobs and socialise.

Further, our ageing population – the District has the highest average age of any local authority area in England (48 years 11 months); means that increasing numbers of people experience social isolation as they age and the District Council and its partners are committed to improving the wellbeing of older people through social prescribing and promoting the development of Housing with Care / Extra Care provision where people can live independently for longer with opportunities for social interaction.

The Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life – including provision of sports and leisure centres, provision of tourist infrastructure, public conveniences, Blue Flag beaches, Green Flag open spaces and country parks and support for cultural events in locations across the District; and, within the financial constraints the Council operates within it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the District's appeal as a place to live and visit.

The Council also works with a wide range of partners through a variety of mechanisms to provide support to and improve the quality of life of vulnerable people and households in the District. This is achieved through working with a large number of public sector organisations – including Norfolk County Council, the NHS, Public Health, the police and other protective services, the Department of Work and Pensions, as well as the voluntary and charitable sectors. The Council will continue to take a lead role in the development and strengthening of these multi-agency partnership arrangements to ensure the continued “local” delivery of these important support services. This will be achieved through the Council engaging with key partners, particularly in the health and social care sectors, to ensure the needs of our communities are understood and in maintaining and developing local service provision through shared office arrangements, integrated referral arrangements and innovative delivery using new technologies and practice where appropriate.

We will deliver on this objective by:-

Undertaking a Quality of Life Survey to inform the development and implementation of a Quality of Life Strategy so as to improve the health and mental wellbeing of communities and individuals across North Norfolk.

Developing and implementing a Health and Wellbeing Strategy

Developing and implementing a Sports Strategy for the District

Developing and implementing an Accessibility Guide for the District

Delivery of new leisure centre at Sheringham

Continued investment in Cromer Pier as an iconic heritage and cultural attraction

Public convenience investment programme to include a Changing Places facility in each of our seven principal settlements

Delivery of the North Walsham Heritage Action Zone programme

Continued commitment to maintain Blue Flag and Green Flag status for the Council's beaches and open spaces

Delivery of the Mammoth Marathon

Maximising the level of external funding through working with partners to support community projects within the District

Contextual data:-

Annual North Norfolk Health Profile

Index of Multiple Deprivation score – (High is Bad) – North Norfolk 21.34 as against an England value of 22.0

Healthy life expectancy - 67.0 years for females in North Norfolk against an England average of 64.77 years; whilst males is 64.6 for North Norfolk as against 63.49 England average.

Minutes on average to reach 8 key services (employment, primary school, secondary school, further education, GP, hospital, food store and town centre) by walking or public transport – North Norfolk figure 29 minutes as against 17.70 minutes for England as a whole

In North Norfolk 71.8% of adults are physically active, against an England average of 66.26%

Sources of evidence / measuring impact:-

Number of users of our leisure centres

Number of visits to Cromer Museum

Number of visits to Sheringham Little Theatre

Number of Blue Flag beaches and Green Flag open spaces

Level of investment made in upgrading our public conveniences

Number of Changing Places facilities provided

**Concluding statement or back page with image
– to be agreed**

draft

SHANNOCKS HOTEL SITE, SHERINGHAM – COMPULSORY PURCHASE

Summary: This report seeks to update Cabinet on progress so far and proposed future actions, in respect of the old Shannoeks Hotel building in Sheringham (“the Shannoeks”).

- Options considered:**
1. Leave the owner to continue with its own development plans at its own pace, with the risk that without pressure from the Council, these will not in fact be progressed at all. This would result in the Shannoeks being left empty and in the same condition.
 2. Resurrect voluntary negotiations with the owner for the purchase of the Shannoeks. If these are unsuccessful, progress to make a Compulsory Purchase Order (“CPO”).
 3. Resurrect voluntary negotiations with the owner for the purchase of the Shannoeks whilst simultaneously making a CPO.

Conclusions: Notwithstanding consistent pressure on the owner by the Council for a number of years, the Shannoeks remains undeveloped. The owner will say that it is making best efforts to start its development, however, progress has been at a slow pace and the owner has repeatedly extended the promised project start dates.

The Council is very close to a position where it can now make a CPO and progress this formal process. It has, up to now, refrained from taking this action to enable the owner to develop the Shannoeks itself. Following numerous extensions, the most recent projected start date given to the Council for demolition was October 2019, however it appears evident that this start date will not be met.

Officer advice is that the Council is very concerned that the owner will not develop the Shannoeks, and is mindful of the continual delays being incurred by not triggering the formal process through making a CPO. In this regard, projected timescales for the CPO process to be concluded could be as long as 18 months.

The Council considers that a line needs to be drawn somewhere of when the Council will no longer delay its own actions to accommodate the continued extensions of promised development by the owner.

- Recommendations:**
- 1. That the Council makes a Compulsory Purchase Order in respect of the Shannocks.**
 - 2. The Head of Finance and Asset Management is delegated to simultaneously resurrect purchase negotiations with the owner.**

Reasons for

Recommendations: To achieve the redevelopment of the Shannocks which has stood empty for many years, attracting significant negative comment from the public, thereby bringing about a regeneration of this area of Sheringham, for the economic and social well-being of the area.

Cabinet Member(s)	Ward(s) affected
N Lloyd, E Seward, A Brown	Sheringham

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1. Introduction

The Shannocks has been empty for several years and is in poor condition.

For many years the Council has pursued action, via the Enforcement Board, against the owner to improve the Shannocks for the benefit of the local area, however action taken to date has not been successful in bringing about a redevelopment of the Shannocks.

It was for this reason that in October 2015 Cabinet approved action to seek a voluntary purchase of the Shannocks from the owner, failing which it resolved to pursue compulsory purchase. The owner's response was to insist that it would be developing the Shannocks itself. As compulsory purchase is intended to be a matter of last resort, the Council gave the owner time to progress its own development.

Development is yet to start on site, and the Council is now very close to a position where it can make a CPO. Due to the length of time since Cabinet first resolved to pursue a compulsory purchase, this matter is now brought back before Cabinet for confirmation that this action is still sought and to consider the options available to the Council in terms of redevelopment if the Shannocks is acquired.

2. Background

The Shannocks has been a building on the Council's Enforcement Board

matrix since December 2012. During that time a number of methods were explored with a view to engaging the owner and encouraging it to improve the Shannocks, however these actions were not successful.

The Shannocks has been in its current ownership since 2010, and has been empty and deteriorating during that time. The Council receives regular complaints from members of the public about the Shannocks, and it has been the topic of negative comment in the media and on social media on regular occasions.

In October 2015, Cabinet approved action to purchase the building voluntarily from the owners and instructed the Corporate Director to proceed with a CPO if the building could not be acquired voluntarily. In November 2016 Council approved an increased budget to enter further voluntary sale negotiations with the owner and proceed with making a CPO should these negotiations fail.

Further voluntary offers were made to owner, however the negotiations failed due to the significant difference in the valuations of the Council and the owner. Given that the owner continued to profess its committed intention to redevelop the Shannocks itself rather than sell, the Council and owner agreed that should the option of a voluntary sale become live once again, the parties would arrange for their respective experts to meet with a view to narrowing the areas of dispute and hopefully agree a valuation.

The owner has had planning permission in place since October 2017. The owner will vehemently claim it has been progressing as quickly as it can with its own development, that delays have not been of its own making and continues to maintain that it intends to develop the Shannocks.

Throughout this process, the Council has taken the consistent position that compulsory purchase would only become necessary where the owner failed to redevelop the Shannocks itself. It has received many assurances from the owner that it is their intention to redevelop the site, and whilst progress has been slow, the Council has afforded them the time and space to implement their own proposals. The Council's strategy has been to undertake preparatory work to be in a position where it can make a CPO without any undue delay whilst awaiting the owner's commencement of development. The purpose of this was to maintain the pressure on the owner, and to ensure that a CPO can be made swiftly once a decision to proceed with a CPO is made. To this end, the Council's planning permission for its proposed scheme for the Shannocks was approved on 6 February 2018, which was inclusive of the adjacent Chequers car park.

The statutory power on which the Council intends any CPO to be based is set out at section 226(1)(a) of the Town and Country Planning Act 1990, which states as follows:

(1) A local authority to whom this section applies shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area:

(a) if the authority think that the acquisition will facilitate the carrying out of development, re-development or improvement on or in relation to the land;

The section goes on to say:

(1A) But a local authority must not exercise the power under paragraph (a) of subsection (1) unless they think that the development, re-development or improvement is likely to contribute to the achievement of any one or more of the following objects–

(a) the promotion or improvement of the economic well-being of their area;

(b) the promotion or improvement of the social well-being of their area;

(c) the promotion or improvement of the environmental well-being of their area.

Compulsory purchase is a draconian measure which involves the State's direct interference with human rights for a private life and protection of property (which still apply notwithstanding the Shannoeks being owned by a company – which is deemed a legal person). Accordingly, an inherent requirement of a compulsory purchase is that there must be a compelling case in the public interest to make a CPO. Flowing from this is that a compulsory purchase (in most circumstances, including these) should be a matter of last resort, i.e. there is no other way of achieving the Council's goal without a compulsory purchase.

The Council's goal is to achieve the redevelopment of the Shannoeks. The Council has refrained from making the CPO to date, in order to allow the owner to progress with its own stated plans to develop the property.

Officer advice is that in the face of the owner's failure to press on with demolition since planning permission was initially granted to it in October 2017, the conclusion to be drawn is that there is a significantly diminishing prospect of the owner developing the Shannoeks itself.

The process of a CPO being made, then confirmed by the Secretary of State and implemented is a lengthy one, potentially up to around 18 months if the CPO is objected to. It is possible to withdraw a CPO during this time, subject to any approval required from the appointed Inspector. Costs will be incurred at the Council's expense throughout the CPO process, estimates of which are set out at Appendix 2.

3. Progress to date

Planning permission was granted to the owner on 25 October 2017 and the most recent delivery program dated 29 June 2018 provided by the owner showed an anticipated start on site of January 2019 with a contract period of one year until January 2020. However, no on the ground development to implement the planning permission is yet to commence.

A planning application was received from the owners in August 2018 for the variation of Conditions 2 and 3 of their planning permission dated 25 October 2017 to allow a change of use of one of the units from restaurant/shop to restaurant/hot food and takeaway and to allow the demolition of the existing building prior to submission of details of construction contract. Consent was granted on 18 October 2018. Planning permission was granted in part to allow

necessary survey work to take place which required the use of deep bore holes. Condition 3 was imposed setting out a further timetable for the start of development and states:

'Within a period of not more than 34 weeks from the start of demolition of the existing building a final signed contract for the site's redevelopment, which indicates a start date for the commencement of the development on site, together with the anticipated programme for sites redevelopment shall be submitted to and agreed in writing with the Local Planning Authority.'

Another application was received from the owners in April 2019 to vary the first floor layout, to remove the restaurant and substitute with residential accommodation over the whole first floor. The owner confirmed through its agent that on the basis of this planning permission being granted, it intended to demolish the Shannocks and undertake effective ground investigations after the tourist season in October 2019 and tender for its altered scheme shortly thereafter. This planning application was invalidated and the owner's architects have not responded to requests for further information from the local planning authority sent in May 2019, until very recently when the local planning authority has been contacted by the architects to confirm another application is to be submitted. It therefore appears highly unlikely that demolition will be happening in October 2019. At the time of drafting, no such application has been submitted to the local planning authority.

The owner has historically vehemently claimed to be committed to redeveloping the Shannocks. It has stated in correspondence that it has invested considerable sums to progress its redevelopment proposals. The company claims to currently have a team of property professionals working on its proposed redevelopment, on contracts lasting until the appointment of a main contractor or completion of the company's redevelopment, to include architects, quantity surveyors, a project manager, structural and civil engineers, a CDM principal designer and building regulations consultants.

The Council has commissioned an updated consultancy report and development appraisals, to report on value and development costs. These are attached as Appendix 1.

4. Future steps

The Council's planning permission was approved on 6 February 2018, therefore development must start by 6 February 2021 if the Council wishes to avoid making a further planning application. Having regard to an 18 month CPO process, this sharply focuses the position on whether formal action should now be commenced.

Officer advice is that there are serious concerns the owner will not develop the Shannocks, and that the continued delays increase the risk that the Council will miss the opportunity to trigger its planning permission, which will expire in February 2021, should the Council ultimately acquire the Shannocks. A decision therefore needs to be taken as to whether the Council should continue to afford the owner further time in which to commence its development, or whether the Council should now trigger formal action by making a CPO.

If it is resolved that the owner should be permitted further time to commence its development, then no further action is required to be taken at this time.

If, however, the Council wishes to now make a CPO with a view to increasing the pressure on the owner and to avoid any further delay, then there two ways forward:

1. Resurrect voluntary negotiations for the purchase of the Shannoeks and conclude these before making a CPO; or
2. Resurrect voluntary negotiations for the purchase of the Shannoeks but concurrently make the CPO.

The Officer's recommendation is that in view of the very differing views on market value between the owner and the Council, no further time should be expended in delaying the progress of the CPO by carrying out sale negotiations beforehand when they can be done concurrently.

An integral part of the Council's case to the Secretary of State for confirmation of the CPO will be to show what the Council intends to do with the Shannoeks once it is acquired, and that these plans are realistic in terms of financial viability and implementation. The options available to the Council are as follows:

1. Redevelop the Shannoeks itself and retain the property as part of the Council's asset portfolio;
2. Redevelop the Shannoeks itself, either with or without a development partner, and then sell on the open market to realise the development value; or
3. Immediately sell the Shannoeks, on a back to back arrangement, to a third party developer with stringent conditions attached regarding deadlines for redevelopment.

The development appraisals at Appendix 1 demonstrate that a profit can be made through development of the Shannoeks in its current footprint or through development with the adjacent Chequers car park. Accordingly, officer's recommendation is that there is sufficient evidence available to support that options 1 and 2 above are presently financially viable. Further work would still need to be conducted to test the market around option 3.

Due to the length of time the CPO process can take, it is recommended that the Council reserves its position on which route to take in terms of the options set out above, until the time for legal acquisition is closer. Market conditions and the cost of construction are likely to be volatile in the coming months, and therefore delaying a decision in this regard will enable the Council to make a decision in future based on more accurate advice and information. Once a decision is taken on the option to be chosen, the Council will need to approve a capital budget sufficient to cover the costs of that option.

Since this matter was first put before Cabinet in October 2015, the Council has proceeded on the basis that the adjacent Council owned car park, Chequers, would be included in any development the Council implemented

following a purchase of the Shannoeks. The Council's planning permission for redevelopment of the Shannoeks pertains to such a scheme. This was deemed to represent the best commercial investment for the Council at the time, and it was considered to represent the best regeneration outcome for Sheringham, which thereby increased the prospect of the CPO being successfully confirmed by the Secretary of State with reference to the statutory power at section 226(1)(a) of the Town and Country Planning Act.

The most recent up-to-date financial information in relation to the Chequers car park indicates that revenue generated by parking charges is increasing, and there continues to be concerns surrounding the loss of parking spaces in Sheringham if Chequers car park were to be included in a development. The compulsory purchase process is likely to be a lengthy one during which a number of variables can change, such as the income generated by the Chequers car park, the cost of construction, etc. The Officer recommendation is therefore that the Council should reserve its position on whether a Council led development should include the adjacent car park or not. This does preclude a compulsory purchase from progressing in the meantime, as the Council is satisfied that the statutory power is still comfortably met by proceeding with a redevelopment of the Shannoeks only. In this instance, the Council could still commission its own plans for development of the Shannoeks – it would not be necessary to use the owner's exact scheme.

Making the CPO would amplify the pressure on the owner to develop itself. It certainly does not prevent the owner from carrying on with its development in the interim whilst the CPO remains unconfirmed by the Secretary of State, and if the Council became satisfied that a CPO was no longer necessary, it could withdraw the same. Indeed, even when a CPO is confirmed by the Secretary of State, the Council still has three years to actually implement the CPO, and therefore could still afford the owner further time to complete its development without taking possession.

The following is an indicative timeline of the various steps through a compulsory purchase process:

1	Draft all forms following input from Property Services on the inclusion of any other land and/or rights	5 weeks
2	Make and seal the CPO	
3	Serve all requisite forms on interested parties and advertise the making of the CPO	2 weeks
4	Period for interested parties to make objections to the Secretary of State	6 weeks
5	Where valid objections are made, the Secretary of State will list the matter for a public inquiry or written representations. If successful, the Secretary of State will confirm the CPO.	26-39 weeks
6	If there are no valid objections, the Council will likely be authorised by the Secretary of State to confirm the CPO itself.	6 weeks
7	Serve the legal notices in relation to taking possession of the Property, which contain	16 weeks

	periods of notice that must expire before possession can be gained.	
8	Take possession and arrange for the legal title to be changed with Land Registry and pay any Stamp Duty Land Tax due	8 weeks
	Total:	43 – 76 weeks

Compensation can be negotiated concurrently throughout the above process, and if it cannot be agreed, then it can be referred to the Lands Tribunal for determination shortly after the CPO is confirmed.

If an offer to purchase is accepted by the owner, then this brings an end to the compulsory purchase process, and a sale takes place in the usual way.

5 Financial Implications and Risks

Compulsory purchase rules mean that the Council is responsible for certain heads of costs. An estimated costs breakdown is produced at Appendix 2, which includes provision for a fully objected compulsory purchase process and contested Lands Tribunal proceedings for compensation assessment. If the CPO is not confirmed by the Secretary of State, then any CPO costs expended will not be recoverable and may expose the Council to meeting further legal costs of the owner.

Market value for the Shannoeks will need to be paid to the owner if the CPO is confirmed. If the adjacent Chequers car park is included in the Council's scheme for development of the Shannoeks, then a portion of the marriage value between the two sites, i.e. the added value attributable to the two sites being joined together, will need to be included in any compensation paid. The addition of marriage value could be avoided by not including the car park within the Council's ultimate scheme for development.

The valuation date for the purposes of compensation following compulsory purchase is the date that the acquiring authority takes possession of the land, i.e. a date in the future. The valuations produced are therefore subject to change. Officer advice is that there is a high risk of potential change given the current climate of uncertainty around the national political and economic situation, which is likely to impact on demand, property values and construction costs. Including a healthy contingency into the Council's development appraisals will help to mitigate some of this risk.

It is not necessary that the Council returns an immediate or short term profit on any compulsory purchase in order for the same to progress. Accordingly, notwithstanding market volatility, a compulsory purchase of the Shannoeks can still progress so long as the Council has committed itself to the expenditure for valid reasons, for example to achieve regeneration of this area of Sheringham. Keeping the Council's options open at this stage, in order to make a decision at a later stage on how to achieve development of the Shannoeks from a specified range of options, introduces flexibility for the Council to adapt to market conditions prevailing closer to the time of acquisition.

If an agreement on compensation cannot be reached with the owner then the

matter is referred to the Lands Tribunal for determination. This introduces a litigation costs risk, as the Council will be required to pay the amount determined by the Lands Tribunal plus the costs of the owner, where these have not been mitigated by making offers to settle.

CPO compensation rules require the Council to cover specific heads of loss such as disturbance payments and certain reasonable costs of the owner. The Council does not currently have any specific information on what these may amount to, but given the Shannoeks is empty, it is anticipated that disturbance payments will be nil. If it transpires that there are recoverable costs under these statutory heads of loss, then the statutory provisions would be stringently applied to keep costs to only those allowed in law.

6 Implications and Risks

The Shannoeks has been empty and in poor condition for many years, with significant public interest in regenerating the site for the benefit of this area of Sheringham. There is a reputational risk to the Council if it is not seen to act to remedy the situation.

In order to mitigate risk around property price fluctuations, contingency allowance can be factored in.

There is a risk that the CPO will not be confirmed by the Secretary of State. Officer advice is that on the present facts, this risk is low, but the risk is subject to change based on future events and the natural progression of the CPO process. Effective project management must therefore be maintained to ensure that a constant review is kept on prospects of success and the application of public funds.

There are still a number of decisions to be made regarding this project, namely whether to include Chequers car park in any proposed development or not, and also whether the Council should undertake development of the Shannoeks itself or not. Momentum must be maintained on progressing these matters forwards to enable a decision to be taken at the opportune time.

7 Sustainability

There are no sustainability implications arising from this report

8 Equality and Diversity

There are no equality and diversity implications arising from this report

9 Section 17 Crime and Disorder considerations

There are limited sustainability implications arising from this report in as much as dilapidated buildings are often associated with crime and disorder.

10 Conclusion

Notwithstanding consistent pressure on the owner by the Council for a number of years, the Shannoeks remains undeveloped. The owner will say that it is making best efforts to start its development, however, progress has been at a slow pace and the owner has repeatedly extended the promised project start dates.

The Council is very close to a position where it can now make a CPO and progress this formal process. It has, up to now, refrained from taking this action to enable the owner to develop the Shannoeks itself. Following numerous extensions, the most recent projected start date given to the Council for demolition was October 2019, however it appears evident that this start date will not be met.

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The Council considers that a line needs to be drawn somewhere of when the Council will no longer delay its own actions to accommodate the continued extensions of promised development by the owner.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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