

Cabinet



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Friday, 24 January 2020

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, 3 February 2020 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: Mr A Brown, Mrs S Bütikofer, 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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Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 4

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 6th January 2020

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

5 - 10

At the meeting held on 15th January 2020, the Overview & Scrutiny Committee made the following recommendations to Cabinet:

Agenda Item 11 - Executive / Scrutiny Protocol

'To recommend that Cabinet approves the Executive/Scrutiny Protocol and refers it to Council for inclusion in the Constitution'

Agenda Item 10 – 2020/21 Base Budget

The Overview & Scrutiny Committee pre-scrutinised the revenue and capital budgets, the reserves and the range of risks and saving challenges. The Committee agreed that it was not able to conduct a high level holistic review of all the components comprising the budget setting process, principally because the accurate revenue and capital costs for five Corporate Plan themes, the Delivery Plan and the performance framework have yet to be developed. To that extent the Committee was not able to comment on the funding metrics to deliver the Corporate Plan, or the degree of integration of between the vital components. It was also agreed that there was little evidence of effective linkage with the Medium Term Financial Strategy (MTFS) at this stage, as that work has yet to be done. With those limitations and caveats in mind, the Committee makes the following process-based recommendations to

Cabinet.

RESOLVED to recommend to Cabinet

1. That the revenue and capital implications for funding the Corporate Planning (CP) themes be developed to calculate accurate values, in order to populate the revenue and capital budgets to align with the implementation of the delivery plan.
2. That the full extent of internal and external borrowing to fund the CP be identified, and that the impact of this spending on the Council's investment income and future savings demands be reflected in the MTFS.
3. That an in-depth review of the earmarked reserves is undertaken to verify whether these are still required and whether the values are still appropriate, in order to determine whether any reserves may be released for use elsewhere.
4. That work to identify the Council's risk appetite is undertaken to assess the resilience and robustness of the 2020/21 revenue and capital budgets, the reserves, and the medium term funding challenges for 2021/22/23.
5. That the budget monitoring model be amended to integrate financial monitoring with the MTFS, and performance monitoring, to present higher level holistic updates rather than low level line by line variances.

8. 2020/21 BUDGET REPORT

11 - 82

Summary: This report presents for approval the 2020/21 budget along with the latest financial projections for the following three years to 2023/24.

Options considered: The budget for the forthcoming financial year must be set annually. While there are options around the individual budgets presented for approval i.e. what is included in the budget for 2020/21, the overall position now presented for approval is the culmination of work carried out by officers and Members over a number of months, details of which are provided within the report.

Conclusions: The Council's budget is set for approval each year; as with last year it has been presented to the Overview and Scrutiny Committee for pre-scrutiny before going to Cabinet and ultimately Full Council. This report now presents a balanced budget for 2020/21 and also presents the latest financial projections for the following three financial years, 2021/22 to 2023/24. The budget has been produced based on a number of assumptions as detailed within the main body of the report

and also reflects the provisional finance settlement announced on 20 December 2019. The report recommends that the surplus for the year is allocated to the newly created Delivery Plan Reserve. The report also outlines the risks facing the Council in setting the budget and forecasting future spending plans and resources.

Recommendations: **It is recommended that Cabinet agree and where necessary recommend to Full Council:**

- 1) The 2020/21 revenue budget as outlined at appendix A1;
- 2) The surplus of £158,015 is allocated to the Delivery Plan reserve as outlined in the report;
- 3) The demand on the Collection Fund for 2020/21, subject to any amendments as a result of final precepts still to be received be:
 - a. £6,305,671 for District purposes
 - b. £2,466,446 (subject to confirmation of the final precepts) for Parish/Town Precepts;
- 4) The statement of and movement on the reserves as detailed at appendix D;
- 5) The release of £80,100 from the Planning Reserve to fund the North Walsham transport study;
- 6) The updated Capital Programme and financing for 2020/21 to 2022/23 as detailed at appendix E1;
- 7) The capital bids contained within Appendix E2;
- 8) That the Council continues with the current Local Council Tax Support (LCTS) scheme for 2020/21;
- 9) That Members note the current financial projections for the period 2020/21 to 2023/24;

Reasons for Recommendations: To recommend a balanced budget for 2020/21 for approval by Full Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Outturn Report 2019/19, Medium Term Financial Strategy 2020/21 – 2023/24, 2019/20 budget monitoring reports, O&S Draft Budget Review 2020/21.

Cabinet Member(s): Cllr Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, duncan.ellis@north-norfolk.gov.uk

9. CAPITAL STRATEGY 2020-21

83 - 92

- Summary: This report sets out the Council's Capital Strategy for the year 2020-21. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
- Options Considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
- Conclusions: The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
- Recommendations: That Cabinet recommends to Full Council that;

The Capital Strategy and Prudential Indicators for 2020-21 are approved.
- Reasons for Recommendation: Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

Cabinet
Member(s)
Cllr E Seward

Ward(s) affected: All

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

10. NORTH NORFOLK DISTRICT COUNCIL INVESTMENT STRATEGY 2020/21 93 - 100

- Summary: This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.
- Options Considered: Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.

Conclusions: The preparation of this Strategy is necessary to comply with the guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG).

Recommendations: That the Council be asked to RESOLVE that The Investment Strategy is approved.

Reasons for Recommendation: The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

Cabinet Member(s) Ward(s) affected: All
Cllr E Seward

Contact Officer, telephone number and email: Lucy Hume, 01263 516246
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11. NORTH NORFOLK DISTRICT COUNCIL TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21 101 - 116

Summary: This report sets out details of the Council's treasury management activities and presents a strategy for the prudent investment of the Council's surplus funds, as well as external borrowing.

Options Considered: Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.

Conclusions: The preparation of this Strategy Statement is necessary to comply with the Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services.

Recommendations: That the Council be asked to RESOLVE that The Treasury Management Strategy Statement is approved.

Reasons for Recommendation: The Strategy provides the Council with a flexible treasury strategy enabling it to respond to changing market conditions and ensure the security of its funds, as well as secure borrowing at the best value.

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

12. DELIVERY PLAN 2019-2023 117 - 170

Summary: In parallel to the Corporate Plan, senior managers have worked with Cabinet to develop a Delivery Plan, setting out the initially identified key work which will be undertaken to meet the objectives of the authority for up to 2023. The draft document is now attached for Cabinet's approval.

Options considered: The Council needs to publish a Delivery Plan to provide high level, public statement of how we will deliver the Corporate Plan. The development of this Plan has involved extensive discussion and engagement with a range of internal stakeholders.

Conclusions: That the draft Delivery Plan, as attached as an Appendix to this report, is recommended for approval by Cabinet.

Recommendations: That's Cabinet resolves to:

1. Agree the content of the draft Delivery Plan 2019-2023.
2. Authorises the Corporate Directors and Heads of Paid Service, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Delivery Plan document and thereafter the format and design of the document for publication.
3. Request that the Overview & Scrutiny Committee establishes Scrutiny Panels to act as a mechanism to review and monitor decision made relating to the strategic policy, performance and resources required to deliver the priorities of the Council as set out in the Corporate Plan and Delivery Pan.

Reasons for Recommendations: The Delivery Plan details how the Council will deliver the Corporate Plan for the period 2019-2023.

It provides the basis for the Council's performance management during that period, as a measurement of what is delivered against the Plan's framework and lays out many of the key projects, workstreams and initiatives planned through to 2023, although as further initiatives are identified, these will become part of the plan.

The plan will be subject to annual review to ensure that it continues to reflect the Council's priorities and objectives throughout that period in response to emerging trends, policy developments and legislation.

Cabinet Member(s)
Cllr Sarah Butikofer

Ward(s) affected: All

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

13. 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.”

14. PRIVATE BUSINESS