

# Cabinet



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Friday, 21 February 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, 2 March 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](mailto: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  
**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005  
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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 the Cabinet held on 03 February 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**

To consider any matters referred to the Cabinet by the Overview & Scrutiny Committee for reconsideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

**8. RECOMMENDATIONS FROM CABINET WORKING PARTIES**

Member Development Group – 28 January 2020

**Recommendation:**

That Cabinet proceed with the purchase of the ecasework, casework management system for interested users.

**9. BUDGET MONITORING REPORT 2019-20 PERIOD 10**

7 - 50

Summary:

This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2020.

Options considered:

Not applicable.

Conclusions: The overall position at the end of January 2020 shows an £569,439 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year underspend of £1,847.

Recommendations: **It is recommended that Cabinet:**

- 1) **note the contents of the report and the current budget monitoring position;**
- 2) **Agree the award of the new cleaning contract to Norse Group Services Ltd and;**
- 3) **Agree the award of the new energy contract.**

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, <a href="mailto:Duncan.ellis@north-norfolk.gov.uk">Duncan.ellis@north-norfolk.gov.uk</a> |                  |

**10. PURCHASE OF TWO PROPERTIES FOR USE AS TEMPORARY ACCOMMODATION FOR HOMELESS HOUSEHOLDS 51 - 56**

Summary: This report identifies two suitable properties to be purchased by NNDC for use as temporary accommodation for homeless households.

Options considered: Do not purchase these units but instead invest the budget.

Conclusions: The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. Purchase of these properties will provide quality, flexible homes for temporary accommodation and there is budget provision available to purchase such homes.

Recommendations: That Cabinet agrees to the purchase of the identified properties (subject to an independent valuation and survey) using the budget provision.

Reasons for Recommendations: To provide authority for expenditure over £100,000.

## LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

Budget report to Full Council 22 February 2017

Cabinet Member(s): Cllr Andrew Brown  
Ward(s) affected: North Walsham West and The Raynhams

Contact Officer: Nicky Debbage, Housing Strategy & Delivery Manager,  
Tel: 01263 516027, email [nicky.debbage@north-norfolk.gov.uk](mailto:nicky.debbage@north-norfolk.gov.uk)

### 11. SHERINGHAM ENABLING LAND

57 - 188

Summary: Following the commencement of the leisure devolvement construction phase and having received a formal offer to acquire the site, officers have prepared a paper that considers the offer received for a freehold acquisition of the site, for an apart-hotel development and a number of alternative options.

Options considered: 8 Options have been considered

Conclusions: The site has been marketed for over 2 years and the Council has recently received a formal offer to acquire the freehold of the land for redevelopment.

The offer received would generate a capital receipt for the Council as described in Option 1, would support the tourism sector, local economy and create a range of employment opportunities.

Recommendations: 

1. To approve the disposal of the site as detailed in Option 1
2. To allocate a capital budget of £100,000 for site servicing costs and in addition a contingency of 10%.

Reasons for Recommendations: To dispose of an asset that is surplus to requirements and funds generated are to enable the Leisure development on adjacent land.

|  |                    |
|--|--------------------|
| Cabinet Member(s)<br>Cllr G Hayman   | Ward(s) affected : |
| Contact Officer, telephone number and email:<br>Renata Garfoot, 01263 516086 Renata.Garfoot@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**

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## CABINET

**Minutes of the meeting of the Cabinet held on Monday, 3 February 2020 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 G Hayman         | Mr R Kershaw            |
| Mr N Lloyd          | Mr E Seward             |

#### Members also attending:

Mr T Adams, Mr N Dixon, Mr N Pearce, Mr J Rest, Mr J Toye and Ms K Ward

#### Officers in Attendance:

Corporate Director and Head of Paid Service (NB), Corporate Director and Head of Paid Service (SB), Democratic Services Manager, Head of Legal & Monitoring Officer and Head of Finance and Asset Management/Section 151 Officer

#### Also in attendance:

Press and Public

## 36 MINUTES

The minutes of the meeting of Cabinet held on 6<sup>th</sup> January 2020 were approved as a correct record and signed by the Chairman.

## 37 PUBLIC QUESTIONS AND STATEMENTS

None received.

## 38 ITEMS OF URGENT BUSINESS

None.

## 39 DECLARATIONS OF INTEREST

None.

## 40 MEMBERS' QUESTIONS

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

## 41 OVERVIEW & SCRUTINY MATTERS

The Leader invited the Chairman of the Overview & Scrutiny Committee to speak. Cllr N Dixon said that there were two matters to report following the meeting of the

Committee held on 15<sup>th</sup> January 2020.

The first related to the adoption of an Executive / Scrutiny Protocol which was a positive way of developing and supporting the relationship between Cabinet and Scrutiny. He said that he commended the Protocol to Cabinet for their approval.

The second was regarding pre-scrutiny of the Budget for 2020/21. He said that although it had been a useful exercise, the Committee had been limited in its ability to undertake a full review of the budget setting process because accurate capital and revenue costs for the Corporate Plan themes, the Delivery plan and the performance framework were not yet available. In addition, there was very little evidence to of effective linkage with the Medium Term Financial Strategy (MTFS). Cllr Dixon went onto say that for these reasons, the recommendations that the Committee had made to Cabinet regarding the Budget were process-based and he hoped that Cabinet would find them helpful.

Cllr E Seward, Portfolio Holder for Finance, thanked Cllr Dixon for his comments. He said that he would address them in more depth when the Budget was discussed, adding that Cabinet would consider all of the recommendations and take them on board where possible.

**RESOLVED to**

To approve the Executive-Scrutiny Protocol and recommend it to Council for inclusion in the Council's Constitution.

**RESOLVED to receive and consider the following recommendations:**

- 1. That the revenue and capital implications for funding the 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 MTFP, and performance monitoring, to present higher level holistic updates rather than low level line by line variances.**



Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the report presented the Budget for 2020/21 for approval along with the latest financial projections for the following three years. He said that there was a small surplus of £158,015 which would be allocated to the Delivery Plan reserve. There would also be a release of £80,100 from the Planning reserve to enable the Local Plan to progress. Cllr Seward said that he would address the points raised by the Overview & Scrutiny Committee at Full Council later in the month, adding that he would respond positively and supported the 'direction of travel'.

It was proposed by Cllr E Seward, seconded by Cllr R Kershaw and

**RESOLVED to**

**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, recommended for approval.**
- 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;**

**43 CAPITAL STRATEGY 2020-21**

Cllr E Seward, Portfolio Holder for Finance, introduced this item. In reference to paragraph 3.5, he said that he hoped a detailed breakdown regarding the external borrowing sums could be provided before the meeting of Council on 26<sup>th</sup> February.

It was proposed by Cllr E Seward, seconded by Cllr A Brown and

**RESOLVED** to recommend to Council that;

The Capital Strategy and Prudential Indicators for 2020-21 are approved.

**44 NORTH NORFOLK DISTRICT COUNCIL INVESTMENT STRATEGY 2020/21**

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that preparation of the Investment Strategy was required by the Government (MCHLG).

Cllr Gay, in seconding the recommendation, said that it was a key document as it

indicated the Council's level of exposure to investment.

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

**RESOLVED** to recommend to Council that the Investment Strategy is approved.

**45 NORTH NORFOLK DISTRICT COUNCIL TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21**

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He said that the report set out details of the Council's treasury management activities and presented a strategy for the prudent investment of the Council's surplus funds, as well as external borrowing.

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

**RESOLVED** to recommend to Council that The Treasury Management Strategy Statement is approved

**46 DELIVERY PLAN 2019-2023**

The Leader, Cllr S Butikofer, introduced this item. She explained that the Delivery Plan set out the key work-streams which would be undertaken to meet the objectives of the Council up to 2023. She thanked the officers for their hard work in producing the plan.

Cllr N Dixon asked when the performance framework that would evolve from the Delivery Plan, would be ready. The Leader replied that the performance measures would be in place by April 2020, with the first performance report for Q1 being presented to Members in July 2020.

Cllr A Fitch-Tillett thanked the Head of Economic & Community Development for his support in drafting the Coast, Countryside and Environment theme.

It was proposed by Cllr S Butikofer, seconded by Cllr V Gay and

**RESOLVED 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 decisions 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 the Delivery plan**

**47 EXCLUSION OF PRESS AND PUBLIC**

**48 PRIVATE BUSINESS**

The meeting ended at 10.18 am.

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Chairman

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## BUDGET MONITORING REPORT 2019/20 – PERIOD 10

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2020.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2020 shows an £569,439 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year underspend of £1,847.

Recommendations: **It is recommended that Cabinet:**

- 1) **note the contents of the report and the current budget monitoring position;**
- 2) **Agree the award of the new cleaning contract to Norse Group Services Ltd and;**
- 3) **Agree the award of the new energy contract.**

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, <a href="mailto:Duncan.ellis@north-norfolk.gov.uk">Duncan.ellis@north-norfolk.gov.uk</a> |
|---|

### 1. Introduction

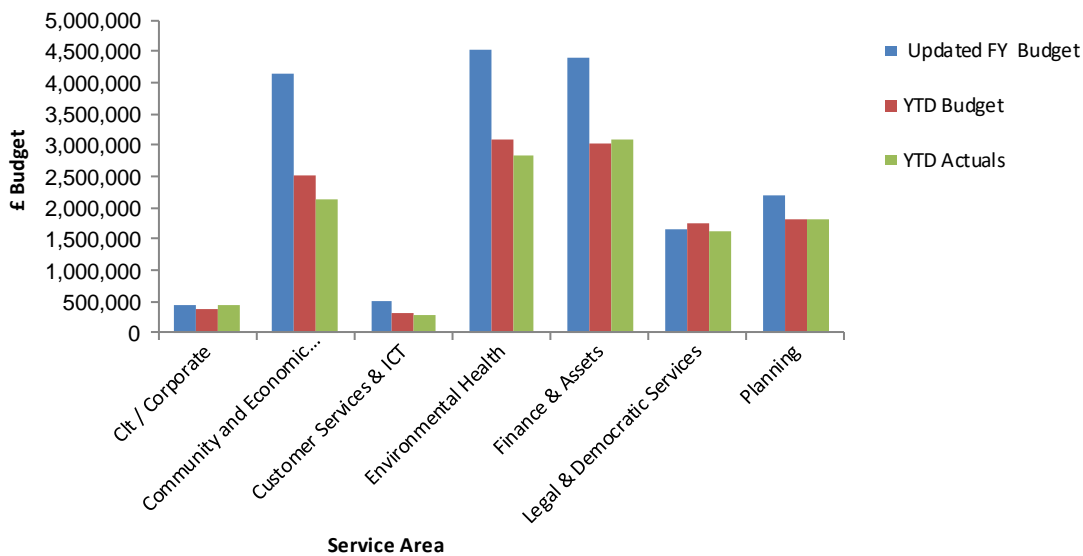
This report compares the actual expenditure and income position at the end of January 2020 to the Updated budget for 2019/20. The Original Base Budget as agreed by Full Council in February 2019 has been updated to reflect approved budget virements.

1.2 The base budget for 2019/20 included savings and additional income totalling £811,330 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 31 January 2020 and highlights a year to date variance of £569,439 underspend against the profiled updated budget. Of the underspend £647,989 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 £78,551 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           |  |   |

| <b>Table 1 – Service Variances</b>  | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|---|---|--|
|   | £   | £  |
| <b>Registration Services</b> – Costs associated with the running of the European & General Election - to be funded from the Electoral Claims Unit.  | 58,883  | 0  |
| <b>Corporate Leadership Team</b> – Staffing costs due to re-gradings and employee inflation. This is likely to result in a full year variance of £17,330.   | 25,988  | 17,330   |
| <b>Economic and Community Development</b>   |   |  |
| <b>Car Parking</b> – (£42,821) Car Park income higher than anticipated. Car Park income is received in arrears therefore an estimate for period 10 figures has been included. (£14,405) Rents – Other Commercial premises.<br><br>(£143,902) Invoices for the Car Park management fee have 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. | (167,000)   | (50,000)   |
| <b>Markets</b> - Lower fee income from market rentals.  | 18,358  | 20,000   |
| <b>Foreshore</b> – The main explanation for this variance is the result of increased winter storage costs and works on the walkway to the upper level chalets on East Beach, Cromer.  | 17,216  | 10,000   |
| <b>Sports Centres</b> - Management contract fee will be lower than anticipated leading to a full year saving of £31,598. This is currently been offset by £18,793 disputed electricity costs.   | (7,784)   | (31,598)   |
| <b>Leisure Complexes</b> - Management contract fee will be lower than anticipated leading to a full year saving of £136,738. This has been factored into future years as part of the budget process.<br><br>There are currently a number of projects within the capital programme relating to the councils leisure facilities, it is suggested that this saving could be used to fund some of this work by way of an RCCO (Revenue Contribution to Capital Outlay).   | (138,285)   | (136,738)  |

| <b>Table 1 – Service Variances</b>   | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|--|---|--|
|  | <b>£</b>  | <b>£</b>   |
| <p><b>Other Sports</b> - (£6,314) Outdoor Strategy undertaken as part of the Local Plan review process. (£26,511) Entry fees for the Mammoth Marathon taking place next May, this will be offset by additional costs associated with holding and promoting this event.</p>   | (33,111)  | 0  |
| <p><b>Coast Protection</b> – Although there is currently no significant variance showing at P10 there is anticipated to be a Full Year underspend of £70,000. This is as a result of slippage in planned works while undertaking the Sandscaping project which was completed in October 2019.</p> <p>This underspend will be requested to be rolled forward to carry out drainage works and Sheringham West End groyne refurbishment.</p>  | 636   | (70,000)   |
| <p><b>Housing Strategy</b> - (£40,621) Vat Shelter agreement with Victory Flagship Housing Group. This will be offset by a contribution to the Capital Projects Reserve (CPR).</p>   | (48,023)  | 0  |
| <b>Customer Services and ICT</b>   |   |  |
| <p><b>Homelessness</b> – Additional costs associated with providing temporary accommodation - this is offset by recoverable income from client contributions and housing benefit. The current position shows income credited to the service but the related costs have not yet been allocated due to problems with credit card processing.</p> <p>There is also £60,000 homelessness funding allocated from the County Council funding Community which has not yet been spent.</p> | (91,171)  | 0  |
| <p><b>Customer Services Corporate</b> - The service shows a year to date overspend of £6,699. A number of the posts have been through the job evaluation process and as a result been regraded. The likely full year effect of this has been calculated at £19,935.</p> <p>This position is currently being offset by savings in a number of demand led budgets such as postages and stationery.</p>   | 6,699   | 19,935   |



| <b>Table 1 – Service Variances</b>  | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|---|---|--|
|   | £   | £  |
| <b>Environmental Health</b>   |   |  |
| <p><b>Public Protection</b> – 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>   | (3,294)   | 20,000   |
| <p><b>Waste Collection and Disposal</b> – £31,013 consultancy costs relating to the new waste procurement. £32,040 contractor costs. These additional costs have been offset by additional income in relation to (£234,021) commercial waste and (£59,780) garden waste.</p> <p>There is currently a capital project for the purchase of bins, these were originally to be funded from capital receipts; the full year effect shown here anticipates these capital costs now being funded from anticipated revenue savings by way of a Revenue Contribution to Capital Outlay (RCCO).</p> | (252,129)   | (104,300)  |
| <b>Finance and Assets</b>   |   |  |
| <p><b>Industrial Estates</b> - The current underspend represents possession proceedings and legal fees. (£4,793) represents rental income invoiced quarterly in advance.</p>  | (20,577)  | (13,000)   |
| <p><b>Revenue Services</b> - The year to date variance represents employee inflation resulting from staff re-gradings and increments – this is likely to result in a full year effect of £20,000.</p> <p>It is also anticipated that income from court costs recovered (which are profiled for the end of the financial year) will be £20-£30,000 lower than budgeted. To be prudent we have included a full year effect of £20,000.</p>  | 25,127  | 40,000   |
| <p><b>Benefits Subsidy</b> - This variance relates to recovered benefit overpayments coded direct to the service. No full year effect is being assumed at P10 and this income will be included when calculating the end of year subsidy position.</p>   | (19,086)  | 0  |

| <b>Table 1 – Service Variances</b>   | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|--|---|--|
|  | <b>£</b>  | <b>£</b>   |
| <p><b>Property Services</b> – The current overspend relates in the main to external professional fees - these include £50,000 for Asset Condition Surveys, £11,250 for Energy Management Contract and £20,900 contract for Feasibility studies at North Walsham and Stalham hubs (grant funded). The balance relates to various fees relating to valuation reports, the Council's E-tendering system, commercial agency work and building cost information services.</p> <p>Grant income from the Business Rates Pool will offset some of these costs. If no compensating savings offset the remaining costs then the expenditure will be funded from the Asset Management Reserve (AMR) at year end if required as previously agreed for example for the Asset Condition Surveys.</p> | 111,951   | 20,000   |
| <p><b>Investment Properties</b> – £43,013 costs associated with Fair Meadow House including contract cleaning, the one-off replacement of the septic tank and associated costs, management fees.</p> <p>£13,666 Additional costs associated with preparing properties for use as temporary accommodation. Some of these costs could be funded from the Housing earmarked reserve or Housing grant funding.</p> <p>(£13,049) Recharges for facilities.</p>  | 41,494  | 30,000   |
| <p><b>Corporate and Democratic Core</b> – (£20,639) Corporate element of Planning staff turnover - this will be used to help fund temporary contract planning officers.</p> <p>(£34,968) EU exit preparation grant received from Ministry for Housing, Community and Local Government (MHCLG).</p> <p>The balance is made up of bank charges and professional fee savings.</p>   | (73,130)  | 0  |

| <b>Table 1 – Service Variances</b>   | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|--|---|--|
|  | £   | £  |
| <b>Legal and Democratic Services</b>   |   |  |
| <p><b>Benefits Administration</b> – 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 legislative changes. This funding is earmarked for service improvements, predominantly around customer service delivery and accessibility; however the timing of which may require some of this funding to be rolled into 2020/21.</p>  | (78,814)  | 0  |
| <p><b>Legal Services</b> - Income from Legal fees - no full year affect has been reported as a net position will be taken/transferred to the earmarked reserve at the end of the financial year.</p>   | (38,690)  | 0  |
| <b>Planning</b>  |   |  |
| <p><b>Development Management</b> – £22,500 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>£134,104 Planning application fee income is down against the profiled budget - this is not due to a decline in the volume of applications being processed but is due to a smaller number of large fee applications being received.</p> <p>This shortfall has been partially offset by (£58,908) income received in relation to pre-application advice.</p> <p>A net full year effect has been flagged of £80,000.</p> | 80,833  | 80,000   |
| <p><b>Building Control</b> – 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.</p>  | (23,575)  | 0  |
| <p><b>Property Information</b> – Norfolk County Council search fees accrued from 2018/19 were less than anticipated - this is likely to result in a saving of £10,000.</p>   | (37,736)  | (10,000)   |

| <b>Table 1 – Service Variances</b> | <b>Over/ (Under) Spend to Date against Updated Budget</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|------------------------------------|---|--|
|                                    | £   | £  |
| <b>TOTALS</b>                      | <b>(645,220)</b>  | <b>(158,371)</b>   |

### 3 Budget Monitoring Position – Savings and Additional Income

3.1 The budget for 2019/20 includes savings and additional income totaling £811,330. 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.

| <b>Table 2 – Savings and Additional Income Budgeted Target for 2019/20 split by work stream</b> | <b>2019/20 Base Budget</b> | <b>2019/20 P10 Monitoring Position</b> | <b>2019/20 Movement from the Base Budget at P10</b> |
|---|----------------------------|--|---|
|   | £                          | £                                      | £   |
| Growth – New Homes and Business Rates   | 0                          | 0                                      | 0   |
| Digital Transformation*<br>Including savings to be Identified of £83,750                        | (244,429)                  | (174,639)                              | 69,790  |
| Property Investment and Asset Commercialisation   | (190,996)                  | (190,996)                              | 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)                  | (260,361)                              | 5,533   |
| <b>Total</b>  | <b>(811,330)</b>           | <b>(736,007)</b>                       | <b>75,323</b>                                       |

### 4 Non Service Variances to Period 10 2019/20

#### 4.1 Investment Interest

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%.

At the end of period 10, a total of £1,073,108 has been earned, resulting in an adverse variance against the year to date budget of £53,812. The average rate of interest achieved was 3.14% from an average balance available for investment of £40.7m. At the end of the year an adverse variance against budget of £52,776 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 10. However, there are significant risks to this forecast in the current uncertain economic environment.

A total of £32m has been invested in pooled funds which are valued at £33.9m at the end of period 10. 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.

#### **4.2 Borrowing Interest**

The budget for 2019/20 anticipates that £10,000 would be paid in interest for short-term borrowing for cash flow purposes.

At period 10 a total of £32,021 has been paid resulting in an adverse variance against the budget of £23,688. 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 £28,425 is anticipated.

#### **4.3 Retained Business Rates**

- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 The courts have decided that NHS Foundation Trusts are not charities for the purposes of section 43(6) of the Local Government Finance Act, effectively ending their claim for charitable relief from Business Rates. The deadline for appealing this

decision is 24 February. At the time of writing, officers are not aware of a decision having been made to appeal.

## 5 Budget Monitoring Position – Summary

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

| <b>Table 3 - Summary of Full Year Effects 2019/20</b> | <b>Estimated Movement From Updated Budget<br/>£</b> |
|---|---|
| Service Areas (Table 1)                               | (158,371)   |
| Investment Interest                                   | 81,201  |
| Business Rates  | 0   |
| Savings and Additional Income                         | 75,323  |
| <b>Total</b>  | <b>(1,847)</b>                                      |

## 6 Budget Monitoring Position – Capital

- 6.1 Total Capital expenditure at the end of period 10, amounted to £16,730,627 across all projects. The Capital Programme has been updated to reflect changes agreed up to the end of January 2020 and can be found at Appendix C.

## 7 Contract awards

- 7.1 Officers have been working on the renewal of two contracts over previous months, the first relates to office cleaning which is now no longer part of the main waste and cleansing contract and also in relation to the provision of our energy.
- 7.2 *Office cleaning contract* - officers went out to the market via the ESPO Framework 'Total Cleaning Services'. A total of 5 organisations expressed an interest in the opportunity, the preferred supplier is Norse Group Services Ltd. The Contract is for a total of 5 years with the option to extend for a further 2 years, 1 year at a time. The total contract value over the potential 7 year period is around £330,000 which is within the current budget envelope and actually achieves savings of £67,000 over the life of the contract compared with the current costs. The recommendation is therefore to award the new cleaning contract to Norse Group Services, with a contract start date of 6 April 2020.
- 7.3 *Energy contract* - Officers engaged the services of Vertas, a 100% owned subsidiary of Suffolk County Council, to undertake our latest energy procurement on our behalf. Vertas went out to the market, with the award criteria based on pricing, renewable credentials, EDI billing (a form of electronic billing) and a single point contact for billing. The feedback received from the market from companies which provide 100% renewable energy, such as Brook Green and Ørsted, was that our portfolio was too small to be of interest to them. Having 100% renewable energy provision can also be

prohibitively expensive. Following the procurement process the preferred supplier is Haven Power, the contract runs for a period of 2 years from April 2020 and is within the projected annual budget envelope of c£133,000. Haven Power are able to supply us with 94.5% green energy with REGO (Renewable Energy Guaranteed Origin) Certificates. The recommendation is therefore to award the new energy contract to Haven Power, with a contract start date of April 2020.

## **8 Conclusion**

- 8.1 The revenue budget is showing an estimated full year underspend for the current financial year of (£1,847). The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

## **9 Financial Implications and Risks**

- 9.1 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.
- 9.2 The Original base budget for 2019/20 included service savings and additional income totalling £811,330; these are largely still on target to be achieved although there is currently an anticipated full year shortfall of £75,323. 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.
- 9.3 The estimated outturn shown in Table 1 will continue to be monitored during the year and where applicable will be transferred to reserves.

**10 Sustainability** - None as a direct consequence from this report.

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

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

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## General Fund Summary 2019/20 Base Budget

| Service Area  | 2019/20             | 2019/20             | Budget              | Actuals             | Variance         | Commitments      | Remaining          |
|---|---------------------|---------------------|---------------------|---------------------|------------------|------------------|--------------------|
|   | Base Budget         | Updated Budget      | YTD                 | YTD                 | YTD              |                  | Budget             |
|   | £                   | £                   | £                   | £                   | £                | £                | £                  |
| Corporate Leadership Team/Corporate                               | 440,608             | 440,608             | 382,576             | 460,403             | 77,827           | 33,395           | (53,190)           |
| Community & Economic Development                                  | 3,811,316           | 4,148,807           | 2,533,882           | 2,149,057           | (384,825)        | 849,987          | 1,149,764          |
| Customer Services & ICT   | 1,721,564           | 493,216             | 385,317             | 285,898             | (99,419)         | 264,935          | (57,617)           |
| Environmental Health  | 4,536,023           | 4,536,023           | 3,098,094           | 2,833,026           | (265,068)        | 1,691,868        | 11,129             |
| Finance and Assets  | 4,305,907           | 4,398,183           | 3,030,652           | 3,099,290           | 68,638           | 267,932          | 1,030,961          |
| Legal and Democratic Services                                     | 561,997             | 1,666,392           | 1,754,892           | 1,636,573           | (118,319)        | 10,414           | 19,405             |
| Planning  | 2,234,605           | 2,189,688           | 1,812,384           | 1,815,772           | 3,388            | 243,610          | 130,306            |
| Service Savings to be Identified (DT)                             | (83,750)            | (83,750)            | (69,790)            | 0                   | 69,790           | 0                | (83,750)           |
| <b>Net Cost of Services</b>                                       | <b>17,528,270</b>   | <b>17,789,167</b>   | <b>12,928,007</b>   | <b>12,280,018</b>   | <b>(647,989)</b> | <b>3,362,140</b> | <b>2,147,009</b>   |
| Parish Precepts (Estimate from 2020/21 onwards)                   | 2,390,634           | 2,390,634           | 2,390,634           | 2,390,634           | 0                | 0                | 0                  |
| Capital Charges   | (1,308,233)         | (1,308,233)         | (1,090,200)         | (1,090,190)         | 10               | 0                | (218,043)          |
| Refcus  | (1,425,000)         | (1,425,000)         | 0                   | 0                   | 0                | 0                | (1,425,000)        |
| Interest Receivable   | (1,330,685)         | (1,330,685)         | (1,127,127)         | (1,073,315)         | 53,812           | 0                | (257,370)          |
| External Interest Paid  | 10,000              | 10,000              | 8,330               | 33,059              | 24,729           | 0                | (23,059)           |
| Revenue Financing for Capital:                                    | 4,643,249           | 3,233,455           | 0                   | 0                   | 0                | 0                | 3,233,455          |
| IAS 19 Pension Adjustment   | 252,210             | 252,210             | 0                   | 0                   | 0                | 0                | 252,210            |
| <b>Net Operating Expenditure</b>                                  | <b>20,760,445</b>   | <b>19,611,548</b>   | <b>13,109,644</b>   | <b>12,540,206</b>   | <b>(569,439)</b> | <b>3,362,140</b> | <b>3,709,202</b>   |
| <b>Contribution to/(from) the Earmarked Reserves</b>              |                     |                     |                     |                     |                  |                  |                    |
| Capital Projects Reserve  | (1,426,249)         | (1,606,353)         | 0                   | 0                   | 0                | 0                | (1,606,353)        |
| Asset Management  | (92,000)            | (56,502)            | 0                   | 0                   | 0                | 0                | (56,502)           |
| Benefits  | (12,838)            | (512,838)           | 0                   | 0                   | 0                | 0                | (512,838)          |
| 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)           | (785,563)           | 0                   | 0                   | 0                | 0                | (785,563)          |
| 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)            | (147,845)           | 0                   | 0                   | 0                | 0                | (147,845)          |
| New Homes Bonus Reserve   | (596,558)           | (242,738)           | 0                   | 0                   | 0                | 0                | (242,738)          |
| Organisational Development  | (78,246)            | (83,764)            | 0                   | 0                   | 0                | 0                | (83,764)           |
| Pathfinder  | (40,076)            | (40,076)            | 0                   | 0                   | 0                | 0                | (40,076)           |
| Planning Revenue  | 0                   | 50,000              | 0                   | 0                   | 0                | 0                | 50,000             |
| Property Investment Fund  | (1,000,000)         | 1,000,000           | 0                   | 0                   | 0                | 0                | 1,000,000          |
| Restructuring/Invest to save                                      | (624,819)           | (608,041)           | 0                   | 0                   | 0                | 0                | (608,041)          |
| Contribution to/(from) the General Reserve                        | (26,690)            | (59,619)            | 0                   | 0                   | 0                | 0                | (59,619)           |
| <b>Amount to be met from Government Grant and Local Taxpayers</b> | <b>15,228,011</b>   | <b>15,228,011</b>   | <b>13,109,644</b>   | <b>12,540,206</b>   | <b>(569,439)</b> | <b>3,362,140</b> | <b>(674,335)</b>   |
| Collection Fund – Parishes  | (2,390,634)         | (2,390,634)         | (2,127,664)         | (2,127,664)         | 0                | 0                | (262,970)          |
| Collection Fund – District  | (6,240,604)         | (6,240,604)         | (5,554,143)         | (5,554,143)         | 0                | 0                | (686,461)          |
| Retained Business Rates   | (5,385,617)         | (5,385,617)         | (5,632,929)         | (5,632,929)         | 0                | 0                | 247,312            |
| New Homes bonus   | (1,211,156)         | (1,211,156)         | (1,211,156)         | (1,211,156)         | 0                | 0                | 0                  |
| <b>Income from Government Grant and Taxpayers</b>                 | <b>(15,228,011)</b> | <b>(15,228,011)</b> | <b>(14,525,892)</b> | <b>(14,525,892)</b> | <b>(0)</b>       | <b>0</b>         | <b>(702,119)</b>   |
| <b>(Surplus)/Deficit</b>  | <b>0</b>            | <b>0</b>            | <b>(1,416,248)</b>  | <b>(1,985,687)</b>  | <b>(569,439)</b> | <b>3,362,140</b> | <b>(1,376,454)</b> |

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## Service Area Detail P10.2019/20

## Community and Economic Development

|  | Full Year<br>Budget | YTD<br>Budget | YTD<br>Actuals | YTD<br>Variance | Commitments | Remaining<br>Budget | Explanation for Variances |
|--|---------------------|---------------|----------------|-----------------|-------------|---------------------|---------------------------|
|  | £                   | £             | £              | £               | £           | £                   |                           |

## Health

|                     |          |          |              |              |          |            |                     |
|---------------------|----------|----------|--------------|--------------|----------|------------|---------------------|
| Gross Direct Income | 0        | 0        | (253)        | (253)        | 0        | 253        | No Major Variances. |
| <b>Total Health</b> | <b>0</b> | <b>0</b> | <b>(253)</b> | <b>(253)</b> | <b>0</b> | <b>253</b> |                     |

## Car Parking

|                          |                    |                    |                    |                  |                |                  |                         |
|--------------------------|--------------------|--------------------|--------------------|------------------|----------------|------------------|-------------------------|
| Gross Direct Costs       | 845,196            | 727,338            | 622,496            | (104,842)        | 293,369        | (70,669)         | See <b>Note A</b> Below |
| Gross Direct Income      | (2,634,946)        | (2,340,036)        | (2,403,095)        | (63,059)         | 0              | (231,851)        | See <b>Note B</b> Below |
| Capital Charges          | 28,446             | 23,710             | 23,710             | 0                | 0              | 4,736            | No Major Variances.     |
| Support Service Charges  | 152,019            | 143,370            | 143,370            | 0                | 0              | 8,649            | No Major Variances.     |
| <b>Total Car Parking</b> | <b>(1,609,285)</b> | <b>(1,445,618)</b> | <b>(1,613,518)</b> | <b>(167,900)</b> | <b>293,369</b> | <b>(289,135)</b> |                         |

**Note A:** £10,169 - Repair and Maintenance. £16,102 - Car Park consultancy services Electrical Vehicle Charge points. £7,261 - Credit card charges (see additional car park income below). (£143,902) - Invoice for management fee not yet received. £2,250 - Hornbeam Road Car Park - Consultancy services.

**Note B:** (£42,821) - Car park income higher than expected. (£14,405) - Rents - Other Commercial Premises (Licence fee income for various car parks). (£5,224) - Parking permits and closure for filming.

## Markets

|                         |               |                |               |               |              |              |  |
|-------------------------|---------------|----------------|---------------|---------------|--------------|--------------|--|
| Gross Direct Costs      | 56,436        | 32,585         | 32,913        | 328           | 2,384        | 21,140       | £2,501 - Salaries and oncosts are higher than anticipated. |
| Gross Direct Income     | (63,654)      | (63,654)       | (45,624)      | 18,030        | 0            | (18,030)     | £18,214 - Lower income from market rents.                  |
| Support Service Charges | 27,920        | 23,280         | 23,280        | 0             | 0            | 4,640        | No Major Variances.  |
| <b>Total Markets</b>    | <b>20,702</b> | <b>(7,789)</b> | <b>10,569</b> | <b>18,358</b> | <b>2,384</b> | <b>7,749</b> |  |

## Parks &amp; Open Spaces

|                                      |                |                |                |                |               |               |   |
|--------------------------------------|----------------|----------------|----------------|----------------|---------------|---------------|---|
| Gross Direct Costs                   | 249,594        | 195,564        | 188,900        | (6,664)        | 47,528        | 13,166        | (£3,223) - R & M Grounds - General. (£2,675) - Electricity. £2,319 - Water charges. |
| Gross Direct Income                  | (14,590)       | (5,730)        | (3,078)        | 2,653          | 0             | (11,513)      | £3,030 - Rent of land.  |
| Capital Charges                      | 36,897         | 30,750         | 30,750         | 0              | 0             | 6,147         | No Major Variances.   |
| Support Service Charges              | 119,950        | 99,980         | 99,980         | 0              | 0             | 19,970        | No Major Variances.   |
| <b>Total Parks &amp; Open Spaces</b> | <b>391,851</b> | <b>320,564</b> | <b>316,552</b> | <b>(4,012)</b> | <b>47,528</b> | <b>27,770</b> |   |

## Foreshore

|                         |                |               |               |               |              |               |  |
|-------------------------|----------------|---------------|---------------|---------------|--------------|---------------|--|
| Gross Direct Costs      | 146,209        | 86,920        | 105,460       | 18,540        | 3,283        | 37,467        | £6,380 Winter storage costs; £6,921 Donkey Shelter chalet walkway; the balance relates to miscellaneous R&M for Chalets. |
| Gross Direct Income     | (217,362)      | (181,140)     | (182,464)     | (1,324)       | 0            | (34,898)      | No Major Variances.  |
| Capital Charges         | 5,601          | 4,670         | 4,670         | 0             | 0            | 931           |  |
| Support Service Charges | 198,500        | 165,470       | 165,470       | 0             | 0            | 33,030        |  |
| <b>Total Foreshore</b>  | <b>132,948</b> | <b>75,920</b> | <b>93,136</b> | <b>17,216</b> | <b>3,283</b> | <b>36,529</b> |  |

## Service Area Detail P10.2019/20

## Community and Economic Development

|                             | Full Year<br>Budget | YTD<br>Budget  | YTD<br>Actuals | YTD<br>Variance | Commitments   | Remaining<br>Budget | Explanation for Variances |
|-----------------------------|---------------------|----------------|----------------|-----------------|---------------|---------------------|---------------------------|
|                             | £                   | £              | £              | £               | £             | £                   |                           |
| <b>Sports Centres</b>       |                     |                |                |                 |               |                     |                           |
| Gross Direct Costs          | 135,262             | 45,009         | 37,225         | (7,784)         | 24,399        | 73,638              | See <b>Note A</b> below   |
| Gross Direct Income         | 0                   | 0              | 86             | 86              | 0             | (86)                | No Major Variances.       |
| Capital Charges             | 12,497              | 10,410         | 10,410         | 0               | 0             | 2,087               | No Major Variances.       |
| Support Service Charges     | 168,770             | 140,710        | 140,710        | 0               | 0             | 28,060              | No Major Variances.       |
| <b>Total Sports Centres</b> | <b>316,529</b>      | <b>196,129</b> | <b>188,430</b> | <b>(7,699)</b>  | <b>24,399</b> | <b>103,700</b>      |                           |

**Note A:** (£10,899) - Hall hire invoices not yet received from schools for the 18/19 financial year. (£31,598) - Management contract fee will be lower than anticipated, leading to a saving of £31,021 in the year. The original bid assumed that the Cromer Hub would go ahead and that the fee would include Council funding for fixtures, fittings and equipment. £18,793 - Electricity payment re Cabbell Park. This is in dispute and awaiting a response. £7,500 - Legal fees. The balance consists of minor variances.

**Leisure Complexes**

|                                |                |                |                |                  |                |                |                         |
|--------------------------------|----------------|----------------|----------------|------------------|----------------|----------------|-------------------------|
| Gross Direct Costs             | 273,290        | 223,904        | 85,619         | (138,285)        | 172,835        | 14,836         | See <b>Note A</b> Below |
| Capital Charges                | 525,644        | 438,030        | 438,030        | 0                | 0              | 87,614         | No Major Variances.     |
| Support Service Charges        | 51,590         | 43,010         | 43,010         | 0                | 0              | 8,580          | No Major Variances.     |
| <b>Total Leisure Complexes</b> | <b>850,524</b> | <b>704,944</b> | <b>566,659</b> | <b>(138,285)</b> | <b>172,835</b> | <b>111,030</b> |                         |

**Note A:** (£139,285) - Management contract fee will be lower than anticipated, leading to a saving of £136,738 in the year. The original bid assumed that the Cromer Hub would go ahead and that the fee would include Council funding for fixtures, fittings and equipment.

**Other Sports**

|                           |                |                |                |                 |               |               |   |
|---------------------------|----------------|----------------|----------------|-----------------|---------------|---------------|---|
| Gross Direct Costs        | 153,529        | 124,445        | 119,712        | (4,733)         | 45,596        | (11,779)      | (£6,314) - Open Space Study / overarching consultation funded from New Homes Bonus. |
| Gross Direct Income       | (10,000)       | (8,330)        | (36,709)       | (28,379)        | 0             | 26,709        | (£26,511) - Mammoth marathon entry fees.  |
| Support Service Charges   | 54,540         | 45,480         | 45,480         | 0               | 0             | 9,060         | No Major Variances.   |
| <b>Total Other Sports</b> | <b>198,069</b> | <b>161,595</b> | <b>128,483</b> | <b>(33,111)</b> | <b>45,596</b> | <b>23,989</b> |   |

**Recreation Grounds**

|                                 |               |               |               |              |              |            |                     |
|---------------------------------|---------------|---------------|---------------|--------------|--------------|------------|---------------------|
| Gross Direct Costs              | 18,466        | 13,851        | 14,009        | 158          | 4,617        | (160)      | No Major Variances. |
| Gross Direct Income             | (1,000)       | (830)         | (1,113)       | (283)        | 0            | 113        | No Major Variances. |
| Capital Charges                 | 79            | 70            | 70            | 0            | 0            | 9          | No Major Variances. |
| Support Service Charges         | 4,490         | 3,750         | 3,750         | 0            | 0            | 740        | No Major Variances. |
| <b>Total Recreation Grounds</b> | <b>22,035</b> | <b>16,841</b> | <b>16,716</b> | <b>(125)</b> | <b>4,617</b> | <b>702</b> |                     |

**Pier Pavilion**

|                            |               |               |               |                |            |               |   |
|----------------------------|---------------|---------------|---------------|----------------|------------|---------------|---|
| Gross Direct Costs         | 60,448        | 59,148        | 61,195        | 2,047          | 701        | (1,448)       | No Major Variances.                               |
| Gross Direct Income        | (20,000)      | (20,000)      | (26,442)      | (6,442)        | 0          | 6,442         | (£6,442) - 30% Profit share as per Pier Contract. |
| Support Service Charges    | 32,830        | 27,370        | 27,370        | 0              | 0          | 5,460         | No Major Variances.                               |
| <b>Total Pier Pavilion</b> | <b>73,278</b> | <b>66,518</b> | <b>62,123</b> | <b>(4,395)</b> | <b>701</b> | <b>10,454</b> |   |

## Service Area Detail P10.2019/20

## Community and Economic Development

|  | Full Year<br>Budget<br>£ | YTD<br>Budget<br>£ | YTD<br>Actuals<br>£ | YTD<br>Variance<br>£ | Commitments<br>£ | Remaining<br>Budget<br>£ | Explanation for Variances  |
|--|--------------------------|--------------------|---------------------|----------------------|------------------|--------------------------|--|
| <b>Foreshore (Community)</b>   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 516,273                  | 416,193            | 407,654             | (8,539)              | 102,181          | 6,439                    | (£8,235) - Memorial seats. (£4,328) - Telephone Rentals and Maintenance. £4,780 - Blue Flag application. |
| Support Service Charges  | 57,690                   | 48,080             | 48,080              | 0                    | 0                | 9,610                    | No Major Variances.  |
| <b>Total Foreshore (Community)</b>   | <b>573,963</b>           | <b>464,273</b>     | <b>455,734</b>      | <b>(8,539)</b>       | <b>102,181</b>   | <b>16,049</b>            |  |
| <b>Woodlands Management</b>  |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 171,467                  | 142,374            | 173,096             | 30,722               | 14,787           | (16,416)                 | See <b>Note A</b> Below  |
| Gross Direct Income  | (25,550)                 | (21,300)           | (45,332)            | (24,032)             | 0                | 19,782                   | (£11,823) - Woodland Trust income. (£8,228) - Higher car park income. (£5,709) - Event income.           |
| Capital Charges  | 1,346                    | 1,120              | 1,120               | 0                    | 0                | 226                      | No Major Variances.  |
| Support Service Charges  | 133,430                  | 111,210            | 111,210             | 0                    | 0                | 22,220                   | No Major Variances.  |
| <b>Total Woodlands Management</b>  | <b>280,693</b>           | <b>233,404</b>     | <b>240,094</b>      | <b>6,689</b>         | <b>14,787</b>    | <b>25,813</b>            |  |
| <b>Note A:</b> £4,430 - Electrical hook up to WC's and Tearooms and Holt CP replace the timber legs to the Picnic Shelter. £4,269 - Equipment Purchases including event Marquee. This will be funded from reserves. £4,211 - Costs relating to events and hire of land for container. £6,034 - Viking Long House works, volunteer expenses and disabled picnic benches. £8,380 - Tree safety works. The balance consists of minor variances. |                          |                    |                     |                      |                  |                          |  |
| <b>Cromer Pier</b>   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 96,834                   | 66,127             | 62,624              | (3,503)              | 3,158            | 31,052                   | No Major Variances.  |
| Gross Direct Income  | (25,734)                 | (19,301)           | (20,790)            | (1,489)              | 0                | (4,944)                  | No Major Variances.  |
| Capital Charges  | 6,249                    | 5,210              | 5,210               | 0                    | 0                | 1,039                    | No Major Variances.  |
| Support Service Charges  | 66,330                   | 55,280             | 55,280              | 0                    | 0                | 11,050                   | No Major Variances.  |
| <b>Total Cromer Pier</b>   | <b>143,679</b>           | <b>107,316</b>     | <b>102,324</b>      | <b>(4,992)</b>       | <b>3,158</b>     | <b>38,197</b>            |  |
| <b>Economic Growth</b>   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 78,530                   | 62,698             | 64,086              | 1,388                | 60,334           | (45,890)                 | No Major Variances.  |
| Gross Direct Income  | 0                        | 0                  | (462)               | (462)                | 0                | 462                      |  |
| Capital Charges  | 211                      | 180                | 180                 | 0                    | 0                | 31                       |  |
| Support Service Charges  | 310,260                  | 258,560            | 258,560             | 0                    | 0                | 51,700                   |  |
| <b>Total Economic Growth</b>   | <b>389,001</b>           | <b>321,438</b>     | <b>322,364</b>      | <b>926</b>           | <b>60,334</b>    | <b>6,303</b>             |  |
| <b>Tourism</b>   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 47,588                   | 46,300             | 52,080              | 5,780                | 0                | (4,492)                  | Orchestra Live costs offset by Income.   |
| Gross Direct Income  | 0                        | 0                  | (6,750)             | (6,750)              | 0                | 6,750                    |  |
| Support Service Charges  | 18,610                   | 15,520             | 15,520              | 0                    | 0                | 3,090                    |  |
| <b>Total Tourism</b>   | <b>66,198</b>            | <b>61,820</b>      | <b>60,850</b>       | <b>(970)</b>         | <b>0</b>         | <b>5,348</b>             |  |
| <b>Market Town Initiatives</b>   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs   | 125,837                  | 125,837            | 122,902             | (2,935)              | 0                | 2,935                    | No Major Variances.  |
| <b>Total Market Town Initiatives</b>   | <b>125,837</b>           | <b>125,837</b>     | <b>122,902</b>      | <b>(2,935)</b>       | <b>0</b>         | <b>2,935</b>             |  |

## Service Area Detail P10.2019/20

## Community and Economic Development

|   | Full Year<br>Budget | YTD<br>Budget  | YTD<br>Actuals | YTD<br>Variance | Commitments   | Remaining<br>Budget | Explanation for Variances   |
|---|---------------------|----------------|----------------|-----------------|---------------|---------------------|---|
|   | £                   | £              | £              | £               | £             | £                   |   |
| <b>Coast Protection</b>                       |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 321,275             | 195,565        | 196,201        | 636             | 40,825        | 84,248              | No Major Variances.   |
| Capital Charges                               | 18,070              | 15,060         | 15,060         | 0               | 0             | 3,010               |   |
| Support Service Charges                       | 370,240             | 308,520        | 308,520        | 0               | 0             | 61,720              |   |
| <b>Total Coast Protection</b>                 | <b>709,585</b>      | <b>519,145</b> | <b>519,781</b> | <b>636</b>      | <b>40,825</b> | <b>148,978</b>      |   |
| <b>Business Growth Staffing</b>               |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 253,035             | 209,949        | 203,443        | (6,506)         | 0             | 49,592              | Temporary staff saving due to employee taking on additional role in different department.                                 |
| Gross Direct Income                           | 0                   | 0              | 0              | 0               | 0             | 0                   |   |
| Support Service Charges                       | (226,802)           | (188,980)      | (188,980)      | 0               | 0             | (37,822)            |   |
| <b>Total Business Growth Staffing</b>         | <b>26,233</b>       | <b>20,969</b>  | <b>14,463</b>  | <b>(6,506)</b>  | <b>0</b>      | <b>11,770</b>       |   |
| <b>Economic &amp; Comm Dev Mgt</b>            |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 100,953             | 84,180         | 75,140         | (9,040)         | 14,366        | 11,447              | (£10,000) Museum contribution not yet made.   |
| Support Service Charges                       | (56,218)            | (46,850)       | (46,850)       | 0               | 0             | (9,368)             |   |
| <b>Total Economic &amp; Comm Dev Mgt</b>      | <b>44,735</b>       | <b>37,330</b>  | <b>28,290</b>  | <b>(9,040)</b>  | <b>14,366</b> | <b>2,079</b>        |   |
| <b>Leisure</b>                                |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 197,722             | 164,790        | 165,197        | 407             | 0             | 32,525              | No Major Variances.   |
| Gross Direct Income                           | (700)               | (580)          | (205)          | 375             | 0             | (495)               | No Major Variances.   |
| Support Service Charges                       | (195,274)           | (162,700)      | (162,700)      | 0               | 0             | (32,574)            | No Major Variances.   |
| <b>Total Leisure</b>                          | <b>1,748</b>        | <b>1,510</b>   | <b>2,292</b>   | <b>782</b>      | <b>0</b>      | <b>(544)</b>        |   |
| <b>Housing (Health &amp; Wellbeing)</b>       |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 283,894             | 236,589        | 233,322        | (3,267)         | 0             | 50,572              | Contributions not yet paid.   |
| Gross Direct Income                           | (86,700)            | (86,700)       | (86,700)       | 0               | 0             | 0                   |   |
| Support Service Charges                       | 54,288              | 45,260         | 45,260         | 0               | 0             | 9,028               |   |
| <b>Total Housing (Health &amp; Wellbeing)</b> | <b>251,482</b>      | <b>195,149</b> | <b>191,882</b> | <b>(3,267)</b>  | <b>0</b>      | <b>59,600</b>       |   |
| <b>Housing Strategy</b>                       |                     |                |                |                 |               |                     |   |
| Gross Direct Costs                            | 298,156             | 239,938        | 238,880        | (1,059)         | 19,625        | 39,651              | No Major Variances.   |
| Gross Direct Income                           | 0                   | (9)            | (46,973)       | (46,964)        | 0             | 46,973              | (£40,621) Net VAT shelter position, this will be transferred to the Capital Receipts reserve toward future capital spend. |
| Capital Charges                               | 425,000             | 0              | 0              | 0               | 0             | 425,000             |   |
| Support Service Charges                       | 43,867              | 36,630         | 36,630         | 0               | 0             | 7,237               |   |
| <b>Total Housing Strategy</b>                 | <b>767,023</b>      | <b>276,559</b> | <b>228,536</b> | <b>(48,023)</b> | <b>19,625</b> | <b>518,862</b>      |   |

## Service Area Detail P10.2019/20

## Community and Economic Development

|   | Full Year<br>Budget<br>£ | YTD<br>Budget<br>£ | YTD<br>Actuals<br>£ | YTD<br>Variance<br>£ | Commitments<br>£ | Remaining<br>Budget<br>£ | Explanation for Variances  |
|---|--------------------------|--------------------|---------------------|----------------------|------------------|--------------------------|--|
| <b>Community And Localism</b>                   |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                              | 417,647                  | 140,576            | 131,938             | (8,638)              | 0                | 285,709                  | (£4,201) - Arts grants. (£2,841) - Grants awarded by the Big Society panel during 2018/19 not yet claimed. |
| Gross Direct Income                             | (50,658)                 | (43,887)           | (42,677)            | 1,210                | 0                | (7,981)                  | No Major Variances.  |
| Support Service Charges                         | 10,630                   | 8,860              | 8,860               | 0                    | 0                | 1,770                    | No Major Variances.  |
| <b>Total Community And Localism</b>             | <b>377,619</b>           | <b>105,549</b>     | <b>98,121</b>       | <b>(7,428)</b>       | <b>0</b>         | <b>279,498</b>           |  |
| <b>Coastal Management</b>                       |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                              | 294,255                  | 224,390            | 242,436             | 18,046               | 0                | 51,819                   | Employee costs - to be funded by a contribution from the Coastal Partnership at year end.                  |
| Support Service Charges                         | (299,895)                | (249,910)          | (249,910)           | 0                    | 0                | (49,985)                 |  |
| <b>Total Coastal Management</b>                 | <b>(5,640)</b>           | <b>(25,520)</b>    | <b>(7,474)</b>      | <b>18,046</b>        | <b>0</b>         | <b>1,834</b>             |  |
| <b>Total Community and Economic Development</b> | <b>4,148,807</b>         | <b>2,533,882</b>   | <b>2,149,057</b>    | <b>(384,825)</b>     | <b>849,987</b>   | <b>1,149,764</b>         |  |

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## Service Area Detail P10 2019/20

## CLT / Corporate

|  | Full Year Budget | YTD Budget     | YTD Actuals     | YTD Variance    | Commitments   | Remaining Budget | Explanation for Variances   |
|--|------------------|----------------|-----------------|-----------------|---------------|------------------|---|
|  | £                | £              | £               | £               | £             | £                |   |
| <b>Human Resources &amp; Payroll</b>   |                  |                |                 |                 |               |                  |   |
| Gross Direct Costs   | 358,552          | 298,731        | 288,808         | (9,923)         | 11,568        | 58,176           | See <b>Note A</b> Below   |
| Gross Direct Income  | (1,000)          | (830)          | (1,154)         | (324)           | 0             | 154              | No Major Variances.   |
| Support Service Charges  | (357,552)        | (297,970)      | (297,970)       | 0               | 0             | (59,582)         | No Major Variances.   |
| <b>Total Human Resources &amp; Payroll</b>   | <b>0</b>         | <b>(69)</b>    | <b>(10,315)</b> | <b>(10,246)</b> | <b>11,568</b> | <b>(1,253)</b>   |   |
| <b>Note A:</b> (£10,690) - Salaries and oncosts. Staff vacancies – 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. £9,743 - New appointment advertising credits - To be used as and when vacancies require advertising and charged on to services. (£16,533) - Common Training. 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. £8,495 - Other Professional Fees (xpert HR subscription) |                  |                |                 |                 |               |                  |   |
| <b>Registration Services</b>   |                  |                |                 |                 |               |                  |   |
| Gross Direct Costs   | 416,818          | 377,405        | 727,462         | 350,057         | 1,664         | (312,308)        | Costs associated with the running of the European & General Election - to be funded from the Electoral Claims Unit.   |
| Gross Direct Income  | (71,120)         | (68,870)       | (360,044)       | (291,174)       | 0             | 288,924          | Grant income from the Electoral Claims Unit to fund the European & General Elections.   |
| Support Service Charges  | 94,910           | 79,110         | 79,110          | 0               | 0             | 15,800           |   |
| <b>Total Registration Services</b>   | <b>440,608</b>   | <b>387,645</b> | <b>446,528</b>  | <b>58,883</b>   | <b>1,664</b>  | <b>(7,585)</b>   |   |
| <b>Corporate Leadership Team</b>   |                  |                |                 |                 |               |                  |   |
| Gross Direct Costs   | 461,625          | 384,690        | 410,678         | 25,988          | 13,624        | 37,323           | £14,612 - Salaries and oncosts are higher as a result of staff regradings and pay awards. This will lead to a full year cost of £16,649. £11,920 - Professional fees. |
| Support Service Charges  | (461,625)        | (384,680)      | (384,680)       | 0               | 0             | (76,945)         | No Major Variances.   |
| <b>Total Corporate Leadership Team</b>   | <b>0</b>         | <b>10</b>      | <b>25,998</b>   | <b>25,988</b>   | <b>13,624</b> | <b>(39,622)</b>  |   |
| <b>Communications</b>  |                  |                |                 |                 |               |                  |   |
| Gross Direct Costs   | 309,078          | 252,620        | 259,584         | 6,964           | 6,539         | 42,956           | £2,665 - CIPR Professional PR Diploma. £6,560 - External Printing - Fitting of reception graphic and window vinyls for Cromer Pier. (£3,761) - Marketing.             |
| Gross Direct Income  | 0                | 0              | (3,761)         | (3,761)         | 0             | 3,761            | Income from filming rights.   |
| Support Service Charges  | (309,078)        | (257,630)      | (257,630)       | 0               | 0             | (51,448)         | No Major Variances.   |
| <b>Total Communications</b>  | <b>0</b>         | <b>(5,010)</b> | <b>(1,807)</b>  | <b>3,203</b>    | <b>6,539</b>  | <b>(4,731)</b>   |   |
| <b>Total CLT/Corporate</b>   | <b>440,608</b>   | <b>382,576</b> | <b>460,403</b>  | <b>77,827</b>   | <b>33,395</b> | <b>(53,190)</b>  |   |

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## Service Area Detail P10 2019/20

## Customer Services &amp; ICT

|  | Full Year Budget | YTD Budget | YTD Actuals | YTD Variance | Commitments | Remaining Budget | Explanation for Variances |
|--|------------------|------------|-------------|--------------|-------------|------------------|---------------------------|
|  | £                | £          | £           | £            | £           | £                |                           |

## ICT - Support Services

|                                    |               |               |               |                 |               |                  |                        |
|------------------------------------|---------------|---------------|---------------|-----------------|---------------|------------------|------------------------|
| Gross Direct Costs                 | 1,330,772     | 1,136,614     | 1,125,136     | (11,478)        | 90,547        | 115,089          | No Major Variances.    |
| Gross Direct Income                | (410)         | (340)         | (3,667)       | (3,327)         | 0             | 3,257            | Sales - Obsolete Items |
| Capital Charges                    | 99,550        | 82,960        | 82,960        | 0               | 0             | 16,590           | No Major Variances.    |
| Support Service Charges            | (1,417,912)   | (1,181,600)   | (1,181,600)   | 0               | 2,100         | (238,412)        | No Major Variances.    |
| <b>Total It - Support Services</b> | <b>12,000</b> | <b>37,634</b> | <b>22,830</b> | <b>(14,804)</b> | <b>92,647</b> | <b>(103,477)</b> |                        |

## Tourist Information Centres

|  |                |                |                |               |               |                |                             |
|--|----------------|----------------|----------------|---------------|---------------|----------------|-----------------------------|
| Gross Direct Costs                       | 107,417        | 91,303         | 99,929         | 8,626         | 17,248        | (9,761)        | See <b>Note A</b> below     |
| Gross Direct Income                      | (27,000)       | (22,510)       | (16,387)       | 6,123         | 0             | (10,613)       | £6,123 - Sale of souvenirs. |
| Capital Charges                          | 5,729          | 4,770          | 4,770          | 0             | 0             | 959            | No Major Variances.         |
| Support Service Charges                  | 98,390         | 82,010         | 82,010         | 0             | 0             | 16,380         | No Major Variances.         |
| <b>Total Tourist Information Centres</b> | <b>184,536</b> | <b>155,573</b> | <b>170,322</b> | <b>14,749</b> | <b>17,248</b> | <b>(3,034)</b> |                             |

**Note A:** £3,093 - Salaries and oncosts higher as a result of cover for long term sickness. £5,532 - Holt TIC refurbishment. £5,521 - North Norfolk Information Centre repairs and maintenance. (£3,430) - Purchases For resale.

## Homelessness

|                           |                |                |               |                 |                |               |                          |
|---------------------------|----------------|----------------|---------------|-----------------|----------------|---------------|--------------------------|
| Gross Direct Costs        | 242,318        | 196,182        | 367,637       | 171,455         | 111,436        | (236,755)     | See <b>Note A</b> below  |
| Gross Direct Income       | (500,791)      | (456,375)      | (719,001)     | (262,625)       | 0              | 218,210       | See <b>Note B</b> below. |
| Support Service Charges   | 504,330        | 420,280        | 420,280       | 0               | 0              | 84,050        |                          |
| <b>Total Homelessness</b> | <b>245,857</b> | <b>160,087</b> | <b>68,916</b> | <b>(91,171)</b> | <b>111,436</b> | <b>65,505</b> |                          |

**Note A:** £196,525 Bed and Breakfast charges - there are some payments not yet reflected due to problems with credit card processing. These costs are offset by client contributions and benefit payments. £34,598 Rent deposit scheme. This is offset by £60,000 homelessness funding allocated from the County Community pot not yet spent.

**Note B:** (£37,159) Rent deposits repayments. (£221,762) Recovered costs re Bed and Breakfast accommodation - this is the total position up to the end of Qtr 3 and includes recovery of payments not yet showing as expenditure.

## Customer Services Housing

|  |               |               |               |              |           |              |                     |
|--|---------------|---------------|---------------|--------------|-----------|--------------|---------------------|
| Gross Direct Costs                     | 393,383       | 321,013       | 327,712       | 6,699        | 89        | 65,582       | No Major Variances. |
| Support Service Charges                | (334,790)     | (278,980)     | (278,980)     | 0            | 0         | (55,810)     |                     |
| <b>Total Customer Services Housing</b> | <b>58,593</b> | <b>42,033</b> | <b>48,732</b> | <b>6,699</b> | <b>89</b> | <b>9,772</b> |                     |

## Reprographics

|                            |          |          |                |                |               |                 |                         |
|----------------------------|----------|----------|----------------|----------------|---------------|-----------------|-------------------------|
| Gross Direct Costs         | 88,343   | 73,620   | 65,762         | (7,858)        | 17,309        | 5,272           | See <b>Note A</b> below |
| Gross Direct Income        | (7,500)  | (6,250)  | (4,767)        | 1,483          | 0             | (2,733)         | No Major Variances.     |
| Capital Charges            | 18,603   | 15,500   | 15,500         | 0              | 0             | 3,103           | No Major Variances.     |
| Support Service Charges    | (99,446) | (82,870) | (82,870)       | 0              | 0             | (16,576)        | No Major Variances.     |
| <b>Total Reprographics</b> | <b>0</b> | <b>0</b> | <b>(6,375)</b> | <b>(6,375)</b> | <b>17,309</b> | <b>(10,934)</b> |                         |

**Note A:** (£3,902) - Operating lease costs for printers lower than expected as a result of lower numbers of copies being required. (£4,665) - Paper costs lower because of lower printing requirements.

## Service Area Detail P10 2019/20

## Customer Services &amp; ICT

|   | Full Year<br>Budget | YTD Budget      | YTD Actuals     | YTD<br>Variance | Commitments    | Remaining<br>Budget | Explanation for Variances  |
|---|---------------------|-----------------|-----------------|-----------------|----------------|---------------------|--|
|   | £                   | £               | £               | £               | £              | £                   |  |
| <b>Customer Services - Corporate</b>  |                     |                 |                 |                 |                |                     |  |
| Gross Direct Costs  | 642,354             | 535,300         | 536,706         | 1,406           | 11,575         | 94,073              | See <b>Note A</b> below  |
| Gross Direct Income   | (30,640)            | (29,040)        | (21,315)        | 7,725           | 0              | (9,325)             | £6,669 - Postal charges re envelopes, BR postage and surcharges. |
| Support Service Charges   | (619,484)           | (516,260)       | (516,260)       | 0               | 0              | (103,224)           | No Major Variances.  |
| <b>Total Customer Services - Corporate</b>  | <b>(7,770)</b>      | <b>(10,000)</b> | <b>(868)</b>    | <b>9,132</b>    | <b>11,575</b>  | <b>(18,477)</b>     |  |
| <b>Note A:</b> £15,520 - Salaries and oncosts higher as a result of regradings. This will lead to a full year cost of £19,935. (£2,323) - Lower stationery purchases. (£5,276) - Lower postage costs. (£5,162) - Other professional fees.   |                     |                 |                 |                 |                |                     |  |
| <b>Digital Transformation</b>   |                     |                 |                 |                 |                |                     |  |
| Gross Direct Costs  | 243,370             | 202,810         | 185,161         | (17,649)        | 14,630         | 43,579              | See <b>Note A</b> below  |
| Support Service Charges   | (243,370)           | (202,820)       | (202,820)       | 0               | 0              | (40,550)            | No Major Variances.  |
| <b>Total Digital Transformation</b>   | <b>0</b>            | <b>(10)</b>     | <b>(17,659)</b> | <b>(17,649)</b> | <b>14,630</b>  | <b>3,029</b>        |  |
| <b>Note A:</b> (£19,197) - Salaries and oncosts are lower than anticipated. This is as a result of carrying staff vacancies. There is to be a review of the Digital Transformation programme, so no staff will be appointed and the balance will be returned to the Digital Transformation Reserve, from where the staff were initially funded, therefore no variance is anticipated. £2,603 - Trainers expenses. |                     |                 |                 |                 |                |                     |  |
| <b>Total Customer Services and ICT</b>  | <b>493,216</b>      | <b>385,317</b>  | <b>285,898</b>  | <b>(99,419)</b> | <b>264,935</b> | <b>(57,617)</b>     |  |

## Service Area Detail P10 2019/20

## Environmental Health

|   | Full Year Budget | YTD Budget     | YTD Actuals    | YTD Variance    | Commitments   | Remaining Budget | Explanation for Variances  |
|---|------------------|----------------|----------------|-----------------|---------------|------------------|--|
|   | £                | £              | £              | £               | £             | £                |  |
| <b>Commercial Services</b>                  |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 258,216          | 214,731        | 227,406        | 12,675          | 4,590         | 26,220           | Staffing costs - to be funded from an overall saving in the Environmental Health (EH) staffing budgets or from the EH reserve at year end. |
| Gross Direct Income                         | (13,250)         | (11,048)       | (6,728)        | 4,320           | 0             | (6,522)          | Lower fee income from Food Hygiene Courses and re-rating visits.   |
| Support Service Charges                     | 115,880          | 96,590         | 96,590         | 0               | 0             | 19,290           |  |
| <b>Total Commercial Services</b>            | <b>360,846</b>   | <b>300,273</b> | <b>317,268</b> | <b>16,995</b>   | <b>4,590</b>  | <b>38,988</b>    |  |
| <b>Internal Drainage Board Levies</b>       |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 397,862          | 397,862        | 399,024        | 1,162           | 0             | (1,162)          | No Major Variances.  |
| Support Service Charges                     | 710              | 590            | 590            | 0               | 0             | 120              |  |
| <b>Total Internal Drainage Board Levies</b> | <b>398,572</b>   | <b>398,452</b> | <b>399,614</b> | <b>1,162</b>    | <b>0</b>      | <b>(1,042)</b>   |  |
| <b>Travellers</b>                           |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 7,400            | 41,216         | 40,847         | (369)           | 27,694        | (61,140)         | No Major Variances.  |
| Gross Direct Income                         | (4,000)          | (3,340)        | (15,488)       | (12,148)        | 0             | 11,488           | Insurance claim - to be offset against costs for replacing lamp posts and fencing at the Fakenham site.                                    |
| Capital Charges                             | 97,800           | 81,500         | 81,500         | 0               | 0             | 16,300           |  |
| Support Service Charges                     | 1,930            | 1,620          | 1,620          | 0               | 0             | 310              |  |
| <b>Total Travellers</b>                     | <b>103,130</b>   | <b>120,996</b> | <b>108,479</b> | <b>(12,517)</b> | <b>27,694</b> | <b>(33,042)</b>  |  |
| <b>Public Protection</b>                    |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 207,585          | 171,560        | 161,750        | (9,810)         | 5,964         | 39,871           | Vacant post - now filled.  |
| Gross Direct Income                         | (196,985)        | (165,980)      | (159,464)      | 6,516           | 0             | (37,521)         | Lower licensing income received against budget. This is under review.  |
| Support Service Charges                     | 104,470          | 87,090         | 87,090         | 0               | 0             | 17,380           |  |
| <b>Total Public Protection</b>              | <b>115,070</b>   | <b>92,670</b>  | <b>89,376</b>  | <b>(3,294)</b>  | <b>5,964</b>  | <b>19,730</b>    |  |
| <b>Street Signage</b>                       |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 12,470           | 7,050          | 4,621          | (2,429)         | 0             | 7,849            | No Major Variances.  |
| Capital Charges                             | 7,564            | 6,300          | 6,300          | 0               | 0             | 1,264            |  |
| Support Service Charges                     | 18,950           | 15,800         | 15,800         | 0               | 0             | 3,150            |  |
| <b>Total Street Signage</b>                 | <b>38,984</b>    | <b>29,150</b>  | <b>26,721</b>  | <b>(2,429)</b>  | <b>0</b>      | <b>12,263</b>    |  |
| <b>Environmental Protection</b>             |                  |                |                |                 |               |                  |  |
| Gross Direct Costs                          | 662,062          | 527,913        | 533,664        | 5,751           | 19,662        | 108,735          | Works for Enforcement Board.   |
| Gross Direct Income                         | (59,235)         | (45,175)       | (62,153)       | (16,978)        | 0             | 2,918            | Rechargeable Enforcement Board works.  |
| Capital Charges                             | 4,501            | 3,750          | 3,750          | 0               | 0             | 751              |  |
| Support Service Charges                     | 176,210          | 146,850        | 146,850        | 0               | 0             | 29,360           |  |
| <b>Total Environmental Protection</b>       | <b>783,538</b>   | <b>633,338</b> | <b>622,111</b> | <b>(11,227)</b> | <b>19,662</b> | <b>141,765</b>   |  |

## Service Area Detail P10 2019/20

## Environmental Health

|  | Full Year Budget | YTD Budget     | YTD Actuals     | YTD Variance     | Commitments      | Remaining Budget | Explanation for Variances  |
|--|------------------|----------------|-----------------|------------------|------------------|------------------|--|
|  | £                | £              | £               | £                | £                | £                |  |
| <b>Env Health - Service Mgmt</b>           |                  |                |                 |                  |                  |                  |  |
| Gross Direct Costs                         | 140,739          | 115,363        | 120,245         | 4,881            | 14,248           | 6,247            | Staffing supplements offset by miscellaneous underspends in supplies and services.   |
| Support Service Charges                    | (127,735)        | (106,430)      | (106,430)       | 0                | 0                | (21,305)         |  |
| <b>Total Env Health - Service Mgmt</b>     | <b>13,004</b>    | <b>8,933</b>   | <b>13,815</b>   | <b>4,881</b>     | <b>14,248</b>    | <b>(15,058)</b>  |  |
| <b>Combined Enforcement Team</b>           |                  |                |                 |                  |                  |                  |  |
| Gross Direct Costs                         | 154,164          | 128,480        | 117,528         | (10,952)         | 2,063            | 34,573           | Vacant post.   |
| Gross Direct Income                        | 0                | 0              | 75              | 75               | 175              | (250)            | No Major Variances.  |
| Support Service Charges                    | (154,164)        | (128,430)      | (128,430)       | 0                | 0                | (25,734)         |  |
| <b>Total Combined Enforcement Team</b>     | <b>0</b>         | <b>50</b>      | <b>(10,827)</b> | <b>(10,877)</b>  | <b>2,238</b>     | <b>8,589</b>     |  |
| <b>Environmental Contracts</b>             |                  |                |                 |                  |                  |                  |  |
| Gross Direct Costs                         | 270,155          | 225,150        | 231,529         | 6,379            | 584              | 38,042           | Staffing costs.  |
| Gross Direct Income                        | 0                | 0              | (251)           | (251)            | 0                | 251              | No Major Variances.  |
| Support Service Charges                    | (270,155)        | (225,100)      | (225,100)       | 0                | 0                | (45,055)         |  |
| <b>Total Environmental Contracts</b>       | <b>0</b>         | <b>50</b>      | <b>6,178</b>    | <b>6,128</b>     | <b>584</b>       | <b>(6,762)</b>   |  |
| <b>Waste Collection And Disposal</b>       |                  |                |                 |                  |                  |                  |  |
| Gross Direct Costs                         | 4,366,995        | 3,279,955      | 3,348,440       | 68,485           | 1,369,613        | (351,058)        | £31,013 Consultancy relating to the new waste procurement contract; £32,040 Contractor costs; £6,496 Bad debts written off; £5,622 Hybrid mailing and card fees for garden bins; (£7,592) NEWS processing costs lower. |
| Gross Direct Income                        | (3,156,297)      | (2,943,794)    | (3,264,408)     | (320,614)        | 0                | 108,111          | (£234,021) Commercial waste fee income; (£59,780) Garden bin income; (£13,916) Bulky collections; (£18,336) Smoothing Mechanism.   |
| Capital Charges                            | 52,686           | 43,910         | 43,910          | 0                | 0                | 8,776            |  |
| Support Service Charges                    | 452,720          | 377,310        | 377,310         | 0                | 0                | 75,410           |  |
| <b>Total Waste Collection And Disposal</b> | <b>1,716,104</b> | <b>757,381</b> | <b>505,252</b>  | <b>(252,129)</b> | <b>1,369,613</b> | <b>(158,761)</b> |  |
| <b>Cleansing</b>                           |                  |                |                 |                  |                  |                  |  |
| Gross Direct Costs                         | 828,183          | 615,500        | 613,569         | (1,931)          | 247,020          | (32,407)         | No Major Variances.  |
| Gross Direct Income                        | (54,157)         | (54,157)       | (63,912)        | (9,755)          | 0                | 9,755            | (£4,200) Sale of vehicles; (£5,555) Additional income from dog and litter bin recharges.   |
| Support Service Charges                    | 55,020           | 45,860         | 45,860          | 0                | 0                | 9,160            |  |
| <b>Total Cleansing</b>                     | <b>829,046</b>   | <b>607,203</b> | <b>595,517</b>  | <b>(11,686)</b>  | <b>247,020</b>   | <b>(13,492)</b>  |  |

## Service Area Detail P10 2019/20

## Environmental Health

|                                     | Full Year<br>Budget<br>£ | YTD Budget<br>£  | YTD Actuals<br>£ | YTD<br>Variance<br>£ | Commitments<br>£ | Remaining<br>Budget<br>£ | Explanation for Variances                    |
|-------------------------------------|--------------------------|------------------|------------------|----------------------|------------------|--------------------------|--|
| <b>Environmental Strategy</b>       |                          |                  |                  |                      |                  |                          |  |
| Gross Direct Costs                  | 25,000                   | 25,000           | 39,928           | 14,928               | 0                | (14,928)                 | Costs associated with the Green Build event. |
| Gross Direct Income                 | (15,000)                 | (15,000)         | (21,351)         | (6,351)              | 9                | 6,342                    | Sponsorship and income from exhibitors.      |
| Support Service Charges             | 20,190                   | 16,820           | 16,820           | 0                    | 0                | 3,370                    |  |
| <b>Total Environmental Strategy</b> | <b>30,190</b>            | <b>26,820</b>    | <b>35,397</b>    | <b>8,577</b>         | <b>9</b>         | <b>(5,216)</b>           |  |
| <b>Community Safety</b>             |                          |                  |                  |                      |                  |                          |  |
| Gross Direct Costs                  | 26,893                   | 22,420           | 23,614           | 1,194                | 0                | 3,279                    | No Major Variances.                          |
| Support Service Charges             | 11,750                   | 9,800            | 9,800            | 0                    | 0                | 1,950                    |  |
| <b>Total Community Safety</b>       | <b>38,643</b>            | <b>32,220</b>    | <b>33,414</b>    | <b>1,194</b>         | <b>0</b>         | <b>5,229</b>             |  |
| <b>Civil Contingencies</b>          |                          |                  |                  |                      |                  |                          |  |
| Gross Direct Costs                  | 83,336                   | 69,248           | 69,401           | 153                  | 245              | 13,690                   | No Major Variances.                          |
| Support Service Charges             | 25,560                   | 21,310           | 21,310           | 0                    | 0                | 4,250                    |  |
| <b>Total Civil Contingencies</b>    | <b>108,896</b>           | <b>90,558</b>    | <b>90,711</b>    | <b>153</b>           | <b>245</b>       | <b>17,940</b>            |  |
| <b>Total Environmental Health</b>   | <b>4,536,023</b>         | <b>3,098,094</b> | <b>2,833,026</b> | <b>(265,068)</b>     | <b>1,691,868</b> | <b>11,129</b>            |  |

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**Service Area Detail P10 2019/20**  
**Finance & Assets**

|                                     | Full Year<br>Budget<br>£ | YTD<br>Budget<br>£ | YTD<br>Actuals<br>£ | YTD<br>Variance<br>£ | Commitments<br>£ | Remaining<br>Budget<br>£ | Explanation for Variances  |
|-------------------------------------|--------------------------|--------------------|---------------------|----------------------|------------------|--------------------------|--|
| <b>Industrial Estates</b>           |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 12,610                   | 9,646              | 9,729               | 83                   | 1,654            | 1,227                    | No Major Variances.  |
| Gross Direct Income                 | (128,649)                | (114,950)          | (135,609)           | (20,659)             | 0                | 6,960                    | (£13,774) Possession proceedings and legal fees; (£4,793) Rental income invoiced quarterly in advance.                         |
| Capital Charges                     | 46,238                   | 38,530             | 38,530              | 0                    | 0                | 7,708                    |  |
| Support Service Charges             | 46,580                   | 38,850             | 38,850              | 0                    | 0                | 7,730                    |  |
| <b>Total Industrial Estates</b>     | <b>(23,221)</b>          | <b>(27,924)</b>    | <b>(48,501)</b>     | <b>(20,577)</b>      | <b>1,654</b>     | <b>23,625</b>            |  |
| <b>Surveyors Allotments</b>         |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Income                 | (50)                     | (40)               | (50)                | (10)                 | 0                | 0                        | No Major Variances.  |
| Support Service Charges             | 5,240                    | 4,380              | 4,380               | 0                    | 0                | 860                      |  |
| <b>Total Surveyors Allotments</b>   | <b>5,190</b>             | <b>4,340</b>       | <b>4,330</b>        | <b>(10)</b>          | <b>0</b>         | <b>860</b>               |  |
| <b>Handy Man</b>                    |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 41,637                   | 35,260             | 40,759              | 5,499                | 109              | 769                      | £2,816 Stock for van.  |
| Gross Direct Income                 | (54,730)                 | (41,049)           | (39,920)            | 1,129                | 0                | (14,810)                 | No Major Variances.  |
| Support Service Charges             | 65,970                   | 54,990             | 54,990              | 0                    | 0                | 10,980                   |  |
| <b>Total Handy Man</b>              | <b>52,877</b>            | <b>49,201</b>      | <b>55,829</b>       | <b>6,628</b>         | <b>109</b>       | <b>(3,061)</b>           |  |
| <b>Parklands</b>                    |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 37,282                   | 30,961             | 29,013              | (1,948)              | 649              | 7,621                    | No Major Variances.  |
| Gross Direct Income                 | (67,628)                 | (67,628)           | (62,917)            | 4,711                | 0                | (4,711)                  | (£2,500) Commission on sale of pitch; £6,647. Lower income from recharge of utility costs - under review.                      |
| Capital Charges                     | 585                      | 490                | 490                 | 0                    | 0                | 95                       |  |
| Support Service Charges             | 33,490                   | 27,910             | 27,910              | 0                    | 0                | 5,580                    |  |
| <b>Total Parklands</b>              | <b>3,729</b>             | <b>(8,267)</b>     | <b>(5,504)</b>      | <b>2,763</b>         | <b>649</b>       | <b>8,584</b>             |  |
| <b>Revenue Services</b>             |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 678,817                  | 525,065            | 542,601             | 17,535               | 14,814           | 121,402                  | Employee Inflation in relation to staff regradings and increments. This is likely to result in a full year variance of £20k.   |
| Gross Direct Income                 | (452,136)                | (230,101)          | (222,509)           | 7,592                | 0                | (229,627)                | Although not currently evidenced within the YTD variance there is likely to be a shortfall in court costs recover of £20-£30k. |
| Support Service Charges             | 441,270                  | 367,790            | 367,790             | 0                    | 0                | 73,480                   |  |
| <b>Total Revenue Services</b>       | <b>667,951</b>           | <b>662,754</b>     | <b>687,881</b>      | <b>25,127</b>        | <b>14,814</b>    | <b>(34,744)</b>          |  |
| <b>Benefits Subsidy</b>             |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 23,321,596               | 0                  | (549)               | (549)                | 0                | 23,322,145               | No Major Variances.  |
| Gross Direct Income                 | (23,321,596)             | 0                  | (18,537)            | (18,537)             | 0                | (23,303,059)             | Rent allowances other recoverable charges.   |
| <b>Total Benefits Subsidy</b>       | <b>0</b>                 | <b>0</b>           | <b>(19,086)</b>     | <b>(19,086)</b>      | <b>0</b>         | <b>19,086</b>            |  |
| <b>Discretionary Payments</b>       |                          |                    |                     |                      |                  |                          |  |
| Gross Direct Costs                  | 61,237                   | 61,237             | 63,920              | 2,683                | 0                | (2,683)                  | One off payment to a parish council.   |
| Support Service Charges             | 3,770                    | 3,140              | 3,140               | 0                    | 0                | 630                      |  |
| <b>Total Discretionary Payments</b> | <b>65,007</b>            | <b>64,377</b>      | <b>67,060</b>       | <b>2,683</b>         | <b>0</b>         | <b>(2,053)</b>           |  |

**Service Area Detail P10 2019/20****Finance & Assets****Non Distributed Costs**

|                                    |          |                |                |              |          |                  |                     |
|------------------------------------|----------|----------------|----------------|--------------|----------|------------------|---------------------|
| Gross Direct Costs                 | 0        | 189,153        | 191,107        | 1,954        | 0        | (191,107)        | No Major Variances. |
| <b>Total Non Distributed Costs</b> | <b>0</b> | <b>189,153</b> | <b>191,107</b> | <b>1,954</b> | <b>0</b> | <b>(191,107)</b> |                     |

**Administration Buildings Svcs**

|  |               |               |               |               |               |                 |            |
|--|---------------|---------------|---------------|---------------|---------------|-----------------|------------|
| Gross Direct Costs                         | 566,490       | 393,903       | 415,190       | 21,287        | 40,399        | 110,901         | See Note A |
| Gross Direct Income                        | (277,475)     | (155,310)     | (161,556)     | (6,246)       | 0             | (115,919)       | See Note B |
| Capital Charges                            | 76,860        | 64,050        | 64,050        | 0             | 0             | 12,810          |            |
| Support Service Charges                    | (291,643)     | (243,030)     | (243,030)     | 0             | 0             | (48,613)        |            |
| <b>Total Administration Buildings Svcs</b> | <b>74,232</b> | <b>59,613</b> | <b>74,654</b> | <b>15,041</b> | <b>40,399</b> | <b>(40,821)</b> |            |

**Buildings Svcs**

**Note A:** £9,122 Evaporative cooling system at Fakenham Connect; £23,607 R&M and service contracts; (£5,413) Rental payments not required for Stonehill Way - premises vacated; (£8,092) Invoices not received for rent and cleaning services at Kings Arms Street.

**Note B:** (£15,421) Service charges - some of which relate to a contribution to capital costs; £8,269 Lower rental income at Fakenham Connect - top floor of building not rented out.

**Property Services**

|                                |           |              |                |                |               |                  |                     |
|--------------------------------|-----------|--------------|----------------|----------------|---------------|------------------|---------------------|
| Gross Direct Costs             | 567,044   | 476,134      | 588,111        | 111,977        | 47,420        | (68,486)         | <b>See Note A</b>   |
| Gross Direct Income            | 0         | 0            | (6)            | (6)            | 0             | 6                | No Major Variances. |
| Capital Charges                | 12,385    | 10,320       | 10,320         | 0              | 0             | 2,065            |                     |
| Support Service Charges        | (579,429) | (482,810)    | (482,830)      | (20)           | 0             | (96,599)         |                     |
| <b>Total Property Services</b> | <b>0</b>  | <b>3,644</b> | <b>115,595</b> | <b>111,951</b> | <b>47,420</b> | <b>(163,014)</b> |                     |

**See Note A:** (£19,445) Staff turnover. (£8,500) Creditor provision for service charge review. £17,525 Purchase of vehicle - to be funded from Capital. £100,562 Professional fees, including £50,000 for Asset Condition Surveys, £11,250 for Energy Management Contract, £20,900 contract for Feasibility studies at North Walsham and Stalham hubs and £12,913 for tree and Enforcement works. The balance relates to various fees relating to valuation reports, E-tendering, commercial agency work and building cost information services.

**Head Of Finance & Assets**

|   |           |             |              |              |          |                |   |
|---|-----------|-------------|--------------|--------------|----------|----------------|---|
| Gross Direct Costs                        | 101,419   | 84,520      | 89,792       | 5,272        | 0        | 11,627         | Employee inflation and staff turnover not made. |
| Support Service Charges                   | (101,419) | (84,610)    | (84,610)     | 0            | 0        | (16,809)       |   |
| <b>Total Head Of Finance &amp; Assets</b> | <b>0</b>  | <b>(90)</b> | <b>5,182</b> | <b>5,272</b> | <b>0</b> | <b>(5,182)</b> |   |

**Corporate Finance**

|                                |           |              |                |                |               |                 |  |
|--------------------------------|-----------|--------------|----------------|----------------|---------------|-----------------|--|
| Gross Direct Costs             | 426,639   | 357,420      | 348,289        | (9,131)        | 23,465        | 54,885          | Net saving resulting from a vacant post. |
| Gross Direct Income            | 0         | 0            | 0              | 0              | 0             | 0               |  |
| Capital Charges                | 4,491     | 3,740        | 3,740          | 0              | 0             | 751             |  |
| Support Service Charges        | (431,130) | (359,270)    | (359,270)      | 0              | 0             | (71,860)        |  |
| <b>Total Corporate Finance</b> | <b>0</b>  | <b>1,890</b> | <b>(7,241)</b> | <b>(9,131)</b> | <b>23,465</b> | <b>(16,224)</b> |  |

**Insurance & Risk Management**

|  |           |                 |                 |            |          |               |                     |
|--|-----------|-----------------|-----------------|------------|----------|---------------|---------------------|
| Gross Direct Costs                           | 199,486   | 99,742          | 99,743          | 1          | 0        | 99,743        | No Major Variances. |
| Gross Direct Income                          | (650)     | (540)           | (28)            | 512        | 0        | (622)         | No Major Variances. |
| Support Service Charges                      | (198,836) | (165,740)       | (165,740)       | 0          | 0        | (33,096)      | No Major Variances. |
| <b>Total Insurance &amp; Risk Management</b> | <b>0</b>  | <b>(66,538)</b> | <b>(66,026)</b> | <b>512</b> | <b>0</b> | <b>66,026</b> |                     |

**Internal Audit**

|                             |          |                |                 |                |               |                 |                     |
|-----------------------------|----------|----------------|-----------------|----------------|---------------|-----------------|---------------------|
| Gross Direct Costs          | 75,000   | 56,250         | 51,811          | (4,439)        | 24,886        | (1,697)         | No Major Variances. |
| Support Service Charges     | (75,000) | (62,500)       | (62,500)        | 0              | 0             | (12,500)        | No Major Variances. |
| <b>Total Internal Audit</b> | <b>0</b> | <b>(6,250)</b> | <b>(10,689)</b> | <b>(4,439)</b> | <b>24,886</b> | <b>(14,197)</b> |                     |

**Service Area Detail P10 2019/20****Finance & Assets****Playgrounds**

|                          |               |               |               |                |              |               |                     |
|--------------------------|---------------|---------------|---------------|----------------|--------------|---------------|---------------------|
| Gross Direct Costs       | 42,428        | 32,269        | 28,552        | (3,716)        | 9,935        | 3,940         | No Major Variances. |
| Support Service Charges  | 36,970        | 30,820        | 30,820        | 0              | 0            | 6,150         |                     |
| <b>Total Playgrounds</b> | <b>79,398</b> | <b>63,089</b> | <b>59,372</b> | <b>(3,716)</b> | <b>9,935</b> | <b>10,090</b> |                     |

**Community Centres**

|                                |               |               |              |              |           |              |                     |
|--------------------------------|---------------|---------------|--------------|--------------|-----------|--------------|---------------------|
| Gross Direct Costs             | 9,753         | 4,250         | 3,344        | (906)        | 25        | 6,384        | No Major Variances. |
| Support Service Charges        | 7,470         | 6,240         | 6,240        | 0            | 0         | 1,230        |                     |
| <b>Total Community Centres</b> | <b>17,223</b> | <b>10,490</b> | <b>9,584</b> | <b>(906)</b> | <b>25</b> | <b>7,614</b> |                     |

**Public Conveniences**

|                                  |                |                |                |                |               |               |   |
|----------------------------------|----------------|----------------|----------------|----------------|---------------|---------------|---|
| Gross Direct Costs               | 569,209        | 441,480        | 430,642        | (10,838)       | 85,315        | 53,252        | £19,956 R&M costs, (£31,884) Lower utility costs - invoices not received. |
| Gross Direct Income              | 0              | 0              | (680)          | (680)          | 0             | 680           | No Major Variances.   |
| Capital Charges                  | 131,495        | 109,580        | 109,580        | 0              | 0             | 21,915        |   |
| Support Service Charges          | 80,717         | 67,260         | 67,260         | 0              | 0             | 13,457        |   |
| <b>Total Public Conveniences</b> | <b>781,421</b> | <b>618,320</b> | <b>610,250</b> | <b>(8,070)</b> | <b>85,315</b> | <b>85,856</b> |   |

**Investment Properties**

|                                    |                |               |                |               |               |                 |  |
|------------------------------------|----------------|---------------|----------------|---------------|---------------|-----------------|--|
| Gross Direct Costs                 | 95,221         | 78,363        | 136,940        | 58,577        | 15,537        | (57,256)        | See Note A                                     |
| Gross Direct Income                | (221,800)      | (173,090)     | (190,172)      | (17,082)      | 0             | (31,628)        | (£13,049) Service charges at the Rocket House. |
| Capital Charges                    | 66,099         | 55,080        | 55,080         | 0             | 0             | 11,019          |  |
| Support Service Charges            | 165,510        | 137,940       | 137,940        | 0             | 0             | 27,570          |  |
| <b>Total Investment Properties</b> | <b>105,030</b> | <b>98,293</b> | <b>139,787</b> | <b>41,494</b> | <b>15,537</b> | <b>(50,294)</b> |  |

**Note A:** Costs of £43,013 associated with Fair Meadow House - £5,212 R&M, £27,830 septic tank and associated costs for emptying, £5,872 contract cleaning & £4,103 management fees. £13,666 R&M at Stirling Road, Sculthorpe.

**Central Costs**

|                            |          |                |                |                |          |              |   |
|----------------------------|----------|----------------|----------------|----------------|----------|--------------|---|
| Gross Direct Costs         | 86,384   | 69,544         | 63,821         | (5,723)        | 6        | 22,557       | £2,114 - Salaries and oncosts are higher than anticipated.. (£10,653) - Budget for general events etc. £2,900 - Data protection fee |
| Support Service Charges    | (86,384) | (72,020)       | (72,020)       | 0              | 0        | (14,364)     | No Major Variances.   |
| <b>Total Central Costs</b> | <b>0</b> | <b>(2,476)</b> | <b>(8,199)</b> | <b>(5,723)</b> | <b>6</b> | <b>8,193</b> |   |

**Corporate & Democratic Core**

|  |                  |                  |                  |                 |              |                  |  |
|--|------------------|------------------|------------------|-----------------|--------------|------------------|--|
| Gross Direct Costs                           | 516,705          | 439,823          | 407,413          | (32,410)        | 3,718        | 105,574          | (£20,639) Turnover from Planning staff vacancies. This is being used to support temporary contract staff. (£5,668) - Bank charges. (£9,298) - Other Professional Fees - Includes LEP budget of £11,000 |
| Gross Direct Income                          | 0                | 0                | (40,720)         | (40,720)        | 0            | 40,720           | (£34,968) Brexit grant (£5,040) External audit recoverable fees.   |
| Capital Charges                              | 1,000,000        | 0                | 0                | 0               | 0            | 1,000,000        |  |
| Support Service Charges                      | 1,052,640        | 877,210          | 877,210          | 0               | 0            | 175,430          |  |
| <b>Total Corporate &amp; Democratic Core</b> | <b>2,569,345</b> | <b>1,317,033</b> | <b>1,243,903</b> | <b>(73,130)</b> | <b>3,718</b> | <b>1,321,724</b> |  |

**Total Finance and Assets**

|                  |                  |                  |               |                |                  |
|------------------|------------------|------------------|---------------|----------------|------------------|
| <b>4,398,182</b> | <b>3,030,652</b> | <b>3,099,290</b> | <b>68,638</b> | <b>267,932</b> | <b>1,030,960</b> |
|------------------|------------------|------------------|---------------|----------------|------------------|

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**Service Area Detail P10 2019/20**  
**Legal and Democratic Services**

|   | Full Year<br>Budget | YTD<br>Budget    | YTD<br>Actuals   | YTD<br>Variance  | Commitmen<br>ts | Remaining<br>Budget | Explanation for Variances   |
|---|---------------------|------------------|------------------|------------------|-----------------|---------------------|---|
|   | £                   | £                | £                | £                | £               | £                   |   |
| <b>Benefits Administration</b>  |                     |                  |                  |                  |                 |                     |   |
| Gross Direct Costs  | 936,635             | 778,498          | 764,590          | (13,908)         | 2,953           | 169,092             | Staff turnover from in year vacancies.  |
| Gross Direct Income   | (403,290)           | (23,405)         | (88,311)         | (64,906)         | 0               | (314,979)           | A number of New Burdens grants have been received from the Department for Works and Pensions (DWP), these are to support the service to implement legislative changes and improvements. |
| Capital Charges   | 11,500              | 9,580            | 9,580            | 0                | 0               | 1,920               |   |
| Support Service Charges   | 549,050             | 457,580          | 457,580          | 0                | 0               | 91,470              |   |
| <b>Total Benefits Administration</b>  | <b>1,093,895</b>    | <b>1,222,253</b> | <b>1,143,439</b> | <b>(78,814)</b>  | <b>2,953</b>    | <b>(52,497)</b>     |   |
| <b>Members Services</b>   |                     |                  |                  |                  |                 |                     |   |
| Gross Direct Costs  | 514,647             | 427,497          | 426,500          | (996)            | 3,981           | 84,165              | No Major Variances.   |
| Gross Direct Income   | (400)               | (330)            | (148)            | 182              | 0               | (252)               | No Major Variances.   |
| Support Service Charges   | 58,250              | 48,580           | 48,580           | 0                | 0               | 9,670               | No Major Variances.   |
| <b>Total Members Services</b>   | <b>572,497</b>      | <b>475,747</b>   | <b>474,932</b>   | <b>(814)</b>     | <b>3,981</b>    | <b>93,583</b>       |   |
| <b>Legal Services</b>   |                     |                  |                  |                  |                 |                     |   |
| Gross Direct Costs  | 689,194             | 572,957          | 583,070          | 10,113           | 3,480           | 102,644             | See <b>Note A</b> below   |
| Gross Direct Income   | (329,946)           | (216,685)        | (265,489)        | (48,804)         | 0               | (64,457)            | See <b>Note B</b> below   |
| Support Service Charges   | (359,248)           | (299,380)        | (299,380)        | 0                | 0               | (59,868)            | No Major Variances.   |
| <b>Total Legal Services</b>   | <b>0</b>            | <b>56,892</b>    | <b>18,202</b>    | <b>(38,690)</b>  | <b>3,480</b>    | <b>(21,681)</b>     |   |
| <b>Note A:</b> (£11,402) - Salaries and oncosts, offset by locum costs of £5,275. £2,916 - Generic training. £5,680 - Mileage allowances. £9,239 - Client disbursements, more specialist advice required.       |                     |                  |                  |                  |                 |                     |   |
| <b>Note B:</b> (£42,588) - Income from legal fees. No variance is anticipated because any balance will be transferred to the Legal reserve. (£5,083) - Client disbursements - recharged land registry fees etc. |                     |                  |                  |                  |                 |                     |   |
| <b>Total Legal and Democratic</b>   | <b>1,666,392</b>    | <b>1,754,892</b> | <b>1,636,573</b> | <b>(118,319)</b> | <b>10,414</b>   | <b>19,405</b>       |   |

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## Service Area Detail P10 2019/20

## Planning

|  | Full Year<br>Budget | YTD<br>Budget    | YTD<br>Actuals   | YTD<br>Variance | Commitments    | Remaining<br>Budget | Explanation for Variances   |
|--|---------------------|------------------|------------------|-----------------|----------------|---------------------|---|
|  | £                   | £                | £                | £               | £              | £                   |   |
| <b>Development Management</b>                    |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 1,028,586           | 847,788          | 855,165          | 7,377           | 91,918         | 81,504              | £10,500 One-off compensation payment, £11,325 Professional and Legal advice relating to planning appeals work. This is currently offset by a number of minor underspends. |
| Gross Direct Income                              | (802,200)           | (668,490)        | (595,034)        | 73,456          | 0              | (207,166)           | Shortfall in forecast planning fee income due to fewer large fees. This is partially offset by income from professional advice and conditions.                            |
| Capital Charges                                  | 37,106              | 30,920           | 30,920           | 0               | 0              | 6,186               |   |
| Support Service Charges                          | 647,710             | 539,770          | 539,770          | 0               | 0              | 107,940             |   |
| <b>Total Development Management</b>              | <b>911,202</b>      | <b>749,988</b>   | <b>830,821</b>   | <b>80,833</b>   | <b>91,918</b>  | <b>(11,536)</b>     |   |
| <b>Planning Policy</b>                           |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 460,155             | 385,872          | 373,892          | (11,980)        | 5,719          | 80,545              | Turnover savings resulting from vacancies in the year.  |
| Gross Direct Income                              | 0                   | 0                | (75)             | (75)            | 0              | 75                  |   |
| Support Service Charges                          | 73,506              | 61,280           | 61,280           | 0               | 0              | 12,226              |   |
| <b>Total Planning Policy</b>                     | <b>533,661</b>      | <b>447,152</b>   | <b>435,097</b>   | <b>(12,055)</b> | <b>5,719</b>   | <b>92,846</b>       |   |
| <b>Conservation, Design &amp; Landscape</b>      |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 101,081             | 85,300           | 87,300           | 2,000           | 88,343         | (74,561)            | No Major Variances.   |
| Support Service Charges                          | 70,070              | 58,440           | 58,440           | 0               | 0              | 11,630              |   |
| <b>Total Conservation, Design &amp; Landscap</b> | <b>171,151</b>      | <b>143,740</b>   | <b>145,740</b>   | <b>2,000</b>    | <b>88,343</b>  | <b>(62,931)</b>     |   |
| <b>Major Developments</b>                        |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 286,255             | 238,530          | 234,616          | (3,914)         | 20,448         | 31,191              | Staff turnover savings offset by contract planning officer.   |
| Support Service Charges                          | 95,670              | 79,730           | 79,730           | 0               | 0              | 15,940              |   |
| <b>Total Major Developments</b>                  | <b>381,925</b>      | <b>318,260</b>   | <b>314,346</b>   | <b>(3,914)</b>  | <b>20,448</b>  | <b>47,131</b>       |   |
| <b>Building Control</b>                          |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 395,739             | 330,335          | 335,230          | 4,895           | 1,714          | 58,796              | Staff turnover savings not made.  |
| Gross Direct Income                              | (386,250)           | (321,880)        | (350,349)        | (28,469)        | 0              | (35,901)            | Income, adjusted through the earmarked reserve as part of the outturn process.  |
| Support Service Charges                          | 123,110             | 102,630          | 102,630          | 0               | 0              | 20,480              |   |
| <b>Total Building Control</b>                    | <b>132,599</b>      | <b>111,085</b>   | <b>87,510</b>    | <b>(23,575)</b> | <b>1,714</b>   | <b>43,375</b>       |   |
| <b>Head Of Planning</b>                          |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 119,410             | 100,060          | 97,895           | (2,165)         | 6,009          | 15,506              | No Major Variances.   |
| Support Service Charges                          | (119,410)           | (99,490)         | (99,490)         | 0               | 0              | (19,920)            |   |
| <b>Total Head Of Planning</b>                    | <b>0</b>            | <b>570</b>       | <b>(1,595)</b>   | <b>(2,165)</b>  | <b>6,009</b>   | <b>(4,414)</b>      |   |
| <b>Property Information</b>                      |                     |                  |                  |                 |                |                     |   |
| Gross Direct Costs                               | 187,190             | 148,269          | 130,013          | (18,256)        | 29,461         | 27,716              | (£13,705) NCC search fees.  |
| Gross Direct Income                              | (190,000)           | (158,340)        | (177,820)        | (19,480)        | 0              | (12,180)            | Land charge income up against profiled budget.  |
| Support Service Charges                          | 61,960              | 51,660           | 51,660           | 0               | 0              | 10,300              |   |
| <b>Total Property Information</b>                | <b>59,150</b>       | <b>41,589</b>    | <b>3,853</b>     | <b>(37,736)</b> | <b>29,461</b>  | <b>25,836</b>       |   |
| <b>Total Planning</b>                            | <b>2,189,688</b>    | <b>1,812,384</b> | <b>1,815,772</b> | <b>3,388</b>    | <b>243,610</b> | <b>130,306</b>      |   |

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## Service Area Summaries P10 2019/20

## Clt / Corporate

| Service                   | Updated Budget<br>£ | YTD Budget<br>£ | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|---------------------------|---------------------|-----------------|------------------|-------------------|-----------------------|-----------------------|
| Human Resources & Payroll | 0                   | (69)            | (10,315)         | (10,246)          | 11,568                | (1,253)               |
| Registration Services     | 440,608             | 387,645         | 446,528          | 58,883            | 1,664                 | (7,585)               |
| Corporate Leadership Team | 0                   | 10              | 25,998           | 25,988            | 13,624                | (39,622)              |
| Communications            | 0                   | (5,010)         | (1,807)          | 3,203             | 6,539                 | (4,731)               |
|                           | <b>440,608</b>      | <b>382,576</b>  | <b>460,403</b>   | <b>77,827</b>     | <b>33,395</b>         | <b>(53,190)</b>       |

## Community and Economic Development

| Service                      | Updated Budget<br>£ | YTD Budget<br>£  | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|------------------------------|---------------------|------------------|------------------|-------------------|-----------------------|-----------------------|
| Health                       | 0                   | 0                | (253)            | (253)             | 0                     | 253                   |
| Car Parking                  | (1,609,285)         | (1,445,618)      | (1,613,518)      | (167,900)         | 293,369               | (289,135)             |
| Markets                      | 20,702              | (7,789)          | 10,569           | 18,358            | 2,384                 | 7,749                 |
| Parks & Open Spaces          | 391,851             | 320,564          | 316,552          | (4,012)           | 47,528                | 27,770                |
| Foreshore                    | 132,948             | 75,920           | 93,136           | 17,216            | 3,283                 | 36,529                |
| Sports Centres               | 316,529             | 196,129          | 188,430          | (7,699)           | 24,399                | 103,700               |
| Leisure Complexes            | 850,524             | 704,944          | 566,659          | (138,285)         | 172,835               | 111,030               |
| Other Sports                 | 198,069             | 161,595          | 128,483          | (33,111)          | 45,596                | 23,989                |
| Recreation Grounds           | 22,035              | 16,841           | 16,716           | (125)             | 4,617                 | 702                   |
| Pier Pavilion                | 73,278              | 66,518           | 62,123           | (4,395)           | 701                   | 10,454                |
| Foreshore (Community)        | 573,963             | 464,273          | 455,734          | (8,539)           | 102,181               | 16,049                |
| Woodlands Management         | 280,693             | 233,404          | 240,094          | 6,689             | 14,787                | 25,813                |
| Cromer Pier                  | 143,679             | 107,316          | 102,324          | (4,992)           | 3,158                 | 38,197                |
| Economic Growth              | 389,001             | 321,438          | 322,364          | 926               | 60,334                | 6,303                 |
| Tourism                      | 66,198              | 61,820           | 60,850           | (970)             | 0                     | 5,348                 |
| Market Town Initiatives      | 125,837             | 125,837          | 122,902          | (2,935)           | 0                     | 2,935                 |
| Coast Protection             | 709,585             | 519,145          | 519,781          | 636               | 40,825                | 148,978               |
| Business Growth Staffing     | 26,233              | 20,969           | 14,463           | (6,506)           | 0                     | 11,770                |
| Economic & Comm Dev Mgt      | 44,735              | 37,330           | 28,290           | (9,040)           | 14,366                | 2,079                 |
| Leisure                      | 1,748               | 1,510            | 2,292            | 782               | 0                     | (544)                 |
| Housing (Health & Wellbeing) | 251,482             | 195,149          | 191,882          | (3,267)           | 0                     | 59,600                |
| Housing Strategy             | 767,023             | 276,559          | 228,536          | (48,023)          | 19,625                | 518,862               |
| Community And Localism       | 377,619             | 105,549          | 98,121           | (7,428)           | 0                     | 279,498               |
| Coastal Management           | (5,640)             | (25,520)         | (7,474)          | 18,046            | 0                     | 1,834                 |
|                              | <b>4,148,807</b>    | <b>2,533,882</b> | <b>2,149,057</b> | <b>(384,825)</b>  | <b>849,987</b>        | <b>1,149,764</b>      |

## Customer Services &amp; ICT

| Service                       | Updated Budget<br>£ | YTD Budget<br>£ | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|-------------------------------|---------------------|-----------------|------------------|-------------------|-----------------------|-----------------------|
| It - Support Services         | 12,000              | 37,634          | 22,830           | (14,804)          | 92,647                | (103,477)             |
| Tourist Information Centres   | 184,536             | 155,573         | 170,322          | 14,749            | 17,248                | (3,034)               |
| Homelessness                  | 245,857             | 160,087         | 68,916           | (91,171)          | 111,436               | 65,505                |
| Customer Services Housing     | 58,593              | 42,033          | 48,732           | 6,699             | 89                    | 9,772                 |
| Reprographics                 | 0                   | 0               | (6,375)          | (6,375)           | 17,309                | (10,934)              |
| Customer Services - Corporate | (7,770)             | (10,000)        | (868)            | 9,132             | 11,575                | (18,477)              |
| Digital Transformation        | 0                   | (10)            | (17,659)         | (17,649)          | 14,630                | 3,029                 |
|                               | <b>493,216</b>      | <b>385,317</b>  | <b>285,898</b>   | <b>(99,419)</b>   | <b>264,935</b>        | <b>(57,617)</b>       |

## Environmental Health

| Service                        | Updated Budget<br>£ | YTD Budget<br>£  | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|--------------------------------|---------------------|------------------|------------------|-------------------|-----------------------|-----------------------|
| Commercial Services            | 360,846             | 300,273          | 317,268          | 16,995            | 4,590                 | 38,988                |
| Internal Drainage Board Levies | 398,572             | 398,452          | 399,614          | 1,162             | 0                     | (1,042)               |
| Travellers                     | 103,130             | 120,996          | 108,479          | (12,517)          | 27,694                | (33,042)              |
| Public Protection              | 115,070             | 92,670           | 89,376           | (3,294)           | 5,964                 | 19,730                |
| Street Signage                 | 38,984              | 29,150           | 26,721           | (2,429)           | 0                     | 12,263                |
| Environmental Protection       | 783,538             | 633,338          | 622,111          | (11,227)          | 19,662                | 141,765               |
| Env Health - Service Mgmt      | 13,004              | 8,933            | 13,815           | 4,881             | 14,248                | (15,058)              |
| Combined Enforcement Team      | 0                   | 50               | (10,827)         | (10,877)          | 2,238                 | 8,589                 |
| Environmental Contracts        | 0                   | 50               | 6,178            | 6,128             | 584                   | (6,762)               |
| Waste Collection And Disposal  | 1,716,104           | 757,381          | 505,252          | (252,129)         | 1,369,613             | (158,761)             |
| Cleansing                      | 829,046             | 607,203          | 595,517          | (11,686)          | 247,020               | (13,492)              |
| Environmental Strategy         | 30,190              | 26,820           | 35,397           | 8,577             | 9                     | (5,216)               |
| Community Safety               | 38,643              | 32,220           | 33,414           | 1,194             | 0                     | 5,229                 |
| Civil Contingencies            | 108,896             | 90,558           | 90,711           | 153               | 245                   | 17,940                |
|                                | <b>4,536,023</b>    | <b>3,098,094</b> | <b>2,833,026</b> | <b>(265,068)</b>  | <b>1,691,868</b>      | <b>11,129</b>         |

## Finance &amp; Assets

| Service                         | Updated Budget<br>£ | YTD Budget<br>£  | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|---------------------------------|---------------------|------------------|------------------|-------------------|-----------------------|-----------------------|
| Industrial Estates              | (23,221)            | (27,924)         | (48,501)         | (20,577)          | 1,654                 | 23,625                |
| Surveyors Allotments            | 5,190               | 4,340            | 4,330            | (10)              | 0                     | 860                   |
| Handy Man                       | 52,878              | 49,201           | 55,829           | 6,628             | 109                   | (3,060)               |
| Parklands                       | 3,729               | (8,267)          | (5,504)          | 2,763             | 649                   | 8,584                 |
| Revenue Services                | 667,951             | 662,754          | 687,881          | 25,127            | 14,814                | (34,744)              |
| Benefits Subsidy                | 0                   | 0                | (19,086)         | (19,086)          | 0                     | 19,086                |
| Discretionary Payments          | 65,007              | 64,377           | 67,060           | 2,683             | 0                     | (2,053)               |
| Non Distributed Costs           | 0                   | 189,153          | 191,107          | 1,954             | 0                     | (191,107)             |
| Administration Buildings Svs    | 74,232              | 59,613           | 74,654           | 15,041            | 40,399                | (40,821)              |
| Property Services               | 0                   | 3,644            | 115,595          | 111,951           | 47,420                | (163,014)             |
| Head Of Finance & Assets        | 0                   | (90)             | 5,182            | 5,272             | 0                     | (5,182)               |
| Corporate Finance               | 0                   | 1,890            | (7,241)          | (9,131)           | 23,465                | (16,224)              |
| Insurance & Risk Management     | 0                   | (66,538)         | (66,026)         | 512               | 0                     | 66,026                |
| Internal Audit                  | 0                   | (6,250)          | (10,689)         | (4,439)           | 24,886                | (14,197)              |
| Playgrounds                     | 79,398              | 63,089           | 59,372           | (3,716)           | 9,935                 | 10,090                |
| Community Centres               | 17,223              | 10,490           | 9,584            | (906)             | 25                    | 7,614                 |
| Public Conveniences             | 781,421             | 618,320          | 610,250          | (8,070)           | 85,315                | 85,856                |
| Investment Properties           | 105,030             | 98,293           | 139,787          | 41,494            | 15,537                | (50,294)              |
| Central Costs                   | 0                   | (2,476)          | (8,199)          | (5,723)           | 6                     | 8,193                 |
| Corporate & Democratic Core     | 2,569,345           | 1,317,033        | 1,243,903        | (73,130)          | 3,718                 | 1,321,724             |
| <b>Total Finance and Assets</b> | <b>4,398,183</b>    | <b>3,030,652</b> | <b>3,099,290</b> | <b>68,638</b>     | <b>267,932</b>        | <b>1,030,961</b>      |

## Legal &amp; Democratic Svs

| Service                           | Updated Budget<br>£ | YTD Budget<br>£  | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|-----------------------------------|---------------------|------------------|------------------|-------------------|-----------------------|-----------------------|
| Benefits Administration           | 1,093,895           | 1,222,253        | 1,143,439        | (78,814)          | 2,953                 | (52,497)              |
| Members Services                  | 572,497             | 475,747          | 474,932          | (814)             | 3,981                 | 93,583                |
| Legal Services                    | 0                   | 56,892           | 18,202           | (38,690)          | 3,480                 | (21,681)              |
| <b>Total Legal and Democratic</b> | <b>1,666,392</b>    | <b>1,754,892</b> | <b>1,636,573</b> | <b>(118,319)</b>  | <b>10,414</b>         | <b>19,405</b>         |

## Planning

| Service                          | Updated Budget<br>£ | YTD Budget<br>£   | YTD Actuals<br>£  | Variance YTD<br>£ | Immediate Commitments | Remaining Budget<br>£ |
|----------------------------------|---------------------|-------------------|-------------------|-------------------|-----------------------|-----------------------|
| Development Management           | 911,202             | 749,988           | 830,821           | 80,833            | 91,918                | (11,536)              |
| Planning Policy                  | 533,661             | 447,152           | 435,097           | (12,055)          | 5,719                 | 92,846                |
| Conservation, Design & Landscape | 171,151             | 143,740           | 145,740           | 2,000             | 88,343                | (62,931)              |
| Major Developments               | 381,925             | 318,260           | 314,346           | (3,914)           | 20,448                | 47,131                |
| Building Control                 | 132,599             | 111,085           | 87,510            | (23,575)          | 1,714                 | 43,375                |
| Head Of Planning                 | 0                   | 570               | (1,595)           | (2,165)           | 6,009                 | (4,414)               |
| Property Information             | 59,150              | 41,589            | 3,853             | (37,736)          | 29,461                | 25,836                |
| <b>Total Planning</b>            | <b>2,189,688</b>    | <b>1,812,384</b>  | <b>1,815,772</b>  | <b>3,388</b>      | <b>243,610</b>        | <b>130,306</b>        |
|                                  | <b>17,872,917</b>   | <b>12,997,797</b> | <b>12,280,018</b> | <b>(717,779)</b>  | <b>3,362,140</b>      | <b>2,230,759</b>      |

| <u>Scheme</u>   | Scheme Total<br>Current Estimate | Pre 31/3/19 Actual<br>Expenditure | Updated<br>Budget 2019/20 | Current Expenditure<br>and Commitments<br>2019/20 | Updated<br>Budget 2020/21 | Updated<br>Budget 2021/22 | Updated<br>Budget 2022/23 |
|---|----------------------------------|-----------------------------------|---------------------------|---|---------------------------|---------------------------|---------------------------|
|   | £                                | £                                 | £                         | £   | £                         | £                         | £                         |
| <b>Boosting Business Sustainability and Growth</b>            |                                  |                                   |                           |   |                           |                           |                           |
| Rocket House  | 77,084                           | 37,334                            | 0                         | 0   | 39,750                    | 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                                 | 0                         | 0   | 1,000,000                 | 0                         | 0                         |
| Property Investment Company                                   | 2,000,000                        | 0                                 | 0                         | 0   | 2,000,000                 | 0                         | 0                         |
| Purchase of New Car Park Vehicles                             | 60,000                           | 45,000                            | 0                         | 0   | 15,000                    | 0                         | 0                         |
| Deep History Coast  | 692,973                          | 318,050                           | 374,923                   | 411,827   | 0                         | 0                         | 0                         |
| Fair Meadow House Improvements                                | 50,000                           | 16,235                            | 0                         | 0   | 33,765                    | 0                         | 0                         |
| Fair Meadow House Annexe                                      | 55,000                           | 0                                 | 0                         | 0   | 55,000                    | 0                         | 0                         |
| Collectors Cabin  | 25,000                           | 652                               | 0                         | 0   | 24,348                    | 0                         | 0                         |
| Cornish Way   | 170,000                          | 0                                 | 1,770                     | 1,770   | 168,230                   | 0                         | 0                         |
| Fakenham Connect  | 100,000                          | 0                                 | 332                       | 332   | 99,668                    | 0                         | 0                         |
| Bacton Car Park   | 30,000                           | 0                                 | 30,000                    | 10,450  | 0                         | 0                         | 0                         |
| Holway Road Roundabout  | 100,000                          | 0                                 | 0                         | 0   | 100,000                   | 0                         | 0                         |
| North Walsham Heritage Action Zone                            | 1,950,000                        | 0                                 | 0                         | 0   | 1,950,000                 | 0                         | 0                         |
| Public Convenience Improvements                               | 600,000                          | 45,741                            | 150,000                   | 151,745   | 404,259                   | 0                         | 0                         |
| Cabbell Park Car Park   | 50,000                           |                                   | 50,000                    | 0   | 0                         | 0                         | 0                         |
|   | <b>7,960,057</b>                 | <b>463,012</b>                    | <b>1,607,025</b>          | <b>1,576,124</b>                                  | <b>5,890,020</b>          | <b>0</b>                  | <b>0</b>                  |
| <b>Local Homes for Local Need</b>                             |                                  |                                   |                           |   |                           |                           |                           |
| Disabled Facilities Grants                                    | Annual programme,                | Annual programme,                 | 1,122,631                 | 728,463   | 1,000,000                 | 1,000,000                 | 1,000,000                 |
| Parkland Improvements   | 100,000                          | 12,996                            | 0                         | 0   | 87,004                    | 0                         | 0                         |
| Compulsory Purchase of Long Term Empty Properties             | 675,500                          | 490,654                           | 184,846                   | 0   | 0                         | 0                         | 0                         |
| Shannoeks Hotel   | 477,887                          | 51,638                            | 426,249                   | 1,514   | 0                         | 0                         | 0                         |
| Laundry Loke - Victory Housing                                | 100,000                          | 0                                 | 100,000                   | 0   | 0                         | 0                         | 0                         |
| Community Housing Fund  | 2,198,261                        | 416,760                           | 200,000                   | 157,624   | 527,167                   | 527,167                   | 527,167                   |
| Provision of Temporary Accommodation                          | 610,000                          | 0                                 | 0                         | 0   | 610,000                   | 0                         | 0                         |
| Fakenham Extra Care   | 215,500                          | 0                                 | 0                         | 215,500   | 215,500                   | 0                         | 0                         |
|   | <b>4,377,148</b>                 | <b>972,047</b>                    | <b>2,033,726</b>          | <b>1,103,101</b>                                  | <b>2,439,671</b>          | <b>1,527,167</b>          | <b>1,527,167</b>          |
| <b>Climate, Coast and the Environment</b>                     |                                  |                                   |                           |   |                           |                           |                           |
| 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                       | 39,517  | 0                         | 0                         | 0                         |
| Cromer West Prom Chalets                                      | 62,000                           | 0                                 | 62,000                    | 1,359   | 0                         | 0                         | 0                         |
| Refurbishment Works to the Seaside Shelters                   | 149,501                          | 145,130                           | 4,371                     | 9,845   | 0                         | 0                         | 0                         |
| Cromer Coast Protection Scheme                                | 8,822,001                        | 5,305,389                         | 30,000                    | 0   | 1,743,306                 | 1,743,306                 | 0                         |
| Coastal Erosion Assistance                                    | 90,000                           | 41,203                            | 0                         | 0   | 48,797                    | 0                         | 0                         |
| Coastal Adaptations   | 410                              | 0                                 | 0                         | 0   | 410                       | 0                         | 0                         |
| Mundesley - Refurbishment of Coastal Defences                 | 3,221,000                        | 45,786                            | 30,000                    | 5,806   | 1,572,607                 | 1,572,607                 | 0                         |
| Cromer Pier - Steelworks and Improvements to Pavilion Theatre | 1,143,954                        | 382,869                           | 761,085                   | 660,328   | 0                         | 0                         | 0                         |
| Beach Access  | 201,514                          | 182,742                           | 18,772                    | 40,202  | 0                         | 0                         | 0                         |
| Sea Palling Ramp  | 10,000                           | 0                                 | 10,000                    | 0   | 0                         | 0                         | 0                         |
| Bacton and Walcott Coastal Management Scheme                  | 500,000                          | 353,965                           | 146,035                   | 500,000   | 0                         | 0                         | 0                         |

| <u>Scheme</u>   | Scheme Total<br>Current Estimate | Pre 31/3/19 Actual<br>Expenditure | Updated<br>Budget 2019/20 | Current Expenditure<br>and Commitments<br>2019/20 | Updated<br>Budget 2020/21 | Updated<br>Budget 2021/22 | Updated<br>Budget 2022/23 |
|---|----------------------------------|-----------------------------------|---------------------------|---|---------------------------|---------------------------|---------------------------|
|   | £                                | £                                 | £                         | £   | £                         | £                         | £                         |
|   | <b>18,116,267</b>                | <b>10,289,058</b>                 | <b>1,117,433</b>          | <b>1,257,057</b>                                  | <b>3,393,863</b>          | <b>3,315,913</b>          | <b>0</b>                  |
| <b>Quality of Life</b>                                |                                  |                                   |                           |   |                           |                           |                           |
| Splash Roof Repairs                                   | 63,120                           | 9,866                             | 0                         | 0   | 53,254                    | 0                         | 0                         |
| Holt Country Park Play Area                           | 52,000                           | 0                                 | 52,000                    | 0   | 0                         | 0                         | 0                         |
| Cromer Sports Hall                                    | 102,000                          | 0                                 | 102,000                   | 0   | 0                         | 0                         | 0                         |
| Steelwork Protection to Victory Pool and Fakenham Gym | 27,500                           | 33                                | 0                         | 0   | 27,467                    | 0                         | 0                         |
| Fakenham Gym  | 62,500                           | 0                                 | 0                         | 0   | 62,500                    | 0                         | 0                         |
| Splash Gym Equipment                                  | 1,013,000                        | 0                                 | 376,698                   | 376,698   | 636,302                   | 0                         | 0                         |
| North Walsham Artificial Grass Pitch                  | 860,000                          | 3,018                             | 100,000                   | 8,114   | 756,982                   | 0                         | 0                         |
| Splash Leisure Centre Reprovision                     | 12,697,000                       | 1,060,709                         | 1,611,355                 | 11,465,787  | 8,395,461                 | 1,629,475                 | 0                         |
|   | <b>14,877,120</b>                | <b>1,073,626</b>                  | <b>2,242,053</b>          | <b>11,850,599</b>                                 | <b>9,931,966</b>          | <b>1,629,475</b>          | <b>0</b>                  |
| <b>Customer Focus and Financial Sustainability</b>    |                                  |                                   |                           |   |                           |                           |                           |
| Administrative Buildings                              | 1,302,570                        | 919,747                           | 382,823                   | 552,033   | 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            | 150,090                          | 114,988                           | 25,102                    | 0   | 10,000                    | 0                         | 0                         |
| Document and Records Management System                | 60,000                           | 36,157                            | 23,843                    | 28,600  | 0                         | 0                         | 0                         |
| Purchase of Bins                                      | 612,800                          | 292,800                           | 80,000                    | 83,199  | 80,000                    | 80,000                    | 80,000                    |
| User IT Hardware Refresh                              | 275,000                          | 59,146                            | 50,854                    | 34,100  | 55,000                    | 55,000                    | 55,000                    |
| Storage Hardware                                      | 60,000                           | 0                                 | 60,000                    | 57,098  | 0                         | 0                         | 0                         |
| Members IT  | 65,000                           | 0                                 | 65,000                    | 30,063  | 0                         | 0                         | 0                         |
| Back Scanning of Files                                | 200,000                          | 109,176                           | 90,824                    | 57,439  | 0                         | 0                         | 0                         |
| Electric Vehicle Charging Points                      | 248,600                          | 0                                 | 248,600                   | 32,028  | 0                         | 0                         | 0                         |
| Waste vehicles  | 4,500,000                        | 0                                 | 0                         | 0   | 4,500,000                 | 0                         | 0                         |
| Housing Options System                                | 20,000                           | 650                               | 0                         | 0   | 19,350                    | 0                         | 0                         |
|   | <b>7,583,060</b>                 | <b>1,609,343</b>                  | <b>1,039,367</b>          | <b>943,747</b>                                    | <b>4,664,350</b>          | <b>135,000</b>            | <b>135,000</b>            |
|   | <b>52,913,652</b>                | <b>14,407,087</b>                 | <b>8,039,604</b>          | <b>16,730,627</b>                                 | <b>26,319,870</b>         | <b>6,607,555</b>          | <b>1,662,167</b>          |
| <b>Capital Programme Financing</b>                    |                                  |                                   |                           |   |                           |                           |                           |
| Grants  |                                  |                                   | 1,987,252                 | 774,471   | 6,368,453                 | 4,315,913                 | 1,000,000                 |
| Other Contributions                                   |                                  |                                   | 500,000                   | 0   | 0                         | 0                         | 0                         |
| Asset Management Reserve                              |                                  |                                   | 2,102                     | 2,102   | 0                         | 0                         | 0                         |
| Capital Project Reserve                               |                                  |                                   | 1,606,353                 | 1,118,177   | 636,302                   | 0                         | 0                         |
| Other Reserves  |                                  |                                   | 1,350,000                 | 1,309,369   | 3,931,426                 | 527,167                   | 527,167                   |
| Capital Receipts                                      |                                  |                                   | 2,493,897                 | 13,518,395  | 3,488,228                 | 135,000                   | 135,000                   |
| Internal / External Borrowing                         |                                  |                                   | 100,000                   | 8,114   | 11,895,461                | 1,629,475                 | 0                         |
| <b>TOTAL FINANCING</b>                                |                                  |                                   | <b>8,039,604</b>          | <b>16,730,627</b>                                 | <b>26,319,870</b>         | <b>6,607,555</b>          | <b>1,662,167</b>          |

## 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 P10 Savings /Income | 2019/20 P10 Variance |
|---|-------------------------|--|--|--|----------------------|---------------------------------|-----------------------------|----------------------|
| <b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b> |                         |  |  |  |                      |                                 |                             |                      |
| <b>ASSETS &amp; LEISURE</b>                       |                         |  |  |  |                      |                                 |                             |                      |
| 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                    |
| <b>SUB TOTAL ASSETS &amp; LEISURE</b>             |                         |  |  |  |                      | <b>(190,996)</b>                | <b>(190,996)</b>            | <b>0</b>             |
| <b>CLT / CORPORATE</b>                            |                         |  |  |  |                      |                                 |                             |                      |
| CLEGG   | 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                    |
| <b>SUB TOTAL CLT /other Corporate Areas</b>       |                         |  |  |  |                      | <b>(26,800)</b>                 | <b>(26,800)</b>             | <b>0</b>             |
| <b>ECONOMIC DEVELOPMENT</b>                       |                         |  |  |  |                      |                                 |                             |                      |
| 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                    |
| <b>SUB TOTAL ECONOMIC DEVELOPMENT</b>             |                         |  |  |  |                      | <b>(118,582)</b>                | <b>(118,582)</b>            | <b>0</b>             |

## Savings 2019/20 Monitoring

| Ref.  | Service                 | Savings Title                      | Workstream (where applicable)           | Brief Outline of Saving/Additional Income (where applicable)  | Saving(S)<br>/Income(I) | 2019/20<br>Savings/ Income<br>Updated | 2019/20 P10<br>Savings<br>/Income | 2019/20 P10<br>Variance |
|---|-------------------------|------------------------------------|---|---|-------------------------|---------------------------------------|-----------------------------------|-------------------------|
| <b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b> |                         |                                    |   |   |                         |                                       |                                   |                         |
| <b>CUSTOMER SERVICES &amp; ICT</b>                |                         |                                    |   |   |                         |                                       |                                   |                         |
| 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)                              | (13,056)                          | 5,533                   |
| 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                       |
| <b>SUB TOTAL CUSTOMER SERVICES &amp; ICT</b>      |                         |                                    |   |   |                         | <b>(77,237)</b>                       | <b>(71,704)</b>                   | <b>5,533</b>            |
| <b>ENVIRONMENTAL HEALTH</b>                       |                         |                                    |   |   |                         |                                       |                                   |                         |
| 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                       |
| <b>SUB TOTAL ENVIRONMENTAL HEALTH</b>             |                         |                                    |   |   |                         | <b>(119,630)</b>                      | <b>(119,630)</b>                  | <b>0</b>                |
| <b>FINANCE</b>                                    |                         |                                    |   |   |                         |                                       |                                   |                         |
| 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                       |
| <b>SUB TOTAL FINANCE</b>                          |                         |                                    |   |   |                         | <b>(106,435)</b>                      | <b>(106,435)</b>                  | <b>0</b>                |

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## Savings 2019/20 Monitoring

| Ref.  | Service                    | Savings Title                                    | Workstream (where applicable)     | Brief Outline of Saving/Additional Income (where applicable)  | Saving(S)<br>/Income(I) | 2019/20<br>Savings/ Income<br>Updated | 2019/20 P10<br>Savings<br>/Income | 2019/20 P10<br>Variance |
|---|----------------------------|--|-----------------------------------|---|-------------------------|---------------------------------------|-----------------------------------|-------------------------|
| <b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b> |                            |  |                                   |   |                         |                                       |                                   |                         |
| <b>ORGANISATIONAL DEVELOPMENT</b>                 |                            |  |                                   |   |                         |                                       |                                   |                         |
| 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                       |
| <b>SUB TOTAL ORGANISATIONAL DEVELOPMENT</b>       |                            |  |                                   |   |                         | <b>(35,979)</b>                       | <b>(35,979)</b>                   | <b>0</b>                |
| <b>PLANNING</b>                                   |                            |  |                                   |   |                         |                                       |                                   |                         |
| P1  | Planning                   |  |                                   | Planning BPR review of Planning support staff structure   | S                       | (51,921)                              | (51,921)                          | 0                       |
| <b>SUB TOTAL PLANNING</b>                         |                            |  |                                   |   |                         | <b>(51,921)</b>                       | <b>(51,921)</b>                   | <b>0</b>                |
| <b>TOTAL ALL SERVICES</b>                         |                            |  |                                   |   |                         | <b>(727,580)</b>                      | <b>(722,047)</b>                  | <b>5,533</b>            |
| <b>SUB TOTAL BY WORKSTREAM</b>                    |                            |  |                                   |   |                         |                                       |                                   |                         |
|   |                            | 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)                             | (260,361)                         | 5,533                   |
|   |                            |  |                                   |   |                         | <b>(727,580)</b>                      | <b>(722,047)</b>                  | <b>5,533</b>            |

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## **PURCHASE OF TWO PROPERTIES FOR USE AS TEMPORARY ACCOMMODATION FOR HOMELESS HOUSEHOLDS**

Summary: This report identifies two suitable properties to be purchased by NNDC for use as temporary accommodation for homeless households.

Options considered: Do not purchase these units but instead invest the budget.

Conclusions: The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. Purchase of these properties will provide quality, flexible homes for temporary accommodation and there is budget provision available to purchase such homes.

Recommendations: That Cabinet agrees to the purchase of the identified properties (subject to an independent valuation and survey) using the budget provision.

Reasons for Recommendations: To provide authority for expenditure over £100,000.

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

Budget report to Full Council 22 February 2017

Cabinet Member(s): Cllr Andrew Brown  
Ward(s) affected: North Walsham West and The Raynhams

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### **1. Introduction**

1.1 The council has a duty to provide emergency/temporary accommodation (TA) for homeless households whilst assessing their case and/or ahead of securing more permanent accommodation. The council uses a range of accommodation to meet this duty and, whilst some of the costs of this accommodation are covered by housing benefit, this is only payable up to 90% of Local Housing Allowance (the amount set by government that can be covered by housing benefit). This level is low – e.g. £373.50 per month for a 1 bed and £468.08 per month for a two bed home.

1.2 The cost of temporary accommodation used varies greatly. Costs can be in excess of £100 per night, with the typical cost of bed and breakfast type accommodation used at £280 per week – making it a very expensive accommodation option. The difference between actual costs and the element

of costs eligible for housing benefit is borne by the council and has risen in recent years with the forecast cost for this year of £170k.

- 1.3 As well as the financial cost of TA, there are clearly quality issues with bed and breakfast style temporary accommodation. Whilst the council tries where possible to use self-contained accommodation with at least basic cooking facilities, that is not always possible. Providing self-contained properties for use as TA will give homeless households a period of relative stability and an opportunity for households to lead a relatively normal life and to demonstrate their capability to hold a tenancy. For those households that need it, this form of TA will also mean a period of time to learn, with support, some basic skills such as budgeting.
- 1.4 The council already owns two units which it has purchased to use for TA (and let at 90% of LHA meaning rent can be fully covered by housing benefit). The council had agreed in principal to purchase four further flats to be used for TA on the Laundry Loke site in North Walsham from Flagship Housing. Full Council approved a capital budget for £610,000 to purchase properties to be used for TA; however, it was considered that the purchase of properties from the market would represent better value for money and this allow the flats at Laundry Loke to be retained by be Flagship and let as affordable housing.

## **2. Property purchase**

- 2.1. Over recent months, officers from the Housing Options and Property Services teams have undertaken extensive property searches to identify suitable potential properties to be purchased for TA. The criteria for this search included:
  - Location – properties need to have good proximity to services (schools, shops, doctors, etc.) and transport links, preferably located in or around one of the towns;
  - Property type – the predominant need is for 1 or 2 bed houses or self-contained flats, and if possible for these to be accessible for disabled households;
  - Condition – homes need to be in good condition with no major refurbishment needs, enabling quick letting;
  - Price – all homes would be subject to an independent valuation to ensure they represent a good investment. However, in line with the rudimentary viability modelling undertaken, ideally the total cost (including any repairs and legal costs) should be no more than £175k. A lower cost would be preferable to allow the purchase of four properties for the £610k earmarked budget.
- 2.2 Using these criteria viewings have been carried out on 20+ properties, with conditional offers made on four. One offer has been refused, one is pending and two have been provisionally accepted.
- 2.3 Details of the financial aspects of these homes can be found in Appendix 1, but in summary offers have been accepted on
  - A two-bed bungalow in North Walsham which is bungalow is available for immediate occupation (no chain), in a good location with easy access to facilities, in good condition with a modern heating system (ready to occupy with the usual safety checks), and has some adaptations making it suitable for households with certain accessibility needs.
  - A one-bed house in Hempton, a 15 minute walk into Fakenham town centre, also available for immediate occupation (no chain). The property

is in good condition with a modern heating system (ready to occupy with the usual safety checks). The property will need internal redecoration. The property is suitable for a single person or couple.

- 2.4 The combined purchase costs of property 1 and 2 are £300,700 giving an average of just over £150k and leaving potential further budget of nearly £310k.

#### **4. Conclusion**

This proposal helps deliver the Corporate Plan objective “Local Homes for Local Need” and also helps deliver the council’s statutory duty to provide accommodation for homeless households.

There is a need for good quality TA units and there is budget provision available to purchase such homes. These properties provide quality, flexible homes for TA or for other future uses. It is therefore recommended to purchase these homes – subject to an independent valuation and full survey.

#### **5. Implications and Risks**

The key risks and mitigations associated with this purchase are:

- The properties are a poor investment – mitigated by purchase being subject to an independent valuation
- The properties have unforeseen major investment needs – mitigated by purchase being subject to a full survey
- The properties are not required for TA in the future – mitigated by either sale of the assets or use as market rented home (if a housing company is in place to allow this)

Risk will be further mitigated as the homes will be insured by NNDC (and the costs of this are included in management costs assumed below).

#### **6. Financial Implications and Risks**

Use of these home for TA, instead of a more costly (and poorer quality) alternative such as bed and breakfast, will help reduce the net spend on TA (which is forecast to be £170k this year). Charging a rent at 90% of Local Housing Allowance on these homes (which is a rent of £468.08 per calendar month (property one) and £373.50 (property 2)) will mean all the rent can be covered by government funding.

Instead of purchasing homes for use as TA the council could chose to invest this capital. An investment of £300,700 at 3.3% gives an annual return of £9,923.10. However, against this return on investment there would be mean two households continue to require other forms of TA at a costs of: 52 week cost of typical B&B at £280pw = £14,560 – 2 x households total cost = £29,120 p.a.

- Minus the 90% LHA we would receive against these costs - £4,482.04 for a 1bed, £5,616.94 for a 2bed = £10,098.98 p.a.
- Net cost to council = £19,021.02 p.a.

Therefore there would still be a net cost to the council of **£9,097.92 p.a.**

However, using our own properties for TA for two households would produce a potential rent of £10,098.98 p.a., there would be costs for managing and maintaining these homes of £2,300 (£800 management, £700 maintenance, £800 capital works) resulting in a net income of **£7,798.97.**

So comparing the return from investing £300,700 but continuing to pay bed & breakfast costs for two households in TA against the income generated from using these two properties for TA there is a net gain to NNDC of **£16,896.89** – so the recommended approach is a better investment.

**7. Sustainability**

The purchased homes will achieve good energy standards and improvements to heating and insulation will be undertaken to ensure this where required.

**8. Equality and Diversity**

One of the homes to be purchased is level access with some adaptations and will provide suitable temporary accommodation for households with mobility difficulties.

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

No direct implications in this report

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## Sheringham Enabling Land

**Summary:** Following the commencement of the leisure devolvement construction phase and having received a formal offer to acquire the site, officers have prepared a paper that considers the offer received for a freehold acquisition of the site, for an apart-hotel development and a number of alternative options.

**Options considered:** 8 Options have been considered

**Conclusions:** The site has been marketed for over 2 years and the Council has recently received a formal offer to acquire the freehold of the land for redevelopment.

The offer received would generate a capital receipt for the Council as described in Option 1, would support the tourism sector, local economy and create a range of employment opportunities.

**Recommendations:**

1. To approve the disposal of the site as detailed in Option 1
2. To allocate a capital budget of £100,000 for site servicing costs and in addition a contingency of 10%.

**Reasons for Recommendations:** To dispose of an asset that is surplus to requirements and funds generated are to enable the Leisure development on adjacent land.

|  |                    |
|--|--------------------|
| Cabinet Member(s)<br>Cllr G Hayman   | Ward(s) affected : |
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### 1. Introduction

1.1 The Council owns Splash a leisure facility at Sheringham, located on the edge of the town and approximately 3.5 acres in size. The site has planning consent for the development of a new leisure facility with swimming pools, gym, studios, Skate Park and café. The development utilises 2.3 acres of the site. Planning ref: PF/18/1435.

1.2 Construction of the Skate Park and enabling works as the first phase has been completed and the main leisure facility construction works commenced during September this year. The works to construct the new building are due to complete summer 2021, which will then enable the existing building to be demolished for the creation of car parking for the leisure facility.

- 1.3 The new leisure development will result in surplus land of approximately 1 acre that has been identified as enabling land to facilitate the leisure development. The site is located adjacent to the Norfolk Coast Area of Outstanding Natural Beauty, within the Coastal Shelf and between the new leisure centre and the existing industrial estate to the East. Development in this location should be well integrated into the landscape and not form a “harsh edge”. Careful attention should be given to site layout, building heights and materials in order to minimise the visual impact of development. See Appendix A; Site plan with new leisure facility site hatched Blue and surplus land hatched Green).
- 1.4 Whilst the site will not be available for physical development until the new Leisure Centre has been completed (as the site required as a compound during the leisure development), the site has been marketed and promoted for hotel development. This marketing has been undertaken over the last 18 months with offers invited for the site, rather than advertising for a set price.
- 1.5 During this period of marketing there have been a number of interested parties as detailed below:
- 1.6 A charitable society that delivers community focused sport, leisure and entertainment programmes in a bid to create vibrant visitor destinations. They proposed to develop a leisure complex on the site incorporating a gym, climbing area, golf, café, meeting space, hotel/camping/lodges and residential enabling development. This proposal required the acquisition of an adjacent site and was unviable without both sites.
- 1.7 A property development company, with a portfolio in many sectors of the UK property market including hotels, leisure and residential. Their proposal was to develop a care facility on the site, subject to various conditions including the need to secure a national care operator. The proposed use of the site for a care facility was at that time considered not appropriate alongside the proposed leisure use and as there was no operator secured there was a risk to the disposal.
- 1.8 A national hotel operation expressed an interest in a lease arrangement for a 55 room hotel with bar and café. With this proposal, the Council would be required to fund the development of the hotel and lease back to operator for a 25-year term. The Council would have needed to invest further capital to fund the development and other associated costs. This did not meet the objectives at that time of generating a capital receipt to support the leisure development and was considered to be a high risk proposal.
- 1.9 A development company who develop a range of mixed use schemes, including hotels, commercial space and a number of residential developments regional expressed an interest, however, after consideration, they felt a scheme would not offer them the level of profit required to meet their business criteria.
- 1.10 The Council received interest from a local development company for the acquisition of the site for a hotel development at the end of 2018. At the time they were seeking to work with a local hotel operator, however since this time they have changed the model of the hotel, which has enabled them to further increase their offer.



- 1.11 With the leisure development having now commenced and a programme for its completion in place, it is an appropriate time for the Council to consider the offer as describe in 1.10, alongside other possible options.

## 2. SWOT Analysis

- 2.1 Below is a SWOT analysis that has been undertaken on the enabling land, to highlight the sites, strengths, opportunities, weaknesses and threats.

|  |   |
|--|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Site is a regular shaped level site</li> <li>• Within the development boundaries</li> <li>• New leisure facility to be developed adjacent</li> <li>• Wider leisure uses adjacent</li> <li>• Residential and commercial uses nearby</li> <li>• Well located for access to the town</li> <li>• Transport links nearby</li> </ul>                    | <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Land surplus to new Leisure Centre requirements</li> <li>• Commercial or resident development potential (subject to planning consent)</li> <li>• Emerging Local Plan</li> <li>• Popular tourist destination</li> <li>• Enhance the local area with good quality development</li> <li>• Economic development</li> </ul> |
| <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Service upgrades required including sewage network capacity (developments of 10 units to contribute to its enhancement)</li> <li>• Site allocated as employment land in current and emerging Local Plan which may limit alternative uses</li> <li>• Substation located within the site</li> <li>• Shared access with leisure facility</li> </ul> | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economic uncertainty</li> <li>• Potential rise in interest rates</li> <li>• Potential rise in development costs</li> <li>• Ground conditions and/or contamination from previous use</li> <li>• Planning constraints/Area of Outstanding Natural Beauty/Coastal Shelf</li> </ul>  |

## 3. Options

- 3.1 There are a number of options for the site that have been considered, which can be found in Appendix B.

## 4. Conclusion

- 4.1 The site has been marketed for over 2 years and the Council has recently received a formal offer to acquire the land freehold for the development of the site as a hotel. This offer if approved would generate a capital receipt to the Council and gives the Council an opportunity to support the tourism sector, economy and create a range of employment opportunities.
- 4.2 When the site initial was marketed, the intention was to generate a capital receipt as the site was earmarked as enabling land for the leisure development. The offer received meets those objectives and whilst the site requires some servicing to fulfil the condition proposed by the purchaser, the

overall net receipt is in line with anticipated sum included in the leisure development financial appraisal.

## **5. Implications and Risks**

- 5.1 The market appraisal assess a number of the options. It is based on assumptions and uses estimated costs as no detailed design, nor site investigations have been undertaken for the specific end use and planning consent has not been obtained. This method is sensitive to variations in the estimated costs, therefore if the construction costs increase due to specialist foundations, or house prices fall for example then this will have a negative effect on the overall land value.
- 5.2 Risks and legal implications have been considered for each option and included in Appendix B.

## **6. Financial Implications and Risks**

- 6.1 There are a number of financial implications and risks associated with each option and have been highlighted with each option. These can be found in the Appendix B.

## **7. Sustainability**

- 7.1 By taking forward the recommended option which is to dispose of the site, the capital receipt will support financial sustainability of the Council through the development of the leisure center.
- 7.2 Redevelopment of the site will need to comply with planning permission and building regulations that take into account sustainability and environmental measures.

## **8. Equality and Diversity**

- 8.1 With any development of the site, the purchaser will be required to meet current equality and diversity legislation.

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

- 9.1 There is a risk of crime and disorder if the site remains vacate with anti social behavior and fly tipping.

Appendix A – Site Plan  
Appendix B – Options  
Appendix C – Option 1 Drawings (1-7)  
Appendix D – Option 1 Offer Proposal  
Appendix E – Market Appraisal  
Appendix F – Option 3 Sketch Plans  
Appendix G - Options Summary

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