

Overview & Scrutiny Committee



Please contact: Matthew Stembrowicz
Please email: matthew.stembrowicz@north-norfolk.gov.uk
Please direct dial on: 01263 516047

Tuesday, 4 June 2019

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN** on **Wednesday, 12 June 2019** at **9.30 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 notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516047, Email: matthew.stembrowicz@north-norfolk.gov.uk.

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

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

Emma Denny
Democratic Services Manager

To: Mr T Adams, Mr H Blathwayt, Mr N Dixon, Mrs W Fredericks, Mr P Heinrich, Mr N Housden, Mr G Mancini-Boyle, Mr N Pearce, Miss L Shires, Mrs E Spagnola, Mr J Toye and Mr A Varley

All other Members of the Council for information.
Members of the Management Team, appropriate Officers, Press and Public



**If you have any special requirements in order
to attend this meeting, please let us know in advance**
If you would like any document in large print, audio, Braille, alternative format or in
a different language please contact us

Corporate Directors: Nick Baker and Steve Blatch
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
Email districtcouncil@north-norfolk.gov.uk **Website** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

To receive questions / statements from the public, if any

4. MINUTES

(Pages 1 - 12)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 10th April 2019.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

The Committee made recommendations to Cabinet in relation to the Annual Action Plan. Cabinet agreed to take the following recommendations into consideration:

10. 2018/19 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT) (Pages 13 - 76)

Summary:

This report presents the provisional outturn position for the 2018/19 financial year and includes a General Fund underspend of £273,465 and a transfer from the Collection Fund in relation to Business Rates of

£696,201 giving an overall General Fund surplus of £969,666. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2018/19. The report also makes recommendations for contributions to reserves.

Options considered:

The report provides a final budget monitoring position for the 2018/19 financial year. Whilst there are options available for earmarking the under spend in the year, the report makes recommendations that provide funding for ongoing commitments and future projects.

Conclusions:

The revenue outturn position as at 31 March 2019 shows an overall underspend of £969,666. The final position allows for £481,474 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2019/20. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.

Recommendations:

Members are asked to consider the report and recommend the following to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2018/19;**
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2019/20 budget;**
- c) Transfer the surplus of £969,666 to the General Fund Reserve (£500,000) and the Asset Management Reserve (£469,666);**
- d) The financing of the 2018/19 capital programme as detailed within the report and at Appendix D;**
- e) The balance on the General Reserve of £1.956 million;**
- f) The updated capital programme for 2019/20 to 2022/23 and scheme financing as outlined within the report and detailed at Appendix E;**
- g) The outturn position in respect of the Prudential Indicators for 2018/19 as detailed in Appendix F.**

Reasons for Recommendation: To approve the outturn position on the revenue and capital accounts that will be used to produce the statutory accounts for 2018/19.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Budget Monitoring Reports, NNDR returns

Cabinet Member(s): Ward(s) affected All

Cllr Eric Seward

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

11. TREASURY MANAGEMENT ANNUAL REPORT 2018/19

(Pages 77 - 84)

Summary: This report sets out the Treasury Management activities actually undertaken during 2018/19 compared with the Treasury Management Strategy for the year.

Options Considered: This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

Conclusions: Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Recommendations: That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2018/19 are approved.

Reasons for Recommendation: Approval by Council demonstrates compliance with the Codes.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s): Ward(s) affected: All

Cllr Eric

Seward

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

12. MANAGING PERFORMANCE QUARTER 4 2018/19

(Pages 85 - 118)

Summary: The purpose of this report is to give a fourth

quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets up to 31 March 2019. It gives an overview, identifies any issues that may affect delivery of any particular issue, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: This is an update report only.

Conclusions:

1. The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target. Data for three indicators is not yet available.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations: That Overview and Scrutiny Committee notes this report, considers the progress being made and endorses the actions being taken by management where there are areas of concern.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer	All
Cllr Eric Seward	

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

13. SHERINGHAM PRIMARY SCHOOL PARKING TASK & FINISH GROUP - (Pages 119 - 122) INTERIM REPORT

Summary: The Sheringham Primary School Parking Task & Finish Group was established to address traffic and parking issues in the residential vicinity of Sheringham Primary School. This Report aims to address the immediate concerns, but accepts that the work of the Task & Finish Group must continue in order to deliver a wider solution to similar issues across the district.

Options considered: A number of possible options have been considered by the Task and Finish Group. At present some of these options are still under review or awaiting further information.

Conclusions: The Sheringham Primary School Parking Task & Finish Group is yet to agree its final recommendations to address traffic and parking issues in the vicinity of Sheringham Primary School. It would therefore be beneficial if the Task & Finish Group continued to meet post-election in order to conclude its work.

- Recommendations:
- 1. To recommend that the 2019/20 Overview & Scrutiny Committee allow the Task & Finish Group to continue to meet as a sub-Committee for 3 months following the election, in order to finalise its work and issue final recommendations.**
 - 2. That the Overview & Scrutiny Committee note the work of the Task & Finish Group to date.**

Reasons for Recommendations: To offer a realistic solution to address traffic and parking issues in the vicinity of Sheringham Primary School.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s): Ward(s) affected:
Upper Sheringham/Sheringham South

Contact Officer, telephone number and email:
Matt Stembrowicz Matthew.Stembrowicz@north-norfolk.gov.uk 01263 516047

14. MARKET TOWNS INITIATIVE - NEW MEMBER BRIEFING

(Pages 123 - 130)

Summary: This report aims to update and inform new Members of the Council on the details of the Market Towns Initiative. This will include details on the establishment of the Working Group, the

Options considered: application process and details of the funding it has recommend to date.
N/a

Conclusions: The Market Towns Initiative Working Group has recommended that £274,162.97 of the available £400,000 be awarded to North Norfolk's four inland market towns to date. This leaves a total of £125,837.03 available to applicants proportionate to the amount of funding already received by each town. It is expected that funding recommendations for the second round of applications will be reviewed by Cabinet at the next meeting on July 8th 2019.

Recommendations: It is recommended that;

1. The Overview & Scrutiny Committee note the work of the Market Towns Initiative Working Group to date

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

Contact Officers, telephone number and email:

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

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

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

WORK PROGRAMMES

15. THE CABINET WORK PROGRAMME

To note the upcoming Cabinet Work Programme.

16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE (Pages 131 - 134)

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

17. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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

OVERVIEW AND SCRUTINY

Minutes of a meeting of the Overview and Scrutiny Committee held on 10th April 2019 in the Council Chamber, North Norfolk District Council, Holt Road, Cromer at 9.30 am.

Members Present:

Committee: Cllr S Hester (Chairman)

Cllr M Knowles
Cllr B Smith
Cllr J English

Cllr P Bütikofer
Cllr N Smith
Cllr V Gay

Officers in

Attendance: The Democratic Services & Governance Officer (Scrutiny), the Democratic Services Manager, the Corporate Director (NB), the Corporate Director (SB), the Head of Economic & Community Development, the Health and Communities Team Leader, the Leisure & Locality Services Manager, and the Head of Legal Services.

Members in

Attendance: Cllr S Bütikofer (Leader), Cllr H Cox (portfolio holder for Leisure and Licensing), Cllr D Baker, Cllr N Dixon (portfolio holder for Economic Development, Business and Tourism) and Cllr N Lloyd (portfolio holder for Environment and Property).

Others in

attendance: Mr F Sims – Chief Officer (NHS South and North Norfolk Clinical Commissioning Group)

145. APOLOGIES

Apologies were received from Cllr P Grove-Jones and Cllr B Hannah.

146. SUBSTITUTES

None.

147. PUBLIC QUESTIONS & STATEMENTS

None received.

148. MINUTES

The minutes of the Overview and Scrutiny Committee meeting held on 13th March 2019 were agreed as an accurate record and signed by the Chairman.

149. ITEMS OF URGENT BUSINESS

The Corporate Director (SB) provided an update on the significant issues that had arisen as part of the Bacton Sanscaping Scheme. The statement in full, taken from an email sent to Members has been included below:

“I am mailing you to advise you of the District Council’s position with respect to the Bacton

Sandscaping Project, following a difficult 48 hours of social media and increasingly media and email / telephone enquiries / representations to the Council.

Members will be aware of the development of the Bacton / Walcott Coastal Management Scheme (Bacton Sandscaping Scheme) over the past five years since the December 2013 storm surge event, which caused significant damage to business and residential properties in the communities of Bacton and Walcott and a loss of a large amount of cliff frontage in front of the Bacton Gas Terminal. Development of the project has involved extensive partnership engagement with the Terminal Operators (Shell and Perenco), local communities and strategic partners such as the Environment Agency and New Anglia LEP.

The project has gone through various stages of development and was the subject of formal planning application and marine licence consents last autumn, supported by a detailed Environmental Statement prepared for the project by Royal Haskoning DHV. The Environmental Statement covered a wide range of issues, including the fact that the cliffs below the Bacton Gas Terminal site was a summer nesting site for sand martins and proposed a scheme of mitigation to protect and safeguard these birds during the period of the proposed works this summer. Subsequently in March of this year planning condition discharge was sought in support of which a Construction Environmental Management Plan was prepared by Royal Haskoning, which again makes reference to the issue of sand martins on the cliff face below the Bacton Gas Terminal.

Following the necessary planning and marine licence consents being obtained last autumn, the Council resolved at its December meeting to award a major works contract for the Sandscaping Scheme and after a standstill period and contract discussions, Dutch company Team Van Oord were appointed a major contractor for the scheme in mid-February.

In the period since their appointment, the Council has worked with Team Van Oord to finalise the works programme and undertook netting of the cliff frontage below the Bacton Gas Terminal site so as to deter sand martins migrating back to the UK from establishing nests in the cliffs within the area of beach nourishment works, with alternative nesting sites being available in the cliffs immediately to the west of the terminal site towards Paston and Mundesley. These works commenced on 18th March and were completed during the following week. Last Friday afternoon we received an enquiry from the EDP asking about the netting of the cliffs and the story has developed over the weekend as part of the wider national #nestsNOTnets campaign which includes an online petition to Parliament about the use of netting by developers in conjunction with development sites across the country. The social media campaign has then been taken forward by the RSPB through their @naturesvoice social media platform with the organisation saying that the nature of the works undertaken to net the cliffs was not in accordance with their advice in terms of the extent of the netted area or the nature of the netting used.

We have held telecon discussions with the RSPB, Royal Haskoning and Natural England over the last 48 hours to try and understand how there is a difference of opinion over the use of the netting as part of this scheme and why this matter has not been addressed directly with us rather than on social media, given that the RSPB had commented generally positively to the planning application and condition discharge processes. It would appear that the RSPB officers might not have understood the extent of the area of the works across a 1.3 kilometre length of cliff and had a preference for the council to have used a bright coloured geotextile covering rather than a 20mm black netting which has been used on the site. These are the points of difference between the Council and the RSPB. A further point of difference is that whilst the Council had sought to net large areas of unvegetated cliff face where sand martins could potentially nest, including at heights above the placement of sand, because of the movement of earthmoving vehicles on the beach and

the pumping of sand onto the beach; the RSPB have expressed a view that the sand martins are used to living in active quarry sites and will probably not be disturbed by these activities as thought by the Council and Royal Haskoning. This will allow netting on higher levels of the cliff face to be removed.

Following conversations with the RSPB and Natural England at lunchtime today we have agreed that the upper levels of netting will be removed in the next 24/48 hours once our contractor has completed health and safety checks for its employees who access the site on abseil ropes. We have also agreed to meet further with officers of the RSPB directly tomorrow afternoon to discuss the management practices employed at the lower levels of the cliff - both in the area to be covered by placed sand and the active working area over which earthmoving equipment will operate in terms of noise, lighting etc to try and agree a maximum or minimum height at which the netting should be placed. We would expect that these discussions will perhaps see more than 50% of the current area of netting removed. Further discussions will also be had as to whether the existing netting will need to be supplemented or replaced with a geotextile cover.

The Leader of the Council, myself, Rob Goodliffe, Tamzen Pope and Ed Foss have been involved in these detailed discussions over the past two days, supported by a number of frontline customer services staff and the Corporate PA Team, who have handled a large volume of calls, email and social media messages expressing outrage at the position of the District Council in the use of netting in this scheme. This has been the largest social media storm the Council has been involved in with a very large number of people posting and commenting not being local and knowing nothing of the context of the cliff netting.

There is currently local and national media interest in the netting issue and we have worked hard today to come to an agreed position with the RSPB over the detail of the netting, whilst at the same time trying to provide context to the wider Sandscaping Scheme; however many of the posters appear not to be interested in the wider issues and objectives we face as a Council in seeking to protect our vulnerable coastal communities and in partnership with the Terminal Operators, the critical national infrastructure which is the Bacton Gas Terminal site.

I hope that the above note is helpful to you in understanding the position of the Council with respect to this high profile issue over the past 48/96 hours, but should you have any questions concerning the above, please do come back to me."

Questions and Discussion

Cllr S Bütikofer asked to place on record her thanks to all staff that had been involved with, and dealt with the aforementioned complaints.

Cllr P Bütikofer asked whether there was any merit in putting the original letters of response from Natural England and the RSPB onto the Council's website to make them publicly available for people to view. The Corporate Director (SB) replied that he was happy to arrange this, and had already asked officers retrieve this information.

Cllr N Lloyd asked, for the benefit of Members that were not aware, for an explanation as to why the netting could not be removed in its entirety. Cllr S Bütikofer replied that due to there being burrows at lower levels, the project could not be delivered if these remained occupied. As a result, it was necessary for the lower level netting to remain in place in order to deliver the scheme with as little harm to the wildlife as possible. She added that if the scheme were to not go ahead, countless homes and the wider community would be left at risk from future storm damage and further coastal erosion. Cllr S Bütikofer then apologised to Cllr B Smith for not requesting the necessary support sooner to help him

respond to the negative comments he had received.

Cllr V Gay stated that she was a member of the RSPB, and she questioned whether the organisation had acted correctly, taking into account the information that had been brought to light. She then seconded Cllr P Bütikofer's proposal to make the Natural England and RSPB responses to the initial proposal publicly available on the website, and added that it was important to recognise that social media was not an unmitigated good.

Cllr B Smith asked why he was not included in any meetings regarding the issues that had arisen from the netting, and stated that he was disgusted that he had not been included in any discussions with the RSPB as representative for Bacton. The Corporate Director (SB) expressed his sincere apologies to Cllr B Smith for the oversight. Cllr H Cox stated that she had also received pernicious emails regarding the netting issues, and agreed that the local Members should have been included in discussions. Cllr S Bütikofer expressed a personal apology to Cllr B Smith for not contacting him sooner, and stated that she did ask for him to be contacted regarding the issue the preceding day.

The Corporate Director (SB) informed Members that due to the content and number of emails received, the Council had contacted the MOD Police based at Bacton Gas Terminal, and Norfolk Constabulary to limit risk at the site and to notify them of threats to Councillors.

Cllr D Baker thanked those involved for the updates and asked what could be done in the future to improve the Council's response to similar situations. He added that whilst the Council's social media response had been factual, it was also fairly bland and did not provide an adequate response to the national outpouring of emotion. It was suggested that the Council should have foreseen the bad press received from netting practices elsewhere, and should have taken into account the difference in the extent and type of netting agreed to by the RSPB. The Corporate Director (SB) replied that there had been some reflection on netting practices picked up on the BBC news website, however installation of the netting had already commenced by the 18th March. He added that a meeting had taken place with the Council's partners two weeks after the netting had been installed, and that no issues had been raised by this point. Members were informed that Natural England were the Council's statutory planning consultee, and that they had been supportive of the project. In contrast the RSPB, who were not a statutory consultee had initially been supportive of the project. It was suggested that best practice should have been to make contact with the RSPB directly once the issues were identified.

Members were informed that the Communications Team had provided an initial response on the Council's website on the Friday evening, with a link to the relevant planning documents of the Sandscaping scheme. It was noted however, that the planning service had subsequently crashed and that the Communications Team had not been able to provide further substantial support out of hours over the weekend. Cllr D Baker suggested that it appeared as though a 24/7 Communications Team was now a necessity. Cllr S Bütikofer replied that she understood the concerns about social media, and knew that improvements were needed. She added that a request for additional support had been made to the LGA. It was suggested that the new Council would need to consider post-election whether additional staff or extended hours for the Communications Team was necessary.

Cllr B Smith stated that he had assumed that the RSPB would have been the first to be consulted about the scheme, and suggested that Sand Martins were known to nest in active quarries, therefore he did not expect that there would be many issues caused by the implementation of the project. He added that he felt installation of the netting without proper consultation was wrong. It was confirmed, following a question from Cllr N Smith, that the RSPB had been consulted originally as part of the initial planning consultation and

that this had been fully documented.

The Chairman stated that in some cases throughout the country, netting had been used to destroy habitats, though it was certainly not the case with the Sandscaping project. He then asked if there was a local naturalist that could help explain the reason for the netting on behalf of NNDC. Cllr M Knowles stated that unfortunately people did not want to listen to the reasons for the netting, and suggested that he had great admiration for the Corporate Director (SB), the Leader of the Council, and the rest of the team that had dealt with the situation. He suggested that no one could have seen the issue coming, and that the Council must now work to repair its reputation.

It was confirmed following a question from Cllr N Smith that the minutes and results list of the Development Committee meeting held on the 29th November 2018 were available on the Council's website.

RESOLVED

That links to the planning consultation documents of the Sandscaping scheme are placed in a prominent position on NNDC website.

150. DECLARATIONS OF INTEREST

None received.

151. PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

152. LEISURE SERVICES UPDATE

The update provided by the Leisure and Locality Services Manager aimed to bring Members up to date on the multiple leisure services managed or owned by the Council.

Questions and Discussion

The Leisure and Locality Services Manager informed Members that the service covered a broad range of areas that ranged from beach huts, to sports facilities and car parks.

On sports and leisure facilities, Members were informed that the Council had six facilities that it either owned or managed, of which three including Fakenham Sports Centre, Sheringham Splash, and Victory North Walsham were now being managed by a new contractor, SLM, trading under the 'Everyone Active' Brand. It was noted that there had been some upheaval in the updating of these facilities, but it was expected to bring big improvements to the facilities.

In terms of Sport and leisure participation, Members were informed that there had only been a 1% fall in visitors to the district's leisure centres, and that this was likely the result of people making the most of outside areas during the warmer summer. It was reported that the Sport England funded project that promoted activity in rural communities had come to an end after a one year extension, but the project had been widely successful with a throughput of 26,000 over four years.

The Leisure and Locality Services Manager reported that the Council's Sporting Centre of Excellence programme was nearing the end of its third year, with over 100 participants in total, some students were reaching national standards.

Members were informed that the new Splash site was progressing well, and that the replacement skate park had been completed. The Leisure and Locality Services Manager noted the concerns that had been raised about the loss of the wave machine, but it was suggested that the facility had been designed to suit its demographic. He added that it was hoped that the new facility would open in December 2020.

On the Cromer Sports Hub project, it was suggested that the project would effectively create a new sports village, and it was a great opportunity to increase usage of the facility, with projected completion expected in early 2020.

The Parkrun Project was reported to be an ongoing success that encouraged an increasing number of people to get active, with approximately 2500 registered runners, averaging 150 per week.

On coastal services, the Leisure and Locality Services Manager referred to the district's six blue flag beaches, and stated that the area was second only to Cornwall. He then suggested that he was hopeful that the Council would retain its excellent record. It was reported that warmer weather had brought higher visitor numbers to the coast, and that the RNLI had continued to provide a great service despite this increase. Cllr B Smith asked whether the RNLI had responded to any serious incidents in the past year. The Leisure and Locality Services Manager replied that the Council did receive reports on serious incidents, and he would forward these to Members. He added that incidents were not proportionate to the number of visitors, with only two to three life threatening incidents per year.

Members were informed that the first year of the Pier management contract was now complete, and that the Council's subsidy had been reduced, meaning that the profit share should now begin to return some revenue. It was stated that the Council's beach huts and chalets had seen significant improvements in bookings following the implementation of recommendations from the Task and Finish Group, with figures suggesting an approximate £14k rise in weekly let annual revenue and approximately a £28k increase for annual lets. Cllr P Bütikofer asked how such an accurate figure had been achieved for beach attendance in the Report, and it was confirmed that the lifeguards provided an average count service, which had been in place since 2007. Whilst the numbers were not 100% accurate, it was suggested that they did provide a good indication of visitors. Cllr J English referred to the increase in weekly let figures for beach huts in 2019, and asked if more growth in revenue was expected. The Leisure and Locality Services Manager replied that weekly lets were still only at 50% capacity, mainly due to the winter season, but efforts would continue to try and improve this figure.

Members were informed that the countryside service managed 14 different woodlands of various sizes across the district. The Leisure and Locality Services Manager reported that three of these sites had previously been awarded green flags, and whilst one had been lost, the Council was working hard to regain the award. Cllr V Gay stated that she had been unaware that Sadler's Wood had lost its green flag status, then asked what improvements the Felbeck Trust would fund. The Health and Communities Team Leader replied that funding had been secured for improvements where issues had been identified, such as improving access, providing additional play equipment, and restoring natural habitats. Cllr V Gay then asked whether these areas had been identified as weaknesses, to which the Leisure and Locality Services Manager replied that officers had acted in response to feedback, and could provide this information to Members if desired. The Head of Economic and Community Development stated that litter and other signs of human activity may have lost the site its green flag, and subsequently improvements had been made to litter-picking and other cleansing related schemes.

Cromer and Sheringham markets were reported to be stable, though it was noted that markets had shown signs of decline nationally.

The Leisure and Locality Services Manager informed Members that the Council's 30 pay and display car parks were its third biggest income stream, generating approximately £2.6m gross annually.

In reference to the new leisure service providers, Cllr N Lloyd stated that the aforementioned Everyone Active were still at the very early stages of managing the sites, and that concerns raised regarding the sale of Slush Puppy drinks had now been resolved. The Corporate Director (NB) stated that it was important to monitor these issues whilst the contractor was adapting to the Council's expectations. The Head of Economic and Community Development stated that both environmental standards and health and wellbeing issues had been included in the original tender, and that after concerns were raised, the contractor had replied that the slush drink was sugar-free, but they were happy to remove it from sale. He added that the contractors had been reminded of the overall image of health and wellbeing that the Council was looking to promote.

The Chairman referred to the car park at Pretty Corner woods, and noted that there was no charge for using this site. The Leisure and Locality Services Manager replied that he would look into this. Seasonal parking tickets were discussed and it was suggested that these could be marketed more effectively to the public.

RESOLVED

To note the update.

153. NORFOLK & WAVENEY ADULT MENTAL HEALTH STRATEGY - BRIEFING

NHS South and North Norfolk CCG's Chief Officer – Mr F Sims attended the meeting to brief Members on the Norfolk and Waveney Adult Mental Health Strategy. He informed Members that the joint strategy covered both counties, and was aimed at improving services for people with wellbeing and mental health issues across the region.

Questions and Discussion

Mr F Sims informed Members that the strategy covered six key areas that included; focus on prevention, improving routes to services, supporting the management of mental health services in primary care settings, providing appropriate support to those in crisis, ensuring effective in-patient care for those in need, and ensuring integration throughout the whole system. He then stated that each commitment area had its own working group, of which each would have a range of stakeholders. It was expected that all work streams would be articulated and started by October 2019, and that they would continue post-publication of the final strategy.

Cllr D Baker thanked Mr F Sims for his attendance, then referred to mental health issues in North Norfolk specifically and stated that the region was above the national average for suicide rates in young men. He added that the Government had suggested that parity would be given to mental health to provide equal funding to physical health services. He then stated that the Norfolk and Suffolk Mental Health Trust were one of the worse performing in the country, now in special measures for the third time, and asked what could be done to ensure that adequate mental health services would be provided in North Norfolk. Mr F Sims reassured Members that work had begun to improve this situation, with an extra £400k being provided to improve suicide prevention services, with the strategy for

this being led by the Public Health Team. Improving identification of the signs of mental health issues was another area that had been given focus, and it was noted that the suicide issues with younger men in North Norfolk often appeared to be related to the less skilled workforce. Mr F Sims stated that the overall plan was to focus and pull together a comprehensive prevention plan.

Cllr P Bütikofer referred to the first commitment outlined in the strategy, and stated that as a magistrate, he knew that up to 80% of drug related incidents coincided with mental health issues. He then asked if cannabis had an impact on mental health and what could be done to address this. Mr F Sims stated that it was recognised that different parts of the country had varying issues, and that work was required in order to provide greater focus to specific areas. He added that a health and wellbeing hub was being developed in Norwich, and that people at risk needed to be identified sooner so that they could be signposted to the correct services. Cllr B Smith asked how this would help the isolated communities, as Norwich could be difficult to reach from Mundesley for instance. He added that the rise of Dementia was another grave concern and that areas of deep deprivation remained. Mr F Sims replied that the questions extended beyond mental health and concerned all health services. However it was reported that work had started in collaboration with the Rural Partnership to improve local services, and that some issues could be helped with greater digital connectivity. Additionally, it was suggested that GP's could be mobilised locally as well as bringing more mental health professionals to local practices to offer more services locally. Mr F Sims stated that at present, local services were often disjointed, and on some occasions, GP's were not ideally suited to treat mental health issues, therefore bringing more mental health professionals to rural locations could help to free up GP time. Cllr B Smith stated that it was also important for people to recognise their own issues and seek help. The Health and Communities Team Leader stated that the Norwich Health and Wellbeing Hub was a positive step, but reiterated that travelling to Norwich was not always possible, therefore it remained important to encourage better mental health services in the rural areas.

The Health and Communities Team Leader stated that occasionally people with diagnosed mental health conditions did not meet the threshold to be offered support, and asked what NNDC could do to help improve circumstances for these people. Cllr V Gay replied that issues in North Norfolk often pertained to rural isolation, loneliness and low income, therefore it remained important to continue to improve overall health and wellbeing through projects such as Parkrun, to bring people together. She then asked if any research had been undertaken to explain how people perceived their lives. Mr F Sims replied that he was not aware of this type of research, and suggested that there was more that could be done to improve connections between the NHS and the Council, and welcomed conversations to improve this interaction.

Cllr D Baker stated that although public transport provision remained relatively poor, he believed that something could still be done to improve access to services. He added that the charity 'Mind' had recently stated that there had been a 68% increase in young girls that self-harmed, and asked whether anyone was working with schools to address this and how much work was focused here. Mr F Sims replied that whilst he was aware that work was in place to begin to address these issues, the draft Norfolk and Waveney Adult Mental Health Strategy did not address issues within youth and adolescent mental health, as this was a separate piece of work.

The Chairman Stated that he had personally lost two friends as a result of mental health issues, and suggested that more training was needed to help people recognise the signs of illness and seek help. He added that prevention was still better than cure, and stated that the Council must continue to improve the lives of people living in the district, in order to help decrease the prevalence of mental health issues. The Health and Communities

Team Leader replied that the Council did recognise that debt was a key issue in many cases, and that the Benefits Team had been trained to refer those in need of help to the Social Prescribing Team. The Chairman suggested that NCC's mobile library service could offer some form of drop-in sessions.

Cllr B Smith referred to care homes, and asked why homes recognised as good by the Care Quality Commission were being closed, whilst inferior homes were left open. Mr F Sims replied that this question would be better directed to NCC, on the basis that many care homes were private businesses and the NHS only commissioned care into homes, as opposed to opening and closing them. He added that he had contacted the relevant officer at NCC to discuss the issue and look at the wider market of care homes across the county, to limit these issues in the future.

RESOLVED

To note the update.

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

None received.

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

None received.

156. BIG SOCIETY FUND – ANNUAL REPORT

The Report was introduced by the Health and Communities Team Leader, who informed Members that its purpose was to provide the Committee with an overview of the fund for the past municipal year.

Questions and Discussion

The Health and Communities Team Leader informed Members that the money used to fund the scheme came from a percentage of the second homes tax returned to NNDC by NCC, and it was noted that this funding would change going forward. She then stated that the fund had been brought in-house after its first year, as it provided the Council with a valuable opportunity to engage with Town Councils and the wider community.

The end of year summary reported that nearly double the amount of funding available had been requested, and with 36 grants being awarded in total, only two had been incomplete or withdrawn by the applicant. The Health and Communities Team Leader stated that this had caused the fund to go slightly over budget, though a small amount of reserves had been used to cover this. It was stated that 75% of parishes had now been awarded a grant over the duration of the BSF, and that the administrators were now actively encouraging applications from areas that had not yet received funding. In total, 203 BSF funded projects had now been completed, of which approximately 50% were either village halls or Parish Councils. The Health and Communities Team Leader informed Members that the maximum grant remained at £15k, though going forward it was possible that this could either decrease, or become subject to a requirement for match funding. She added that overall it had been a privilege to administer the fund and that she continued to receive positive feedback.

Cllr P Bütikofer wished to state on record the great job the team administering the fund had done. He then stated that he had four parishes within his ward that had been awarded funding, and in most cases these applicants had been asked to secure match-funding.

Cllr J English thanked the Health and Communities Team Leader, and stated that it had been a privilege to sit on a panel that made such a difference to so many lives.

Cllr V Gay stated that it would be good to know the range of organisations being funded, and said that she would not be supportive of match-funding being made compulsory, as it could make the application process more difficult. The Health and Communities Team Leader replied that occasionally the organisations that applied for funding held reserves, which meant that they did not require the full amount. She accepted that making match-funding a necessity could be difficult for some applicants and would take this into account. Cllr M Knowles stated that it was important for applicants to continue to be judged on a case by case basis, as some held substantial reserves.

Cllr B Smith expressed his thanks to the Health and Communities Team Leader and stated that Mundesley had benefitted from the fund. He then stated that there could be greater demands on funding in the future, and asked if the BSF money could be ring-fenced in any way. The Health and Communities Team Leader reiterated that the BSF was funded by a proportion of the second homes reserves, but noted that other projects were also funded by the same reserve, and in some cases these could take precedent.

RESOLVED

- 1. To note the success of the Big Society Fund to date.**
- 2. To recommend to Council that the Big Society Fund grant scheme should continue at its current level of funding (£225,000) for another year.**
- 3. To recommend that in consultation with the Chair of the Big Society Fund, a review of the funds' criteria is undertaken to reflect changes in funding, demand and need.**

157. SHERINGHAM PRIMARY SCHOOL PARKING TASK & FINISH GROUP - UPDATE

The Democratic Services and Governance Officer (Scrutiny) gave a verbal update on the progress of the Task and Finish Group, and stated that an interim Report would come to the Overview and Scrutiny Committee post-election to provide a full update and seek approval to continue.

Questions and Discussion

Cllr M Knowles stated as Chairman of the Task and Finish Group that consultations and requests for information had taken time to complete, and stated that it would be difficult to achieve a perfect solution, but at the very least, the Group hoped to be able to reduce traffic in the vicinity of the school.

Cllr P Bütikofer asked if there had been any progress on allowing parents to park at the Community Centre, to which Cllr M Knowles stated that the initial response from the Town Council had been negative, though there was a possibility that the decision could be reconsidered. He added that for a scheme that sought to encourage walking to be successful, parents would need to be convinced by the health and wellbeing benefits of the project, as opposed to reducing congestion.

RESOLVED

To note the update.

158. THE CABINET WORK PROGRAMME

The Democratic Services and Governance Officer (Scrutiny) informed Members that the Cabinet Work Programme had been completed for the year, and that Cabinet would not meet again until after the election.

159. OVERVIEW AND SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services and Governance Officer (Scrutiny) informed Members that any outstanding items on the Work Programme could be reviewed by the Committee post-election to consider whether to include them on the Work Programme for the new municipal year.

The Chairman expressed his thanks to all Members of the Committee for their time and dedication throughout the year.

The meeting ended at 12.22pm

Chairman

This page is intentionally left blank

2018/19 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

- Summary: This report presents the provisional outturn position for the 2018/19 financial year and includes a General Fund underspend of £273,465 and a transfer from the Collection Fund in relation to Business Rates of £696,201 giving an overall General Fund surplus of £969,666. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2018/19. The report also makes recommendations for contributions to reserves.
- Options considered: The report provides a final budget monitoring position for the 2018/19 financial year. Whilst there are options available for earmarking the under spend in the year, the report makes recommendations that provide funding for ongoing commitments and future projects.
- Conclusions: The revenue outturn position as at 31 March 2019 shows an overall underspend of £969,666. The final position allows for £481,474 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2019/20. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.
- Recommendations: **Members are asked to consider the report and recommend the following to Full Council:**
- a) **The provisional outturn position for the General Fund revenue account for 2018/19;**
 - b) **The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2019/20 budget;**
 - c) **Transfer the surplus of £969,666 to the General Fund Reserve (£500,000) and the Asset Management Reserve (£469,666);**
 - d) **The financing of the 2018/19 capital programme as detailed within the report and at Appendix D;**
 - e) **The balance on the General Reserve of £1.956 million;**
 - f) **The updated capital programme for 2019/20 to 2022/23 and scheme financing as outlined within the report and detailed at Appendix E;**
 - g) **The outturn position in respect of the Prudential Indicators for 2018/19 as detailed in Appendix F.**

Reasons for Recommendations: To approve the outturn position on the revenue and capital accounts that will be used to produce the statutory accounts for 2018/19.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

<i>Budget Monitoring Reports, NNDR returns</i>	
Cabinet Member(s): Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, Duncan.Ellis@north-norfolk.gov.uk	

1. Introduction

- 1.1 This report presents the provisional outturn position for the 2018/19 financial year, this will be used to inform the production of the Council's statutory accounts which will be subject to audit review ahead of presentation to the Governance, Risk and Audit Committee (GRAC) in July 2019.
- 1.2 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the appendices.
- 1.3 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2018/19 capital programme. The capital programme for the period 2019/20 to 2022/23 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.4 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in February which covered the first 10 months of the year up to the end of January 2019. At the time this report was forecasting a General Fund underspend of £781,488. Of this underspend £468,954 related to a storm damage insurance payment with the recommendation that this be transferred to the Asset Management reserve. This transfer has already been included in the figures now presented as part of this Outturn position.
- 1.5 The outturn position as now reported shows General Fund surpluses of £273,465 with a further transfer from the Collection Fund in relation to Business Rates of £696,201, giving a final overall underspend of £969,666. This report now presents the final budget monitoring position for the year. The contents of this report will be considered by the Overview and Scrutiny Committee on 12 June 2019.
- 1.6 At the time of preparing this report there are a number of final figures for 2018/19 which have not yet been confirmed and therefore estimates have been made within the provisional outturn position. This is not unusual due to the timing of producing the outturn report, and the lead in time for publication of committee papers. Further details on this are included under the heading 'Estimates included in the accounts'.

- 1.7 The deadline for the statutory annual accounts is 31 May for the draft statements and 31 July for the published audited version.

2. Revenue Account – Outturn 2018/19

- 2.1 The revenue account position for the year shows a total surplus of £969,666 as detailed at Appendix A. This is after allowing for transfers to Earmarked Reserves for current and known commitments. The transfers to and from reserves in the year are made in line with the Council's policy framework for Earmarked Reserves as approved as part of the annual budget setting process. Earmarked Reserves are typically used to set aside funds for known or specific liabilities. Transfers to Earmarked Reserves have been made for the following:
- a) Where an underspend has occurred within a service, mainly due to the timing of work not being completed as planned (by 31 March 2019), and also where no future budget exists or where there is a one-off commitment that continues into the 2019/20 financial year;
 - b) Where external funding has been received in 2018/19 for which the expenditure has not yet been incurred;
 - c) Where the 2018/19 budget allowed for expenditure to be funded from an Earmarked Reserve, but the spend has not yet been incurred as planned and therefore the funds remain in the Earmarked Reserve until 2019/20.

Estimates Included in the Accounts

- 2.2 The provisional outturn position includes some estimates where final figures are either not confirmed at the time of producing the report or are subject to external audit later in the year. The significant estimates are in relation to Benefit Subsidy, Business Rates Retention and commercial waste disposal and recycling credit income.
- 2.3 **Benefit Subsidy** - The benefit subsidy return was completed and submitted by 30 April 2019 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should subsidy be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.
- 2.4 **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non Domestic Rates (NNDR3) Return which is submitted annually.

In the same way that council tax operates a 'Collection Fund' which distributes the precepts/shares of council tax collected to the respective authorities, the business rates collection fund distributes the respective shares of business rates based on the NNDR return. Should the actual income collected from business rates exceed or not meet the anticipated amounts there would be a surplus or deficit on the fund. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements.

Table 1 shows the main variances across the standard expenditure headings. Details of the variances at the service level are provided at section 3.

Table 1 - 2018/19 Subjective Analysis	2018/19 Updated Budget	2018/19 Outturn	Variance	
	£	£	£	%
Employee Costs	11,483,056	12,581,319	1,098,263	9.56
Premises	2,734,055	2,979,741	245,686	8.99
Transport Related Expenditure	302,142	334,714	32,572	10.78
Supplies & Services	10,179,396	10,443,633	264,237	2.60
Transfer Payments	25,896,071	24,734,337	(1,161,734)	-4.49
Support Services - Charges In	10,185,780	11,101,930	916,150	8.99
Support Services - Charges Out	(10,480,877)	(11,377,734)	(896,857)	8.56
Capital Financing Costs	1,344,248	2,388,704	1,044,456	77.70
Income	(36,659,271)	(37,512,673)	(853,402)	2.33
Total cost of services	14,984,600	15,673,970	689,370	4.60

2.5 The reasons for some of the movements included in the summary above are as follows, further details are included at section 3:

- a) **Employee Costs** – of the total variance £1,056,124 relates to pension cost adjustments for current service costs. This adjustment reflects the difference between the cash contributions the Council has made in to the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary.

These additional costs are reversed out under net operating expenditure and have no bottom line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet.

Employee budgets assume 2% turnover per annum. Although turnover savings were achieved in a number of service areas, some of these underspends have been offset by overtime and new appointment advertising costs which are not normally budgeted for separately.

- b) **Premises** – additional premises costs of £245,686. The majority of this increase in expenditure relates to repairs and maintenance both programmed and reactive across a number of the Council's key assets including the pier pavilion, parks and open spaces and a number of public conveniences.
- c) **Supplies and Services** – additional supplies and services costs of £264,237. The significant movements against the budgets for supplies includes expenditure relating to consultancy fees, grants and temporary accommodation charges. However in a number of areas this is offset by grant income, client contributions and funding from reserves.

- d) **Transfer Payments** - Reduced payments to benefit claimants. This has been offset by a reduction in subsidy income claimed from the Department for Works and pensions (DWP).
- e) **Capital Financing Costs** – The main variance relates to additional depreciation and amortisation, and payments from the Community Housing Fund which were treated as revenue expenditure funded from capital under statute (REFCUS) above what had been budgeted. Other minor variances relate to slippage and re-profiling of the capital programme.
- f) **Income** – The most significant income variances for the year are represented by the following items.
- Reduced benefits subsidy income, this is offset by reduced benefits payments (included under the transfer payments heading) and recovered benefits overpayments.
 - Payment of an insurance claim reimbursed re damage to the Pier during the storm surge of 2013 highlighted as part of period 10 budget monitoring.
 - Various additional grants were received at the end of the financial year when they could not be allocated to additional service provision these included Homelessness prevention grant and a number of New Burdens grants. These have been rolled forward within the councils earmarked reserves for spend in 2019/20.
 - Fee Income - Planning and Building Control income, additional fee income from bulky, garden and trade waste collections and additional income from recycling credits and sales of recyclable materials.

3. Revenue Account – Detailed Commentary 2018/19

- 3.1 This section of the report highlights the more significant direct cost and income variances compared to the current budget. Further commentary on some of the smaller variances is also included within Appendix B which accompanies this report. Accounting standards require a number of notional charges to be made to service accounts. Notional charges include transactions in relation to capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they do not have an impact on the 'bottom line' i.e. the surplus or deficit for the year, they are included for reporting purposes. Appendix A shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 2 provides a summary of the position excluding notional charges.

Table 2 - 2018/19 Revenue Account (Excluding Notional Charges)	Updated Budget	Outturn	Variance
	£	£	£
Service Area:			
Corporate and CLT	325,223	173,784	(151,439)
Community, Economic Development & Leisure	2,625,817	2,351,073	(274,744)
Customer Services and ICT	1,548,234	1,086,999	(461,235)
Democratic and Legal Services	625,531	554,528	(71,003)
Environmental Health	3,567,577	3,121,393	(446,184)
Finance and Assets	2,579,963	2,608,583	28,620
Planning	2,115,982	2,081,534	(34,448)
Net Cost of Services	13,388,327	11,977,894	(1,410,433)
Parish Precepts	2,210,812	2,210,432	(380)
Net Interest Receivable/ Payable	(1,143,884)	(1,283,480)	(139,596)
Capital Financing	1,812,568	1,536,638	(275,930)
Contribution to /(from) Earmarked Reserves	(2,026,651)	(468,130)	1,558,521
Contribution to /(from) General Reserve	(264,224)	(240,840)	23,384
Net Service Expenditure/Income to be met from government Grant & Taxpayers	13,976,948	13,732,514	(244,434)
Government Grants and Council Tax	(14,480,222)	(15,205,454)	(725,232)
Net (Surplus)/Deficit for the year	(503,274)	(1,472,940)	(969,666)

- 3.2 **Service Variances** – The following provides commentary of the more significant variances (over/under £30,000) across the seven service groupings, more detailed variance explanations are provided within the detailed appendices. These figures represent service variances before any additional contributions to/ (from) reserves and revenue contributions to capital.

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Corporate And CLT	
There were no significant variances in this service area.	
Community, Economic Development and Leisure	
Parks & Open Spaces - (£27,344) - Lower costs relating to the Kier services contract. (£16,335) - Section 31 grant in relation to parks improvement from the Ministry of Housing, Communities and Local Government (MHCLG), this is offset by a number of minor variances.	(39,254)
Leisure Complexes - £72,017 costs associated with Leisure management contract support, to be funded from reserves. £64,085 one-off payment to previous contractor for building extension at Victory. £8,930 additional repair and maintenance costs.	147,544

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Pier Pavilion - £34,668 Pier Theatre internal decoration, flooring, pumps and fire alarm alterations. £30,614 - Management fee, payment in advance from prior year.	54,517
Cromer Pier - (£468,954) Insurance claim reimbursed re damage to the Pier during the storm surge of 2013. As part of period 10 budget monitoring it was recommended that this be transferred to the Asset Management reserve (AMR) to support the next phase of the repair works to the pier.	(462,799)
Economic Growth - Uncommitted contributions, budget requested to be rolled forward to match fund projects in 2019/20.	(44,352)
Housing Health and Wellbeing - (£70,498) Surplus Home Improvement Agency fee income transferred to the Housing reserve. (£45,295) Norfolk County Council funding in respect of the social prescribing posts, this has been rolled forward to fund the remainder of the contracts in future years.	(115,833)
Customer Services and ICT	
Benefits Administration – Employee turnover savings of (£25,098) were achieved in year as a result of staff vacancies. (£74,131) relates to various one off grants received from the department for Works and pensions (DWP) to support additional service requirements. Some of which have been offset by additional expenditure in the year. The balance has been earmarked to fund service improvements in 2019/20.	(90,802)
ICT Support services – £22,074 Salaries and on costs and overtime costs higher than anticipated. (£19,304) Computer hardware purchases. (£56,470) Lower cost of computer lines and modems. £25,888 Higher computer maintenance costs.	(36,438)
Homelessness – Additional costs associated with providing temporary accommodation offset by subsidy and client contributions. (£38,426) Rough Sleeping and Homeless Community Funding allocated from County not yet spent. (£30,000) Repossession funding reversed out of receipts in advance (RIA). (£68,548) Additional grants from MHCLG in respect of Flexible Homelessness and New Burdens funding. This has been earmarked within the roll forward process for spend in future financial years.	(136,598)
Democratic and Legal Services	
There were no significant variances in this service area.	

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Environmental Health	
<p>Waste Collection and Disposal – The main reasons for this significant variance are outlined below;</p> <p>£22,781 Norse Environmental Waste Services (NEWS) processing costs; (£218,558) Kier - stepped costs and contract variations.</p> <p>(£193,658) Additional fee income from bulky, garden and trade waste collections; (£26,362) Additional income from recycling credits and sales of recyclable materials.</p> <p>£98,125 of this underspend has been earmarked to fund some in-year capital expenditure (RCCO) relating to the purchase of bins.</p>	(435,555)
<p>Cleansing – (£45,221) Kier accrual from previous year not offset by expenditure, this has not been carried forward. (£18,243) Grant income in respect of High Streets Community Clean Up funding.</p>	(64,152)
<p>Civil Contingencies – The majority of this saving relates to in-year staff vacancies.</p>	(31,559)
Finance and Assets	
<p>Parklands – Additional costs of £11,972 relating to site clear-up costs and £19,359 relates to higher electricity costs.</p>	32,506
<p>Benefits Subsidy – (£33,293) Movement in the provision for bad and doubtful debts. Lower benefit payments, budget based on 2018/19 initial subsidy return. This is offset by reduced subsidy grant.</p> <p>£195,902 Subsidy on benefit payments. £82,583 Movement in the amount of benefit overpayment debt held on the Civica system. (£483,857) Recovered overpayment cash transferred to revenue.</p>	(244,842)
<p>Property Services – The more significant variances include £22,632 additional staffing and travel costs. £16,250 Asset valuations carried out by Norfolk Property Services (NPS). The balance of this variance relates to external professional fees relating to a number of projects.</p>	75,149
<p>Public Conveniences – £28,799 Reactive repair and maintenance works; £26,361 higher business rates and amenities costs due to a busy summer season.</p>	58,279
Planning	
<p>Development Management – £34,822 Enforcement costs relating to “at risk” properties these costs have been offset by a contribution from the Enforcement Board Reserve.</p> <p>£64,985 Reduction in Planning fee income offset by increased income from discharge of conditions (£8,188) and pre-application advice (£39,279).</p>	75,643

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
<p>Planning Policy – Slippage in profiled spend associated with the Local Plan, this has been offset by a reduced contribution from the New Homes Bonus Reserve.</p> <p>New Burdens grants received from the Ministry for Housing Communities and Local Government (MHCLG) in relation to maintaining Custom Build and Brown site registers, these have been earmarked as part of the roll forward request process.</p>	(74,311)
<p>Building Control - Additional income from Building Control fees partially offset by increased employee costs. As this service operates on a cost recovery basis the net position will be reflected in a transfer to the earmarked reserve and taken into account in setting future fee levels.</p>	(32,398)
<p>Property Information – (£13,889) New Burdens grant from Ministry for Housing Communities and Local Government (MHCLG) in respect of Land Charges. (£2,980) Income from Street Naming and Numbering. (£23,819) Land Charge fee income. Land charge fee income is set on a cost recovery basis therefore in year surpluses are ring-fenced and reflected in future year fee setting.</p>	(38,896)

Non Service Expenditure and Income

- 3.3 The non-service expenditure and income predominantly relates to investment income.
- 3.4 The original income budget for 2018/19 anticipated £1,158,300 would be earned in interest from an average balance of £35.1m at a rate of 3.3%. A total of £1,295,337 was earned from investments over the year from an average balance of £44.7m at an average rate of interest of 2.89%. This resulted in a favourable variance against the budget of £138,034 in respect of investment income.
- 3.5 Investment balances were consistently higher than anticipated in the budget although the overall rate of interest earned was lower than budget. Uncertainty around timings of payments resulted in some of this cash being kept in shorter term investments, affecting the overall rate of return but positively impacting on the level of income received.
- 3.6 The Council has taken a strategic decision to continue to invest in pooled funds using balances which are not anticipated to be required in the medium to long-term (three to five years). These pooled funds are anticipated to provide a higher income return than alternative financial instruments and achieved an average interest rate of 3.82% in the year.
- 3.7 The Treasury Management Annual Report is included as a separate item on this Agenda and provides more details on the performance of the Treasury Management activity for the year.

Retained Business Rate Income

- 3.8 The total favourable variance for the year under the Business Rate Retention Scheme was £696,201. This sum includes increased amounts receivable in respect of reliefs funded by central government using Section 31 grants; an increased levy payable to Norfolk County Council; additional growth and other minor variances.
- 3.9 The Council is a member of the Norfolk Business Rates Pool which enables growth in the business rates collected in Norfolk to be retained locally, rather than being passed to central government. The growth is paid over in the form of a levy payment to Norfolk County Council as the lead authority for the Pool. The budget for the levy was £575,337 but this has increased by £307,463 to £882,800 at outturn. The increase is due to a higher retained business rate income figure as a result of central government increases in reliefs, as well as growth in the rates base.
- 3.10 The Council can retain all the income from renewable energy schemes, provided it was granted planning permission. It must include each year the amount it anticipates it will receive when completing the NNDR1. Any variation will be carried forward to the following year. The actual income receivable in 2017/18 from renewable energy schemes was £80,034 above the NNDR1 figure for that year, and this increase in income is included in the 2018/19 outturn. Additional income in Designated Areas totalled £287,036.
- 3.11 The Government has provided additional reliefs to business in successive Autumn Statements. These reliefs have been dealt with outside the Business Rate Retention Scheme and funded by Section 31 grants payable to District Councils. The reliefs actually granted to businesses for the year, along with adjustments to compensate for changes in the multiplier cap, have resulted in an increase of £716,628 in grant received.
- 3.12 The business rate income is paid into the Collection Fund and then distributed to Central Government, the County Council and North Norfolk District Council (NNDC) in accordance with the proportionate shares set out in the Scheme. The distribution is based on the NNDR1 return and any variances at outturn will produce a surplus or deficit on the Collection Fund which is then distributed in the following year. A surplus on the Collection Fund had been anticipated for 2018/19 and the Council's share of the overall surplus on the Collection Fund at the time of completing the 2019/20 NNDR1 was £441,501.
- 3.13 The Council applied to be a pilot authority as part of the Norfolk Business Rates Pool for the 2019/20 financial year, as it was forecast that the pilot would bring significant financial benefit to the district. The decision regarding the success of this application was announced alongside the Provisional Settlement and the excellent news was that the Norfolk wide pilot application was successful.

4. Reserves

- 4.1 The Council holds a General Reserve for which the recommended balance for 2019/20 is £1.9 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies.

- 4.2 In addition to the General Reserve the Council holds a number of Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 4.3 There are a number of Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example the Invest to Save reserve anticipates transfers out of £940k in relation to Digital Transformation phase two, this will be allocated to individual projects and the budget updated when these have been approved by the Digital Transformation Board and Members.
- 4.4 Section 3 of the report has highlighted a number of service areas where an underspend has occurred in the year and a transfer to reserves had been made to ensure funds are available to meet future spending commitments. Unlike capital budgets, underspends on revenue budgets in the year are not automatically rolled forward at the year-end where there is an annual budget provision. Where the underspend represents a grant received which has not yet been fully utilised or there has been a delay in the planned use, the unspent grant has been rolled forward.
- 4.5 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each grant and shows the planned use over the current four year budget period. The updated budget projections were forecasting a movement of £2,026,651 out of earmarked reserves. At outturn the final transfer made was £468,130, resulting in a variance of £1,558,521, the most significant of which were as follows;
- Asset Management Reserve – (£436,716) the majority of this variance relates to the pier insurance money received in connection with the 2013 storm surge;
 - Capital Projects Reserve – (£261,259) it was originally anticipated that the pier roofing works would have been completed by the end of the year. However this scheme was rescheduled following the results of the structural survey so that the works underneath the theatre could be completed first which has slightly delayed the timing of the roofing works;
 - Housing – (£277,131) there have been various grants received in the year which have not as yet been spent which have been transferred to the reserve for spend in future years
 - Invest to Save – (£169,745) this variance is largely due to the slippage in original anticipated timescales for the public convenience improvements work programme which was extended to allow for additional consultation with town and parish councils.
- 4.6 The General Reserve balance at 31 March 2019 is £1.956 million. All reserves will be reviewed as part of the upcoming work on the Medium Term Financial Strategy which will be presented to Members later in the year.

5. Summary – Revenue Account 2018/19

- 5.1 The outturn position for the year ending 31 March 2019 is a £969,666 surplus. This is after allowing for a number of underspends identified at the service level which have been rolled forward within reserves to fund one-off commitments in 2019/20 where there is no annual budget. The report is recommending that the 2018/19 surplus of £969,666 is transferred to the General Fund Reserve (£500,000) and the Asset Management Reserve (£469,666).

6. Capital Programme 2018/19

- 6.1 This section of the report presents the capital programme financing for 2018/19, together with the updated programme for the financial years 2019/20 to 2022/23. Appendix D provides the detail of the outturn on the 2018/19 capital programme, together with the financing for all schemes. The updated capital programme for 2019/20 to 2022/23 is attached at Appendix E.
- 6.2 The outturn position for the 2018/19 capital programme at Appendix D highlights where schemes have re-profiled between years. The reasons for re-profiling include where schemes have not progressed as originally planned, and the funding is requested to be carried forward to the new financial year, or where scheme have progressed ahead of schedules and there is a requirement to bring back funding from the 2019/20 budgets.
- 6.3 In total the expenditure on the capital programme for the year was £6,319,913 compared to an updated budget of £11,438,473 which resulted in a variance of (£5,118,560). Most of this variance was as a result of projects not progressing as originally budgeted, this is reflected in the re-profiling tables below.
- 6.4 There has been a requirement to re-profile from the 2019/20 budgets where schemes have either progressed slightly earlier than anticipated or where the level of expenditure has been higher than that profiled to be incurred during the financial year (see Table 3 for significant variances). The updated programme for 2019/20 onward (Appendix E) reflects these adjustments.

Table 3 - Capital Schemes where re-profiling is required from 2019/20 budget over £100,000

Capital Scheme	Re-profiled Amount £
Grove Lane Depot Refurb	116,225
Deep History Coast	216,187
CPO of Long Term Empty Properties	160,654
Bacton to Walcott Coastal Management Scheme	103,965

- 6.5 Schemes completed in 2018/19 – In total there were eleven schemes within the capital programme which were identified as being completed during the financial year. Table 4 provides a summary of the schemes along with any final project variance, and commentary on financing implications where necessary.

Table 4 - Capital Schemes Completed within the 2018/19 Financial Year

Capital Scheme	Variance £ (Under) / Over	Financing Commentary
Management Information Systems	20,279	The capital component of this scheme is complete, with the overspend to be funded from Capital receipts.
Ranger Vehicles 2017-18	19,670	Additional vehicles purchased, funded from Capital receipts.
Purchase of Property Services Vehicle	15,793	Additional staff taken on in year required vehicles above those previously budgeted for. This scheme has been completed and the overspend is to be financed from the use of additional capital receipts.
e-financials system upgrade	54,729	This scheme is now complete; the additional expenditure incurred is to be financed from the use of capital receipts and the capital projects reserve.
Trade Waste Bins	6,584	Additional bin purchases have been made in excess of the original budget. All purchases were made on the basis that the additional expenditure was to be financed from an RCCO.
Customer contact centre	2,149	This scheme is now complete; the additional expenditure incurred is to be financed from the use of capital receipts.
Multi-Functional Devices	2,004	This scheme is complete and the minor overspend is to be financed by capital receipts.
Server Replacement	15,130	This scheme is complete and the overspend is to be financed by capital receipts.
Walsingham Public Convenience	7,900	This scheme is complete and the overspend is to be financed by capital receipts.
Sheringham West Prom	(29,148)	Scheme complete under budget.
Grove Lane Depot Refurb	4,521	This scheme is complete and the overspend is to be financed by capital receipts.

- 6.6 Schemes which did not complete in 2018/19 and underspent their allocation for the year had their budget re-profiled into 2019/20. There were five schemes with slippage in excess of £100,000 at outturn in the 2018/19 financial year as shown within table 5.

Table 5 - Capital Schemes where re-profiling is required from 2018/19 Budget over £100,000

Capital Scheme	Re-profiled Amount £
Egmore Business Zone	235,801
Community Housing Fund	1,781,502
Fakenham Extra Care	215,500
Splash Leisure Centre Reprovision	939,291
North Norfolk Sports Hub	1,365,365

6.7 The outturn position in respect of the Prudential indicators is also included for information within Appendix F.

7. Capital Programme - 2019/20

7.1 Appendix E shows the updated capital programme for the period 2019/20 to 2022/23. The capital programme has been updated to reflect the slippage identified within this report, together with the capital outturn position. It also included those schemes which received formal approval as part of the 2019/20 budget report and P10 monitoring report which went to Full Council in March.

8. 2018/19 Budget Implications and Financial Forecast 2019/20 Onwards

8.1 The budget for 2019/20 was approved in February 2019. At the same time financial projections for the following three years to 2022/23 were also reported. The budget for 2018/19 includes new savings and additional income totalling £710,065 for 2018/19 which is expected to increase to £727,580 in 2019/20 and £744,248 from 2020/21.

8.2 The forward financial projections from 2020/21 onwards make assumptions around the future funding from government support and known commitments and changes to service expenditure. Table 6 below provides a summary of the current reported funding gaps for the next three years.

Table 6 – Current Reported Funding Forecast			
	2020/21 £000	2021/22 £000	2022/23 £000
Current Funding Gap/(surplus) ¹	2,078	2,061	1,945

8.3 The forward projections of expenditure and income will be updated to take account of the outturn position and also other spending/income pressures that have been identified outside of the budget process. These will be reported to Members in the coming months as part of the Financial Strategy update to enable early preparation for the 2020/21 budget process.

¹ As reported in the 2019/20 Budget Report, February 2019

- 8.4 In addition, as part of the work on the financial strategy a review of all reserve balances will be carried out.

9 Financial Implications and Risks

- 9.1 There is still considerable uncertainty around future years funding forecasts and this position will not improve until the outcome from the Fair Funding Review, which will set new baseline funding allocations and responding to spending pressures and changes in service demand, and the review of the Local Retention of Business Rates, are concluded. The Comprehensive Spending Review, which sets out the expenditure limits over the coming years has been delayed due to Brexit and is now expected to commence in the autumn. The more significant risks in relation to the outturn position for 2018/19 and the ongoing financial position are summarised below.
- 9.2 **Under and Overspends** - This outturn report has identified a number of underspends at the service level; some have occurred due to factors outside of the Council's control which has meant that expenditure has not been incurred as planned, for example Waste Collection and Disposal. Where applicable service underspends have been carried forward within Earmarked Reserves to fund one-off costs or where projects have been delayed until the 2019/20 financial year. Similarly there have been some areas of overspending, such as with the running costs of the public conveniences which have increased due to the incredibly busy summer season. Some of the underspends from 2018/19 which are in relation to ongoing savings have already been factored into the 2019/20 base budget and will be further reviewed as part of the production of the Medium Term Financial Strategy later this year along with any pressures on budget increases.
- 9.3 **Housing Benefit Subsidy** – as mentioned earlier in the report the outturn position includes the unaudited benefits subsidy position. Expenditure of £24.662 million has been incurred in the year to be recovered from subsidy payable by the Department for Work and Pensions (DWP). The final position will not be confirmed until the claim has been audited by the Council's external auditors and signed off by the DWP later in the year. Much of the risk around changes to the claim and subsidy recoverable is reduced by the Benefits Earmarked Reserve which is maintained to help mitigate the impact of any claw back from the DWP following the final audited subsidy claim.
- 9.4 **Business Rates Retention Scheme** – Local Authority funding from business rates is open to risks around funding fluctuations due to increases and decreases in the rateable values (RV) of non-domestic properties and successful appeals against the RV. The NNDR 3 return has been submitted and will be subject to external audit review as part of the final accounts audit work. Any changes to the figures included in the outturn position could have an impact on the General Fund balance. Furthermore there is a risk of business rates appeals and whilst the NNDR returns do include assumptions around provisions for appeals and backdating, these elements could be subject to fluctuations. The Valuation Office Agency (VOA), who hear the appeals, currently have a backlog and are slow to clear outstanding appeals increasing the risk of the Council needing to pay out large refunds in rates. There is also an ongoing application from NHS Trusts for mandatory relief for their properties on the basis that they are used for non-profit making services. If this application was granted and the relief backdated, this would result in hundreds of millions of pounds across the country being refunded to the NHS from Councils. NNDC is exposed to this risk through the local pooling of business rates through the Norfolk Business Rates Pool. These risks are again however mitigated by the Business Rates Earmarked Reserve.

- 9.5 **Waste contract** – as highlighted within the 2019/20 budget report the one year extension with Kier is now in place to enable the joint procurement exercise to be undertaken with Breckland District Council and Kings Lynn and West Norfolk Borough Council. No savings have been assumed at this point which may arise as part of the joint procurement being undertaken, although it is hoped that significant economies of scales can be achieved and that ultimately this will result in a lower contract cost. Until the final tender prices are received however the extent of any potential savings will not be known.
- 9.6 **Recycling costs** – The market for recyclate (such as glass and paper) remains very volatile at the current time. To access recyclate markets improvements have had to be made to the quality of the materials being processed which has resulted in increased waste which then has to be disposed of at additional cost. The position continues to be monitored and will be considered as part of the budget monitoring process for 2019/20, the MTFs and future year's budget as we progress through the year.
- 10 **Sustainability** – None as a direct consequence of this report.
- 11 **Equality and Diversity** – None as a direct consequence of this report.
- 12 **Section 17 Crime and Disorder considerations** – None as a direct consequence of this report.

General Fund Summary Outturn 2018/19

	Updated Budget £	Outturn £	Outturn Variance £
Net Cost Of Services			
Clt / Corporate	325,223	295,871	(29,352)
Community, Econ Dev & Coast	3,265,853	3,911,821	645,968
Customer Services & ICT	1,695,620	1,565,102	(130,518)
Environmental Health	3,738,489	3,572,655	(165,834)
Finance & Assets	3,176,271	3,395,066	218,795
Legal & Democratic Services	625,531	625,332	(199)
Planning	2,157,613	2,308,124	150,511
Net Cost Of Services	14,984,600	15,673,970	689,370
Precepts Of Parish Councils	2,210,812	2,210,432	(380)
Capital Charges	(1,344,248)	(2,040,480)	(696,232)
Refcus	0	(348,224)	(348,224)
External Interest Paid	3,500	1,938	(1,562)
Interest Receivable	(1,147,384)	(1,285,418)	(138,034)
Revenue Financing For Capital	1,812,568	1,536,638	(275,930)
Retirement Benefits	251,249	(804,099)	(1,055,348)
Net Operating Expenditure	16,771,097	14,944,758	(1,826,339)
Contributions To/(From) Reserves			
Asset Management	(208,150)	228,566	436,716
Benefits Subsidy	(31,588)	44,951	76,539
Building Control	0	31,645	31,645
Business Rates	(61,843)	(68,241)	(6,398)
Capital Projects Reserve	(1,231,031)	(969,772)	261,259
Coast Protection	(20,000)	(21,921)	(1,921)
Communities	90,533	57,661	(32,872)
Economic Development and Tourism	(20,000)	50,000	70,000
Elections Reserve	40,000	40,000	0

General Fund Summary Outturn 2018/19

	Updated Budget £	Outturn £	Outturn Variance £
Contributions To/(From) Reserves Continued			
Enforcement Board	(23,492)	(59,759)	(36,267)
Environmental Health	(40,000)	28,943	68,943
Grants	(120,805)	1,882	122,687
Housing	(243,417)	33,714	277,131
Invest to Save	(577,389)	(407,644)	169,745
Land Charges	0	15,330	15,330
Legal	(933)	302	1,235
New Homes Bonus	(1,592,217)	(1,494,234)	97,983
Organisational Development	(4,649)	(26,372)	(21,723)
Planning	18,330	53,330	35,000
Property Investment fund	2,000,000	2,000,000	0
Sportshalls	0	(6,511)	(6,511)
Contributions to/From General Reserve	(264,224)	(240,840)	23,384
Amount to be met from Government Grant and Local Taxpayers	14,480,222	14,235,788	(244,434)
Collection Fund Parishes	(2,210,812)	(2,210,812)	0
Collection Fund District	(5,909,655)	(5,909,655)	0
Retained Business Rates	(4,190,773)	(4,886,974)	(696,201)
Revenue Support Grant	(535,619)	(535,619)	0
New Homes Bonus	(1,149,592)	(1,149,592)	0
Rural Services Delivery Grant	(483,771)	(483,771)	0
Non ring fenced grants		(29,031)	(29,031)
Income from Government Grant and Taxpayers	(14,480,222)	(15,205,454)	(725,232)
(Surplus)/Deficit	0	(969,666)	(969,666)

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Health				
Gross Direct Costs	0	4,521	4,521	£4,500 - Match funding of "Pocket Park" projects.
Gross Direct Income	0	(4,521)	(4,521)	
	0	0	0	
Car Parking				
Gross Direct Costs	778,443	820,713	42,270	See Note A below:
Capital Charges	29,485	29,484	(1)	No Major Variances.
Gross Direct Income	(2,645,971)	(2,715,354)	(69,383)	(£73,010) - Car park income higher than expected. £3,876 - Rental income lower than anticipated
Support Service Charges	183,379	162,872	(20,507)	See Note B below:
	(1,654,664)	(1,702,285)	(47,621)	
Note A: £19,653 - Repair and maintenance costs. £10,147 - Professional fees including VAT advice. £3,954 - Higher credit card charges as a result of more income being received via credit card payments. £6,190 - New car park signage. £4,880 - Kier street services. (£25,678) - Lower management fee. £12,000 - Contribution to Better Parking Project. £7,862 - Rental of Clink Road and Gold Road car parks is higher as a result of greater income being received. The balance consists of minor variances.				
Note B: (£25,880) - Reduced charge from Customer Services following review of staff time. (£27,244) - Reduced charge from Property Services following review of staff time. £16,575 - Higher Insurance recharges. £8,331 - Higher recharge from Leisure Services following review of staff time. The balance consists of minor variances.				
Markets				
Gross Direct Costs	53,525	55,156	1,631	£4,463 - Salary and oncosts are higher than anticipated. (£2,709) - Advertising costs lower than expected.
IAS 19 Superannuation Adj	0	1,185	1,185	Pension fund adjustment (current service costs).
Gross Direct Income	(61,800)	(56,505)	5,295	Market rental income lower than expected.
Support Service Charges	34,030	26,910	(7,120)	(£14,233) Lower recharge from Property Services; £5,213 Higher recharge from Leisure Services.
	25,755	26,746	991	
Parks & Open Spaces				
Gross Direct Costs	350,397	326,816	(23,581)	(£27,344) - Lower costs relating to the Kier services contract and provision for 2017/18 variation order not required. £4,049 - Water charges at Runton Road, Cromer.
Capital Charges	48,222	48,223	1	No Major Variances.
Gross Direct Income	(14,590)	(30,263)	(15,673)	£4,988 - Lower income from rent of land. (£16,335) - Section 31 grant in relation to parks improvement from the Ministry of Housing, Communities and Local Government. (£3,016) - Higher interest receipts - this is because the interest rate increased from 2.29% to 2.89%.
Support Service Charges	81,030	142,213	61,183	£9,298 - Higher recharge from Environmental Contracts as a result of higher costs within the service. £29,142 - Higher recharge from Property Services as a result of more staff time spent on Parks and Open Spaces . £11,711 - Higher Insurance recharges. £9,507 - Higher recharges from Leisure Services as a result of more staff time spent on Parks and Open Spaces.
	465,059	486,989	21,930	

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Foreshore				
Gross Direct Costs	186,146	208,614	22,468	(£5,372) - Salaries and oncosts are lower. £12,980 - Transport of Mundesley huts from winter storage. £28,479 - Amenity lighting at Happy Valley and Doctors Steps. (£10,034) - Lower than expected spend on maintenance of Foreshore furniture and fixtures.
IAS 19 Superannuation Adj	0	2,494	2,494	Pension fund adjustment (current service costs).
Capital Charges	7,977	5,485	(2,492)	Depreciation.
Gross Direct Income	(187,362)	(189,809)	(2,447)	(£11,200) - Winter storage fees. (£8,825) - Government grant re Bellwin claim for storm surge. £17,598 - Income from weekly hire of chalets lower than expected.
Support Service Charges	187,250	217,244	29,994	£14,695 - Higher recharge from Property Services. £8,273 - Higher recharge from Exchequer Services. (£11,229) - Lower recharge from Insurances. £16,131 - Higher recharges from Leisure Services.
	194,011	244,028	50,017	
Sports Centres				
Gross Direct Costs	309,067	274,563	(34,504)	£2,868 - Salaries and oncosts higher than anticipated. (£70,207) - Hall hire costs lower than anticipated. £12,708 - Purchase of a trampoline to be funded from an earmarked reserve. £2,540 - Feasibility study for a 3G pitch at North Walsham. £7,317 - Fees re astropitch use, events etc. £9,978 - Cost of repairs to astropitch lighting at Cromer.
IAS 19 Superannuation Adj	0	17,083	17,083	Pension fund adjustment (current service costs)
Capital Charges	12,497	12,496	(1)	No Major Variances.
Gross Direct Income	(142,820)	(131,887)	10,933	£9,492 - Lower sales of food and drink.
Support Service Charges	120,240	164,582	44,342	£12,773 - Higher costs from Computer Services as a result of more staff time. £13,573 - Higher costs from the Communications team as a result of staff dealing with the leisure projects during the year. £6,458 - Higher costs from Property Services reflecting more staff time. £3,131 - Higher costs from Digital Transformation reflecting more staff time. The balance consists of minor variances.
	298,984	336,838	37,854	
Leisure Complexes				
Gross Direct Costs	384,334	532,931	148,597	£72,017 - Leisure management contract support, to be funded from reserves. £64,085 - Compensation payment. £8,930 - Repair and maintenance, mainly water leak costs.
Capital Charges	525,644	525,644	0	No Major Variances.
Gross Direct Income	0	(1,052)	(1,052)	No Major Variances.
Support Service Charges	39,570	59,863	20,293	£7,530 - Higher recharge from Communications Team. £6,182 - Higher recharge from Property Services. £4,763 - Higher recharge from Leisure Services. All of these are as a result of supporting the new leisure projects.
	949,548	1,117,385	167,837	

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Other Sports				
Gross Direct Costs	154,582	131,339	(23,243)	(£4,627) - Salary and oncosts lower than anticipated. £7,669 - Cost of Hubs & Clubs offset by income. £9,684 - Higher grants awarded. (£36,531) - Outdoor leisure strategy funded from New Homes Bonus (part of Local Plan allocation). Costs not incurred in 2018/19 will be returned to earmarked reserves.
IAS 19 Superannuation Adj	0	5,238	5,238	Pension fund adjustment (current service costs).
Gross Direct Income	(24,172)	(30,751)	(6,579)	£8,385 - Grant income lower than expected (£12,781) - Higher than expected fee income relating to Sports Hubs and Clubs projects
Support Service Charges	49,130	62,128	12,998	£9,191 - Higher recharge from Communications Team. £7,811 - Higher recharge from Leisure services. Both of these are as a result of supporting the new leisure projects. The balance consists of minor variances.
	179,540	167,954	(11,586)	
Recreation Grounds				
Gross Direct Costs	8,669	9,258	589	No Major Variances.
Capital Charges	79	79	(0)	No Major Variances.
Gross Direct Income	(1,000)	(1,288)	(288)	No Major Variances.
Support Service Charges	4,530	5,194	664	No Major Variances.
	12,278	13,242	964	
Pier Pavilion				
Gross Direct Costs	49,448	115,352	65,904	£34,668 - Pier Theatre - internal decoration, flooring, pumps and fire alarm alterations. £30,614 - Management fee, payment in advance from prior year.
Gross Direct Income	(20,000)	(31,387)	(11,387)	(£11,387) - Profits higher.
Support Service Charges	17,790	33,479	15,689	£9,549 - Higher recharge from Property Services. £4,265 - Higher recharge from Leisure Services. £2,242 - Higher recharge from Corporate Leadership Team.
	47,238	117,444	70,206	
Foreshore (Community)				
Gross Direct Costs	432,113	424,754	(7,359)	(£3,000) - General grounds maintenance. (£3,809) - Telephone rentals and maintenance. £5,320 - Blue Flag application. (£7,359) - Memorial seats.
Support Service Charges	42,720	65,346	22,626	£4,510 - Higher recharge from Environmental Contracts as a result of higher costs within the service. £17,494 - Higher recharges from Leisure Services as a result of more staff time spent on Foreshore (Community).
	474,833	490,100	15,267	
Woodlands Management				
Gross Direct Costs	152,450	186,598	34,148	£15,647 - Grounds maintenance including tree safety works at Pretty Corner Woods. £2,531 - Equipment purchases. £9,706 - Other fees, mainly event spend. £2,063 - Deer fence at Pretty Corner Woods. £2,164 - Generator repairs and electrical hook-up.
IAS 19 Superannuation Adj	0	10,978	10,978	Pension fund adjustment (current service costs).
Capital Charges	1,346	1,346	(0)	No Major Variances.
Gross Direct Income	(37,650)	(45,932)	(8,282)	(£7,755) - Car parking income.
Support Service Charges	102,750	139,765	37,015	£9,770 - Higher recharge from the Communications Team. £4,430 - Higher recharge from Property Services as a result of more staff time. £20,192 - Higher recharge from Leisure Services as a result of more staff time.
	218,896	292,755	73,859	

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Cromer Pier				
Gross Direct Costs	68,366	75,325	6,959	£7,641 - Premises Insurance - Fire/General.
Capital Charges	8,741	23,716	14,975	Depreciation.
Gross Direct Income	(24,109)	(493,867)	(469,758)	(£468,954) - Insurance claim reimbursed re damage to the Pier during the storm surge of 2013.
Support Service Charges	15,010	83,993	68,983	£7,530 - Higher recharge from the Communications Team. £57,635 - Higher recharge from Property Services. £5,468 - Higher recharge from Coastal Management.
	68,008	(310,833)	(378,841)	
Economic Growth				
Gross Direct Costs	82,408	63,864	(18,544)	Uncommitted contributions budget requested to be rolled forward to match fund projects in 2019/20.
Capital Charges	211	211	0	No Major Variances.
Gross Direct Income	(10)	(25,818)	(25,808)	Grant income from a previous year transferred out of Receipts in Advance (RIA).
Support Service Charges	186,740	337,237	150,497	£137,021 Higher recharge from Business Growth Staffing; £9,574 Higher recharge from CLT; £7,530 Higher recharge from Communications.
	269,349	375,495	106,146	
Tourism				
Gross Direct Costs	68,588	62,768	(5,820)	£13,198 Costs for Orchestras Live offset by grant. (£15,000) Marketing North Norfolk - uncommitted contributions budget requested to be rolled forward to support Visit North Norfolk programme in 2019/20.
Gross Direct Income	0	(23,986)	(23,986)	Grant contributions for Orchestras live programme.
Support Service Charges	53,940	21,080	(32,860)	(£39,529 - Lower recharge from Business Growth Staffing. The balance consists of minor variances.
	122,528	59,862	(62,666)	
Market Town Initiatives				
Gross Direct Costs	274,163	274,163	(0)	No Major Variances.
	274,163	274,163	(0)	
Coast Protection				
Gross Direct Costs	321,275	391,162	69,887	£58,797 Sea Defence projects. The balance relates to costs associated with planning applications and Marine Management Organisation (MMO) licences.
Capital Charges	5,834	537,029	531,195	£507,194 Depreciation and £24,000 Refcus.
Gross Direct Income	0	(42,166)	(42,166)	Funding from Shell UK towards timber revetment repairs at Bacton.
Support Service Charges	275,360	315,777	40,417	Higher recharges of £7,530 from Communications, £8,347 from Property Services, £8,362 from Corporate Leadership Team, £9,314 from Coastal Management and £7,682 from Legal Services.
	602,469	1,201,801	599,332	

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Business Growth Staffing				
Gross Direct Costs	242,944	234,641	(8,303)	£7,504 Staff turnover savings due to vacant post.
IAS 19 Superannuation Adj	0	20,263	20,263	Pension fund adjustment (current service costs).
Gross Direct Income	0	(463)	(463)	No Major Variances.
Support Service Charges	(242,944)	(254,441)	(11,497)	Higher recharge to internal services as a result of higher service costs.
	0	0	0	
Economic & Comm Dev Mgt				
Gross Direct Costs	120,409	128,784	8,375	£7,800 Additional Community Support including top up grant for Museums and contributions re GoGo hares.
IAS 19 Superannuation Adj	0	7,571	7,571	Pension fund adjustment (current service costs).
Gross Direct Income	0	133	133	No Major Variances.
Support Service Charges	23,726	(62,936)	(86,662)	Lower recharge from Business Growth Staffing.
	144,135	73,551	(70,584)	
Leisure				
Gross Direct Costs	202,968	193,474	(9,494)	(£6,238) - Reduced pension costs as a result of staff no longer being in the pension scheme.
IAS 19 Superannuation Adj	0	15,067	15,067	Pension fund adjustment (current service costs).
Gross Direct Income	(700)	0	700	No Major Variances.
Support Service Charges	(205,448)	(208,541)	(3,093)	£59,411 - Higher recharge from Customer Services. £4,822 - Higher recharge from the Communications Team. £20,933 - Higher recharge from Community and Economic Development Management. £3,701 - Higher recharge from Digital Transformation. (£93,364) - Higher recharge to internal customers as a result of higher service costs.
	(3,180)	0	3,180	
Housing (Health & Wellbeing)				
Gross Direct Costs	256,466	256,427	(39)	(£10,566) Temporary staffing budget funded from the Housing reserve not fully utilised in year. £2,169 Additional transport related expenditure. £4,426 Contributions.
IAS 19 Superannuation Adj	0	19,976	19,976	Pension fund adjustment (current service costs).
Gross Direct Income	(41,405)	(157,198)	(115,793)	(£70,498) Surplus Home Improvement Agency fee income, contra with Housing reserve. (£45,295) Norfolk County Council funding in respect of the social prescribing posts - this has been rolled forward to fund the posts in future years.
Support Service Charges	21,759	58,665	36,906	Lower recharge to internal customers as a result of lower service costs.
	236,820	177,870	(58,950)	

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Housing Strategy				
Gross Direct Costs	343,805	289,004	(54,801)	(£16,984) In-year staff turnover savings as a result of vacant posts. (£22,772) Budget allocated from the New Homes Bonus Reserve towards viability work not yet spent. (£6,404) Saving on external consultancy fees.
IAS 19 Superannuation Adj	0	26,683	26,683	Pension fund adjustment (current service costs).
Capital Charges	0	229,260	229,260	Refcus.
Gross Direct Income	(127,084)	(140,564)	(13,480)	(£2,940) Additional VAT shelter receipts from Flagship/Victory Housing Association. (£10,726) Grant income from Norfolk County Council relating to the social prescribing health officer post.
Support Service Charges	34,280	(25,417)	(59,697)	Higher recharge to internal customers as a result of higher service costs.
	251,001	378,966	127,965	
Community And Localism				
Gross Direct Costs	517,453	600,582	83,129	£23,126 - Big Society Fund and Other Second Homes projects - these are funded from the 2nd Homes money passed to the District from the County and this will be funded from the Communities earmarked reserve. £61,021 - Grants awarded as part of the Pocket Parks project - funded from Government Grant.
Gross Direct Income	(454,361)	(522,259)	(67,898)	£16,331 - Lower Second Homes contribution from Norfolk County Council. (£85,679) - Government grant re Pocket Parks.
Support Service Charges	27,040	11,427	(15,613)	Reduced recharge from Business Growth Staffing
	90,132	89,750	(382)	
Coastal Management				
Gross Direct Costs	197,720	254,887	57,167	Staff related costs - partially offset by contribution from the Coastal Partnership East (CPE).
IAS 19 Superannuation Adj	0	18,742	18,742	Pension fund adjustment (current service costs).
Gross Direct Income	0	(36,748)	(36,748)	Contribution from CPE for staffing costs.
Support Service Charges	(198,770)	(236,880)	(38,110)	Higher recharge to internal customers as a result of higher service costs.
	(1,050)	0	1,050	
Total Community, Econ Dev & Coast	3,265,853	3,911,821	645,968	

Service Area Summaries Outturn 2018/19

Corporate Leadership Team and other Corporate Services

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Human Resources & Payroll				
Gross Direct Costs	313,430	316,888	3,458	(£14,687) - Lower Common Training spend (this is largely due to a transition period in management training providers, which led to no ILM 3 being run in 2018/19). £11,549 - Professional fees in connection with the Investors in People triennial review.
IAS 19 Superannuation Adj	0	23,724	23,724	Pension fund adjustment (current service costs).
Gross Direct Income	(21,000)	(2,319)	18,681	£20,000 - No income from selling shared services.
Support Service Charges	(308,620)	(338,293)	(29,673)	(£7,575) - Reduced recharges from Communications Team. (£3,992) - Lower recharges from Central Costs. (£3,160) - Reduced recharges from Corporate Leadership Team (£5,448) - Reduced recharges from Legal Services. (£4,813) - Higher recharge to internal customers as a result of higher service costs.
	(16,190)	0	16,190	

Registration Services

Gross Direct Costs	224,033	241,244	17,211	Direct staffing and Canvasser costs.
IAS 19 Superannuation Adj	0	12,496	12,496	£18,252 Pension Fund adjustment (current service costs).
Gross Direct Income	(44,120)	(59,208)	(15,088)	Additional funding for Individual Electoral Registration (IER).
Support Service Charges	135,950	101,339	(34,611)	(£10,556) Lower recharges from Customer Services; (£14,598) Lower recharges from Postal & Scanning Services; (£5,705) Lower recharges from Corporate Leadership Team; (£6,242) Lower recharges from Reprographics; £4,352 Higher recharge from Communications.
	315,863	295,871	(19,992)	

Service Area Summaries Outturn 2018/19

Corporate Leadership Team and
other Corporate Services

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Corporate Leadership Team				
Gross Direct Costs	443,369	458,543	15,174	£8,623 - Salaries and oncosts are higher as a result of staff regradings. £2,546 - Coaching course. £3,213 - Furniture purchases. £2,514 - Conference expenses.
IAS 19 Superannuation Adj	0	41,684	41,684	Pension fund adjustment (current service costs).
Support Service Charges	(443,369)	(500,227)	(56,858)	£8,397 - Higher recharge from Business Growth. £13,088 - Higher recharge from Legal Services. (£79,893) - Higher recharge to internal customers as a result of higher service costs.
	0	0	0	
Communications				
Gross Direct Costs	321,098	346,991	25,893	£8,077 - Salaries and oncosts are higher than anticipated. £14,685 - Promotional materials. The balance consists of minor variances.
IAS 19 Superannuation Adj	0	24,915	24,915	Pension fund adjustment (current service costs).
Capital Charges	0	19,268	19,268	Intangible Amortisation.
Gross Direct Income	0	(11,875)	(11,875)	Income from filming rights.
Support Service Charges	(295,548)	(379,298)	(83,750)	(£4,098) - Lower recharge from Central Costs (£79,628) - Higher recharge to internal customers as a result of higher service costs.
	25,550	0	(25,550)	
Total Clt / Corporate	325,223	295,871	(29,352)	

Service Area Summaries Outturn 2018/19

Customer Services & ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Benefits Administration				
Gross Direct Costs	880,174	874,408	(5,766)	(£25,098) Employee savings due to in-year staff turnover. £18,977 Civica software costs offset by additional grant income from the Department for Works and Pensions (DWP).
IAS 19 Superannuation Adj	0	75,215	75,215	Pension fund adjustment (current service costs).
Capital Charges	11,500	11,500	0	No Major Variances.
Gross Direct Income	(428,957)	(513,993)	(85,036)	(£74,131) Additional DWP grant income partially offset by additional expenditure. This has been earmarked for future service improvements.
Support Service Charges	550,130	559,942	9,812	No Major Variances.
	1,012,847	1,007,072	(5,775)	
It - Support Services				
Gross Direct Costs	1,233,546	1,196,788	(36,758)	See Note A below:
IAS 19 Superannuation Adj	0	64,631	64,631	Pension fund adjustment (current service costs).
Capital Charges	111,554	97,618	(13,936)	£11,174 - Depreciation. (£25,110) - Intangible Amortisation
Gross Direct Income	(410)	(90)	320	No Major Variances.
Support Service Charges	(1,277,120)	(1,357,373)	(80,253)	£2,785 - Higher recharge from Digital Transformation. (£6,784) - Lower recharge from Central Costs. (£80,514) - Higher recharge to internal customers as a result of higher service costs.
	67,570	1,574	(65,996)	

Note A: £22,074 - Salaries, oncosts and overtime costs higher than anticipated. £8,591 - Professional fees for web development work. (£19,304) - Computer hardware purchases. (£6,744) - Telephone rental and maintenance. (£7,320) - Lower cost of licences. (£56,470) - Lower cost of Computer lines and modems. (£2,893) - Lower cost of Computer consumables. £25,888 - Higher computer maintenance costs.

Tic'S

Gross Direct Costs	129,049	128,010	(1,039)	(£3,159) - Salaries and oncosts lower than expected. £10,521 - Holt TIC refurbishment. (£4,557) - Lower purchases of souvenirs etc. for resale. (£3,086) - Telephone rentals & maintenance.
IAS 19 Superannuation Adj	0	6,143	6,143	Pension fund adjustment (current service costs).
Capital Charges	5,729	100,693	94,964	Refcus.
Gross Direct Income	(29,500)	(29,591)	(91)	Sales of goods & souvenirs.
Support Service Charges	106,820	96,933	(9,887)	(£4,091) - Reduced recharge from Central Costs as a result of reduced staff time. The balance consists of minor variances.
	212,098	302,189	90,091	

Service Area Summaries Outturn 2018/19

Customer Services & ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Homelessness				
Gross Direct Costs	163,586	259,243	95,657	£111,709 Additional Homelessness costs including bed and breakfast costs and rent deposit contributions - the majority of which is offset by recoverable income. £22,508 Your Choice Your Home (YCYH) additional Software costs funded from prior year surplus. (£38,426) Rough Sleeping and Homeless Community Funding allocated from County but not yet spent.
Capital Charges	0	8,836	8,836	Depreciation and intangible amortisation.
Gross Direct Income	(309,266)	(541,521)	(232,255)	(£16,403) Contribution towards YCYH software. (£111,784) Recoverable homelessness costs from benefit and client contributions. (£30,000) Repossession funding reversed out of Receipts in Advance. (£68,548) Additional grants from MHCLG in respect of Flexible Homelessness and New Burdens funding. This has been earmarked within the roll forward process.
Support Service Charges	474,690	527,709	53,019	Higher recharge from Customer Services Housing.
	329,010	254,267	(74,743)	
Customer Services Housing				
Gross Direct Costs	325,412	326,112	700	No Major Variances.
IAS 19 Superannuation Adj	0	29,531	29,531	Pension fund adjustment (current service costs).
Support Service Charges	(310,782)	(355,643)	(44,861)	Higher recharge to internal customers as a result of higher service costs.
	14,630	0	(14,630)	
Digital Transformation				
Gross Direct Costs	244,567	246,842	2,275	No Major Variances.
IAS 19 Superannuation Adj	0	21,704	21,704	Pension fund adjustment (current service costs).
Support Service Charges	(183,442)	(268,546)	(85,104)	Higher recharge to internal customers as a result of higher service costs.
	61,125	0	(61,125)	
Reprographics				
Gross Direct Costs	92,779	78,373	(14,406)	(£4,827) - Operating lease costs for printers lower than expected as a result of lower numbers of copies being required. (£9,524) - Paper costs lower than anticipated. Both of these are as a result of the use of hybrid mailing and the delay in progressing the Local Plan.
IAS 19 Superannuation Adj	0	4,040	4,040	Pension fund adjustment (current service costs).
Capital Charges	18,603	12,603	(6,000)	Depreciation.
Gross Direct Income	(7,500)	(8,076)	(576)	No Major Variances.
Support Service Charges	(105,092)	(86,941)	18,151	Reduced recharge to internal customers as a result of lower service costs.
	(1,210)	0	1,210	

Service Area Summaries Outturn 2018/19

Customer Services & ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Customer Services - Corporate				
Gross Direct Costs	602,787	597,686	(5,101)	£8,450 - Salaries and oncosts higher as a result of low staff turnover. (£3,541) - Lower stationery purchases. (£5,373) - Lower postage costs. (£6,576) - Other professional fees. £5,066 - Purchase of terminal management system.
IAS 19 Superannuation Adj	0	43,610	43,610	Pension fund adjustment (current service costs).
Capital Charges	0	1,978	1,978	Intangible Amortisation.
Gross Direct Income	(22,870)	(16,889)	5,981	£4,537 - Postal charges re envelopes, Business Reply postage and surcharges.
Support Service Charges	(580,367)	(626,386)	(46,019)	(£23,676) - Reduced recharge from Communications Team. (£16,177) - Reduced recharge from Central Costs. (£3,482) - Reduced recharge from Digital Transformation. (£7,470) - Reduced recharge from Corporate Leadership Team. All of these are as a result of reduced staff time. £14,587 - Lower recharge to internal customers as a result of reduced service costs. The balance consists of minor variances.
	(450)	0	450	
Total Customer Services & ICT	1,695,620	1,565,102	(130,518)	

This page is intentionally left blank

Service Area Summaries Outturn 2018/19

Environmental Health

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Commercial Services				
Gross Direct Costs	355,778	348,613	(7,165)	(£21,014) Vacant post now filled; £12,757 Testing costs for private water supplies (offset by additional income).
IAS 19 Superannuation Adj	0	30,241	30,241	Pension funding adjustment (current service costs).
Gross Direct Income	(23,685)	(38,225)	(14,540)	Rechargeable income for private water risk assessments and testing recharges.
Support Service Charges	121,450	108,989	(12,461)	(£8,011) Lower recharge from Env. Health following a review of staff time; (£5,143) Lower recharge from Central Costs.
	453,543	449,617	(3,926)	

Internal Drainage Board Levies

Gross Direct Costs	386,274	386,281	7	No Major Variances.
Support Service Charges	200	801	601	No Major Variances.
	386,474	387,082	608	

Travellers

Gross Direct Costs	5,816	16,786	10,970	Repair & maintenance (partially offset by insurance claim) and hire of portable toilets.
Capital Charges	97,800	210,667	112,867	Depreciation.
Gross Direct Income	(4,000)	(6,146)	(2,146)	Reimbursement of Zurich Insurance claim.
Support Service Charges	1,520	2,134	614	No Major Variances.
	101,136	223,441	122,305	

Public Protection

Gross Direct Costs	191,423	214,447	23,024	Legal fees.
IAS 19 Superannuation Adj	0	16,482	16,482	Pension funding adjustment (current service costs).
Gross Direct Income	(189,985)	(207,142)	(17,157)	Additional income for taxis and premises licences where there are cyclical fee structures, some of which will be transferred to the Environmental Health earmarked reserve and considered as part of future fee setting.
Support Service Charges	120,860	100,920	(19,940)	(£10,891) Lower recharge from Env. Health following a review of staff time; (£9,369) Lower recharge from Legal Services.
	122,298	124,707	2,409	

Street Signage

Gross Direct Costs	12,470	12,115	(355)	No Major Variances.
Capital Charges	7,565	7,565	0	No Major Variances.
Support Service Charges	17,350	24,051	6,701	Higher recharge from Environmental Contracts.
	37,385	43,731	6,346	

Service Area Summaries Outturn 2018/19

Environmental Health

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Environmental Protection				
Gross Direct Costs	568,686	589,715	21,029	Additional staffing costs associated with the implementation of the new Environmental Health IT system.
IAS 19 Superannuation Adj	0	48,519	48,519	Pension funding adjustment (current service costs).
Capital Charges	7,112	11,010	3,898	Depreciation.
Gross Direct Income	(14,800)	(17,315)	(2,515)	No Major Variances.
Support Service Charges	177,380	148,685	(28,695)	(£8,011) Lower recharge from Env. Health following a review of staff time; (£7,434) Lower recharge from Central Costs; £8,661 Higher recharge from Legal Services; (£26,657) Capital Salaries.
	738,378	780,613	42,235	
Env Health - Service Mgmt				
Gross Direct Costs	127,373	129,332	1,959	No Major Variances.
IAS 19 Superannuation Adj	0	7,748	7,748	Pension funding adjustment (current service costs).
Capital Charges	0	3,467	3,467	Depreciation.
Support Service Charges	(132,273)	(140,547)	(8,274)	Higher recharges to internal customers as a result of higher service costs.
	(4,900)	0	4,900	
Combined Enforcement Team				
Gross Direct Costs	146,072	153,114	7,042	Staffing and travelling costs.
IAS 19 Superannuation Adj	0	10,844	10,844	Pension funding adjustment (current service costs).
Gross Direct Income	0	(872)	(872)	No Major Variances.
Support Service Charges	(146,072)	(163,086)	(17,014)	Higher recharges to internal customers as a result of higher service costs.
	0	0	0	
Environmental Contracts				
Gross Direct Costs	255,735	267,130	11,395	Additional staffing costs.
IAS 19 Superannuation Adj	0	24,915	24,915	Pension funding adjustment (current service costs).
Capital Charges	0	4,521	4,521	Depreciation.
Support Service Charges	(255,735)	(296,566)	(40,831)	Higher recharges to internal customers as a result of higher service costs.
	0	0	0	

Service Area Summaries Outturn 2018/19

Environmental Health

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Waste Collection And Disposal				
Gross Direct Costs	3,822,661	3,694,313	(128,348)	See Note A below:
IAS 19 Superannuation Adj	0	14	14	Pension funding adjustment (current service costs).
Capital Charges	58,435	65,899	7,464	Depreciation.
Gross Direct Income	(3,095,449)	(3,402,656)	(307,207)	See Note B below:
Support Service Charges	358,280	496,867	138,587	See Note C below:
	1,143,927	854,437	(289,490)	

Note A : (£27,086) Lower commercial disposal costs; £75,965 Procurement costs (offset by rechargeable income); £22,781 Norse Environmental Waste Services (NEWS) processing costs; (£218,558) Kier - stepped costs and contract variations; £12,962 Centralized mailing costs for garden bin customers; £6,850 Management fee for processing of garden bin direct debit payments; £5,620 Bad debts written off; (£3,640) Recycling initiatives not spent; (£4,562) Domestic waste disposal.

Note B : (£193,658) Additional fee income from bulky, garden and trade waste collections; (£26,362) Additional income from recycling credits and sales of recyclable materials; (£76,663) Recovery of procurement costs from Breckland Council and Borough Council of Kings Lynn and West Norfolk; (£9,876) Recharges for printing and postage.

Note C : £84,718 Higher recharge from Environmental Contracts; £31,063 Higher recharge from Environmental Health following a review of staff time; (£22,820) Lower recharge from Customer Services; £15,370 Higher recharge from Communications; £54,829 Higher recharge from Exchequer Services; (£16,410) Lower recharges from Corporate Leadership Team.

Cleansing

Gross Direct Costs	584,143	544,744	(39,399)	£6,991 Purchase of litter and dog bins; (£45,221) Kier accrual brought forward - no longer required.
Gross Direct Income	(51,263)	(76,016)	(24,753)	(£18,243) Grant income (High Streets Community Clean Up Fund); (£6,510) Additional income from dog and litter bin recharges.
Support Service Charges	44,560	57,162	12,602	Higher recharges from Environmental Contracts.
	577,440	525,890	(51,550)	

Environmental Strategy

Gross Direct Costs	15,000	32,361	17,361	Additional costs associated with the Green Build event - partly offset by event income.
IAS 19 Superannuation Adj	0	353	353	Pension funding adjustment (current service costs).
Gross Direct Income	(15,000)	(18,255)	(3,255)	Additional income from sponsorship and exhibitors fees for the Green Build event.
Support Service Charges	13,610	25,087	11,477	£8,349 Higher recharges from Environmental Health following a review of staff time; £7,530 Higher recharges from Communications; (£7,660) Lower recharges from Insurances.
	13,610	39,546	25,936	

Community Safety

Gross Direct Costs	24,598	25,448	850	No Major Variances.
IAS 19 Superannuation Adj	0	2,018	2,018	Pension funding adjustment (current service costs).
Support Service Charges	11,180	10,628	(552)	No Major Variances.
	35,778	38,094	2,316	

Civil Contingencies

Gross Direct Costs	99,670	68,111	(31,559)	Vacant posts in-year. The balance consists of miscellaneous minor underspends.
IAS 19 Superannuation Adj	0	6,999	6,999	Pension funding adjustment (current service costs).
Support Service Charges	33,750	30,386	(3,364)	No Major Variances.
	133,420	105,497	(27,923)	

Total Environmental Health

	3,738,489	3,572,655	(165,834)
--	------------------	------------------	------------------

This page is intentionally left blank

Service Area Summaries Outturn 2018/19

Finance & Assets

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Industrial Estates				
Gross Direct Costs	18,010	16,794	(1,216)	No Major Variances.
Capital Charges	46,238	46,239	1	No Major Variances.
Gross Direct Income	(132,415)	(132,446)	(31)	No Major Variances.
Support Service Charges	96,850	70,984	(25,866)	(£38,771) Lower recharges from Property Services to reflect a more accurate allocation of staff time; £11,498 Higher recharge from Legal Services.
	28,683	1,572	(27,111)	
Surveyors Allotments				
Gross Direct Income	(50)	(250)	(200)	No Major Variances.
Support Service Charges	7,200	6,454	(746)	No Major Variances.
	7,150	6,204	(946)	
Handy Man				
Gross Direct Costs	41,858	48,548	6,690	Staffing costs and purchase of stock.
IAS 19 Superannuation Adj	0	4,635	4,635	Pension fund adjustment (current service costs).
Capital Charges	2,739	2,739	0	No Major Variances.
Gross Direct Income	(55,911)	(53,034)	2,877	Lower handyman recharges.
Support Service Charges	34,000	79,933	45,933	£39,542 Higher recharge from Property Services offset by minor miscellaneous recharges.
	22,686	82,821	60,135	
Parklands				
Gross Direct Costs	43,651	74,415	30,764	£11,972 Site clear-up costs; £19,359 Higher electricity costs.
Capital Charges	585	432	(153)	Depreciation.
Gross Direct Income	(56,326)	(54,584)	1,742	No Major Variances.
Support Service Charges	51,030	41,608	(9,422)	Lower recharges from Property Services.
	38,940	61,871	22,931	
Revenue Services				
Gross Direct Costs	591,469	606,340	14,871	£4,546 Movement in the bad debt provision not budgeted for at service level. £9,495 Single Person discount review work offset by recoverable income.
IAS 19 Superannuation Adj	0	42,678	42,678	Pension fund adjustment (current service costs).
Gross Direct Income	(427,631)	(422,921)	4,710	£29,851 Court costs awarded to NNDC, offset by rechargeable works.
Support Service Charges	440,770	445,453	4,683	£12,894 Higher recharges from Legal Services; (£7,275) Lower recharges from Central Costs.
	604,608	671,549	66,941	
Benefits Subsidy				
Gross Direct Costs	25,823,841	24,628,511	(1,195,330)	(£33,293) Movement in the provision for bad and doubtful debts. (£1,161,744) Lower benefit payments, budget based on 2018/19 initial Subsidy return. This is offset by reduced subsidy grant.
Gross Direct Income	(25,823,841)	(24,873,353)	950,488	£1,358,040 Subsidy on benefit payments. £82,583 Movement in the amount of overpayment debt held on the Civica system. (£483,857) Recovered overpayment cash transferred to revenue.
	0	(244,842)	(244,842)	
Discretionary Payments				
Gross Direct Costs	65,846	65,846	0	No Major Variances.
Support Service Charges	6,450	3,808	(2,642)	Lower recharge from Exchequer Services.
	72,296	69,654	(2,642)	

Service Area Summaries Outturn 2018/19

Finance & Assets

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Non Distributed costs				
Gross Direct Costs	251,249	252,025	776	No Major Variances.
IAS19 Added Years	(251,249)	(252,025)	(776)	No Major Variances.
	0	0	0	
Administration Buildings Svcs				
Gross Direct Costs	461,203	508,878	47,675	£12,980 Additional staffing costs; £30,314 Repair & Maintenance costs and higher utility costs at the Cromer office.
IAS 19 Superannuation Adj	0	3,782	3,782	Pension fund adjustment (current service costs).
Capital Charges	76,862	74,383	(2,479)	Depreciation.
Gross Direct Income	(170,781)	(189,044)	(18,263)	(£10,467) Contribution to capital costs; (£6,583) Higher service charges.
Support Service Charges	(273,937)	(306,050)	(32,113)	Higher recharge to internal customers as a result of higher service costs.
	93,347	91,949	(1,398)	
Property Services				
Gross Direct Costs	592,037	671,086	79,049	See Note A below:
IAS 19 Superannuation Adj	0	42,086	42,086	Pension fund adjustment (current service costs).
Capital Charges	12,774	18,029	5,255	Depreciation.
Gross Direct Income	0	(3,899)	(3,899)	Insurance recharges.
Support Service Charges	(544,837)	(727,301)	(182,464)	Higher recharge to internal customers as a result of higher service costs.
	59,974	0	(59,974)	
Note A: £22,632 Additional staffing and travelling costs; £6,591 Equipment and materials for maintenance operatives; £7,009 Repair & Maintenance in preparation for BBC filming & New Years Day fireworks; £16,250 Norfolk Property Services - Asset valuations; £7,906 Strategic Development Partnership fees (Gleeds); £6,720 Professional fees; £8,500 Consultancy fees for Service charge report.				
Head Of Finance & Assets				
Gross Direct Costs	100,514	102,114	1,600	No Major Variances.
IAS 19 Superannuation Adj	0	9,854	9,854	Pension fund adjustment (current service costs).
Support Service Charges	(100,514)	(111,968)	(11,454)	Higher recharge to internal customers as a result of higher service costs.
	0	0	0	
Corporate Finance				
Gross Direct Costs	433,642	405,176	(28,466)	Savings from a vacant post. These have been offset by a revenue contribution to capital (RCCO) to support the financing of the Finance system upgrade.
IAS 19 Superannuation Adj	0	36,751	36,751	Pension fund adjustment (current service costs).
Capital Charges	4,491	4,491	0	No Major Variances.
Support Service Charges	(428,828)	(446,418)	(17,590)	Higher recharge to internal customers as a result of higher service costs.
	9,305	0	(9,305)	
Insurance & Risk Management				
Gross Direct Costs	180,506	192,947	12,441	£2,839 - Vehicle insurance. £6,021 - Public liability insurance.
Gross Direct Income	(650)	(47)	603	No Major Variances.
Support Service Charges	(179,856)	(192,900)	(13,044)	(£12,862) - Higher recharge to internal customers as a result of higher service costs.
	0	0	(0)	

Service Area Summaries Outturn 2018/19

Finance & Assets

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Internal Audit				
Gross Direct Costs	75,000	66,269	(8,731)	(£7,161) - Lower than expected number of audit days worked.
Support Service Charges	(75,000)	(66,269)	8,731	£9,199 - Lower recharge to internal customers as a result of reduced service costs.
	0	0	0	
Playgrounds				
Gross Direct Costs	29,950	33,477	3,527	Repair & Maintenance, equipment and play area annual inspections.
Gross Direct Income	0	(1,000)	(1,000)	Contribution.
Support Service Charges	34,880	45,679	10,799	Higher recharge from Property Services.
	64,830	78,156	13,326	
Community Centres				
Gross Direct Costs	7,471	2,527	(4,944)	Repairs and maintenance works not undertaken.
Support Service Charges	13,670	9,303	(4,367)	No Major Variances.
	21,141	11,830	(9,311)	
Public Conveniences				
Gross Direct Costs	486,403	545,059	58,656	£28,799 Repair and maintenance; £26,361 Higher Business rates and increased utility costs higher due to a busy summer season.
Capital Charges	134,495	136,934	2,439	Depreciation.
Gross Direct Income	0	(378)	(378)	No Major Variances.
Support Service Charges	135,977	98,741	(37,236)	(£32,960) Lower recharge from Property Services; (£7,894) Lower recharge from Exchequer Services.
	756,875	780,357	23,482	
Investment Properties				
Gross Direct Costs	94,593	104,493	9,900	(£9,401) Lower business rates; £8,814 Repair and maintenance; £10,339 Running costs.
Capital Charges	66,099	90,825	24,726	Depreciation.
Gross Direct Income	(166,112)	(175,672)	(9,560)	£9,114 Lower rental income; (£18,406) Higher recovery of utility recharges.
Support Service Charges	77,520	210,193	132,673	Higher recharges from Property Services reflecting a more accurate allocation of staff time.
	72,100	229,840	157,740	
Central Costs				
Gross Direct Costs	81,491	89,764	8,273	£4,828 - Higher salaries and oncosts.
IAS 19 Superannuation Adj	0	4,867	4,867	Pension fund adjustment (current service costs).
Support Service Charges	(81,491)	(94,631)	(13,140)	See Note A below:
	0	0	0	

Note A: (£13,035) - Lower recharge from Corporate Enforcement Team. (£84,222) - Lower recharge from Customer Services. (£34,820) - Lower recharges from Property Services. (£9,317) - Lower recharges from Exchequer Services. (£23,518) - Lower recharges from Corporate Leadership Team. (£3,189) - Lower recharges from Internal Audit. £153,079 - Lower recharge to internal customers as a result of reduced service costs.

Service Area Summaries Outturn 2018/19

Finance & Assets

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Corporate & Democratic Core				
Gross Direct Costs	428,486	433,040	4,554	(£13,701) - Lower salaries and oncosts. £8,964 - Enterprise zone costs. £5,593 - Higher bank charges. £4,838 - Infrastructure study.
IAS 19 Superannuation Adj	0	16,508	16,508	Pension fund adjustment (current service costs).
Gross Direct Income	0	(25,587)	(25,587)	Government Grant received to cover additional costs in respect of Brexit.
Support Service Charges	895,850	1,130,144	234,294	See Note A below:
	1,324,336	1,554,105	229,769	

Note A: (£21,536) - Reduced recharges from Environmental Health. £9,372 - Higher recharges from Personnel Services. (£13,790) - Lower recharge from the Communications Team. £113,901 - Increased recharges from Property Services. (£12,362) - Lower recharge from Head of Assets and Finance. £9,607 - Increased recharge from Housing Strategy and Communities. £124,680 - Higher recharge from Corporate Leadership team. £3,240 - Higher recharge from Performance Management. £15,489 - Increased recharge from Legal Services. The balance consists of minor variances.

Total Finance & Assets	3,176,271	3,395,066	218,795
-----------------------------------	------------------	------------------	----------------

Service Area Summaries Outturn 2018/19

Legal & Democratic Services

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Members Services				
Gross Direct Costs	564,631	554,009	(10,622)	£10,800 - Salaries and oncosts are higher as a result of staff regrading. (£4,953) - Members' mileage costs are lower than anticipated. (£17,806) - Members Basic Allowance is lower than anticipated because Cabinet membership has reduced from 10 to 7.
IAS 19 Superannuation Adj	0	13,050	13,050	Pension fund adjustment (current service costs).
Capital Charges	0	2,500	2,500	Intangible amortisation.
Gross Direct Income	(400)	(143)	257	No Major Variances.
Support Service Charges	66,050	55,916	(10,134)	(£6,083) - Lower recharge from Customer Services. (£3,903) - Lower recharge from Communications. Both of these are as a result of reduced staff time.
	630,281	625,332	(4,949)	
Legal Services				
Gross Direct Costs	653,067	711,578	58,511	£24,738 - Salaries and oncosts are higher. £9,610 - Higher mileage costs. £8,468 - Staff training. £6,285 - Cost of hiring locum solicitors. All of these will be funded from the Legal reserve. £9,938 - Client disbursements, offset by additional income.
IAS 19 Superannuation Adj	0	55,254	55,254	Pension fund adjustment (current service costs).
Gross Direct Income	(346,946)	(406,019)	(59,073)	(£49,000) - Legal fee income is higher than anticipated mainly relating to contract work, other one-off external client work and court costs awarded. (£9,920) - Recovered client disbursement costs.
Support Service Charges	(310,871)	(360,813)	(49,942)	£5,406 - Higher recharge from Personnel Services. £21,322 - Higher recharge from Computer Services. £5,181 - Higher recharge from Digital Transformation. All of these are as a result of more staff time. (£83,392) - Higher recharge to internal customers as a result of higher service costs.
	(4,750)	0	4,750	
Total Legal & Democratic Services	625,531	625,332	(199)	

This page is intentionally left blank

Service Area Summaries Outturn 2018/19

Planning

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Development Management				
Gross Direct Costs	1,017,000	1,075,215	58,215	(£24,256) Net Employee savings as a result of vacant posts. £21,996 Additional costs relating to the new Planning IT system. These have been funded from the Invest to Save Reserve. £34,822 Enforcement costs to be funded from the Enforcement Board Reserve.
IAS 19 Superannuation Adj	0	76,047	76,047	Pension funding adjustment (current service costs).
Capital Charges	41,631	41,038	(593)	Depreciation and intangible amortisation.
Gross Direct Income	(917,030)	(899,601)	17,429	£64,985 Reduction in Planning fee income offset by additional income from the discharge of conditions (£8,188) and pre-application advice (£39,279).
Support Service Charges	660,630	726,247	65,617	£32,507 Higher recharge from the Corporate Enforcement Team; £38,426 Higher recharge from Housing Strategy & Communities; £8,231 Higher recharge from Computer Teams; (£10,826) Lower recharge from Central Costs.
	802,231	1,018,946	216,715	
Planning Policy				
Gross Direct Costs	551,731	511,298	(40,433)	Slippage in the profiled spend associated with the Local Plan - this has been offset by a reduced contribution from the New Homes Bonus Reserve.
IAS 19 Superannuation Adj	0	32,730	32,730	Pension funding adjustment (current service costs).
Gross Direct Income	0	(33,878)	(33,878)	New Burdens grants received from the Ministry for Housing Communities and Local Government (MHCLG) in relation to maintaining Custom Build and Brown site registers.
Support Service Charges	70,866	71,479	613	(£12,780) Lower recharge from Corporate Leadership Team; £8,672 Higher recharge from Computer Team.
	622,597	581,629	(40,968)	
Conservation, Design & Landscape				
Gross Direct Costs	153,542	152,096	(1,446)	(£9,000) Qualification training budget. £22,488 Enforcement works funded from the Enforcement Board reserve offset by other savings in supplies and services. The balance is made up of smaller variances.
IAS 19 Superannuation Adj	0	6,705	6,705	Pension funding adjustment (current service costs).
Support Service Charges	70,220	75,218	4,998	Higher recharge from the Communications team.
	223,762	234,019	10,257	
Major Developments				
Gross Direct Costs	229,098	217,634	(11,464)	(£19,362) Employee turnover savings from vacant posts partially offset by temporary agency support. (£2,344) Transport related expenditure.
IAS 19 Superannuation Adj	0	18,288	18,288	Pension funding adjustment (current service costs).
Gross Direct Income	0	(4,677)	(4,677)	Recoverable costs from past employee.
Support Service Charges	127,650	106,009	(21,641)	£6,570 Higher recharges from Communications offset by lower recharges of (£3,860) from Legal Services, (£5,291) from Central Costs, (£3,935) from Digital Transformation, (£6,289) Computer team, (£3,030) Personnel services - the balance is made up of other minor variances.
	356,748	337,253	(19,495)	

Service Area Summaries Outturn 2018/19

Planning

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Building Control				
Gross Direct Costs	369,872	377,836	7,964	Additional employee costs partially offset by savings in transport related costs.
IAS 19 Superannuation Adj	0	31,860	31,860	Pension funding adjustment (current service costs).
Gross Direct Income	(386,250)	(426,612)	(40,362)	Additional income from Building Control Fees. The net position will be reflected in a transfer to/from the earmarked reserve.
Support Service Charges	121,860	129,160	7,300	£6,849 Higher recharges from Exchequer Services - the balance is made up of minor miscellaneous variances.
	105,482	112,244	6,762	
Head Of Planning				
Gross Direct Costs	190,707	170,210	(20,497)	(£5,759) Employee costs. (£13,714) Various underspends on supplies and services
IAS 19 Superannuation Adj	0	12,457	12,457	Pension funding adjustment (current service costs).
Support Service Charges	(190,707)	(182,667)	8,040	Lower recharges to internal customers as a result of lower service costs.
	0	0	0	
Property Information				
Gross Direct Costs	183,833	185,624	1,791	No Major Variances.
IAS 19 Superannuation Adj	0	7,466	7,466	Pension funding adjustment (current service costs).
Gross Direct Income	(190,000)	(230,688)	(40,688)	(£13,889) New Burdens grant from Ministry for Housing Communities and Local Government (MHCLG) in respect of Land Charges. (£2,980) Income from Street Naming and Numbering. (£23,819) Land Charge fee income.
Support Service Charges	52,960	61,630	8,670	No Major Variances.
	46,793	24,032	(22,761)	
Total Planning	2,157,613	2,308,124	150,511	

Service Area Summaries Outturn 2018/19

Clt / Corporate

Service Area	Updated Budget	Outturn	Outturn Variance
	£	£	£
Human Resources & Payroll	(16,190)	0	16,190
Registration Services	315,863	295,871	(19,992)
Corporate Leadership Team	0	0	0
Communications	25,550	0	(25,550)
	325,223	295,871	(29,352)
<hr/>			
Gross Direct Costs	1,301,930	1,363,665	61,735
IAS 19 Superannuation Adj	0	102,819	102,819
Capital Charges	0	19,268	19,268
Gross Direct Income	(65,120)	(73,402)	(8,282)
Support Service Charges	(911,587)	(1,116,479)	(204,892)
	325,223	295,871	(29,352)
<hr/>			

Service Area Summaries Outturn 2018/19

Customer Services & ICT

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Benefits Administration	1,012,847	1,007,072	(5,775)
It - Support Services	67,570	1,574	(65,996)
Tic'S	212,098	302,189	90,091
Homelessness	329,010	254,267	(74,743)
Customer Services Housing	14,630	0	(14,630)
Digital Transformation	61,125	0	(61,125)
Reprographics	(1,210)	0	1,210
Customer Services - Corporate	(450)	0	450
	1,695,620	1,565,102	(130,518)
Gross Direct Costs	3,671,900	3,707,462	35,562
IAS 19 Superannuation Adj	0	244,874	244,874
Capital Charges	147,386	233,229	85,843
Gross Direct Income	(798,503)	(1,110,160)	(311,656)
Support Service Charges	(1,325,163)	(1,510,304)	(185,141)
	1,695,620	1,565,102	(130,518)

Service Area Summaries Outturn 2018/19

Community, Economic Development & Coast

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Car Parking	(1,654,664)	(1,702,285)	(47,621)
Markets	25,755	26,746	991
Parks & Open Spaces	465,059	486,989	21,930
Foreshore	194,011	244,028	50,017
Sports Centres	298,984	336,838	37,854
Leisure Complexes	949,548	1,117,385	167,837
Other Sports	179,540	167,954	(11,586)
Recreation Grounds	12,278	13,242	964
Pier Pavilion	47,238	117,444	70,206
Foreshore (Community)	474,833	490,100	15,267
Woodlands Management	218,896	292,755	73,859
Cromer Pier	68,008	(310,833)	(378,841)
Economic Growth	269,349	375,495	106,146
Tourism	122,528	59,862	(62,666)
Market Town Initiatives	274,163	274,163	(0)
Coast Protection	602,469	1,201,801	599,332
Business Growth Staffing	0	0	0
Economic & Comm Dev Mgt	144,135	73,551	(70,584)
Leisure	(3,180)	0	3,180
Housing (Health & Wellbeing)	236,820	177,870	(58,950)
Housing Strategy	251,001	378,966	127,965
Community And Localism	90,132	89,750	(382)
Coastal Management	(1,050)	0	1,050
	3,265,853	3,911,821	645,968
Gross Direct Costs	5,555,739	5,915,693	359,954
IAS 19 Superannuation Adj	0	145,280	145,280
Capital Charges	640,036	1,412,974	772,938
Gross Direct Income	(3,783,034)	(4,681,685)	(898,651)
Support Service Charges	853,112	1,119,560	266,448
	3,265,853	3,911,821	645,968

Service Area Summaries Outturn 2018/19

Environmental Health

	Updated Budget	Outturn	Outturn Variance
	£	£	£
Service Area			
Commercial Services	453,543	449,617	(3,926)
Internal Drainage Board Levies	386,474	387,082	608
Travellers	101,136	223,441	122,305
Public Protection	122,298	124,707	2,409
Street Signage	37,385	43,731	6,346
Environmental Protection	738,378	780,613	42,235
Env Health - Service Mgmt	(4,900)	0	4,900
Combined Enforcement Team	0	0	0
Environmental Contracts	0	0	0
Waste Collection And Disposal	1,143,927	854,437	(289,490)
Cleansing	577,440	525,890	(51,550)
Environmental Strategy	13,610	39,546	25,936
Community Safety	35,778	38,094	2,316
Civil Contingencies	133,420	105,497	(27,923)
	3,738,489	3,572,655	(165,834)
Gross Direct Costs	6,595,699	6,482,511	(113,188)
IAS 19 Superannuation Adj	0	148,133	148,133
Capital Charges	170,912	303,128	132,216
Gross Direct Income	(3,394,182)	(3,766,628)	(372,446)
Support Service Charges	366,060	405,510	39,450
	3,738,489	3,572,655	(165,834)

Service Area Summaries Outturn 2018/19

Finance & Assets

	Updated Budget	Outturn	Outturn Variance
	£	£	£
Service Area			
Industrial Estates	28,683	1,572	(27,111)
Surveyors Allotments	7,150	6,204	(946)
Handy Man	22,686	82,821	60,135
Parklands	38,940	61,871	22,931
Revenue Services	604,608	671,549	66,941
Benefits Subsidy	0	(244,842)	(244,842)
Discretionary Payments	72,296	69,654	(2,642)
Non Distributed Costs	0	0	0
Administration Buildings Svs	93,347	91,949	(1,398)
Property Services	59,974	0	(59,974)
Head Of Finance & Assets	0	0	0
Corporate Finance	9,305	0	(9,305)
Insurance & Risk Management	0	0	0
Internal Audit	0	0	0
Playgrounds	64,830	78,156	13,326
Community Centres	21,141	11,830	(9,311)
Public Conveniences	756,875	780,357	23,482
Investment Properties	72,100	229,840	157,740
Central Costs	0	0	0
Corporate & Democratic Core	1,324,336	1,554,105	229,769
	3,176,271	3,395,066	218,795
Gross Direct Costs	29,807,220	28,847,308	(959,912)
IAS 19 Superannuation Adj	0	161,161	161,161
IAS19 Added Years	(251,249)	(252,025)	(776)
Capital Charges	344,283	374,073	29,790
Gross Direct Income	(26,833,717)	(25,932,214)	901,503
Support Service Charges	109,734	196,763	87,029
	3,176,271	3,395,066	218,795

Service Area Summaries Outturn 2018/19

Legal & Democratic Svs

	Updated Budget	Outturn	Outturn Variance
	£	£	£
Service Area			
Members Services	630,281	625,332	(4,949)
Legal Services	(4,750)	0	4,750
	625,531	625,332	(199)
Gross Direct Costs	1,217,698	1,265,587	47,889
IAS 19 Superannuation Adj	0	68,304	68,304
Capital Charges	0	2,500	2,500
Gross Direct Income	(347,346)	(406,161)	(58,815)
Support Service Charges	(244,821)	(304,897)	(60,076)
	625,531	625,332	(199)

Service Area Summaries Outturn 2018/19

Planning

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Development Management	802,231	1,018,946	216,715
Planning Policy	622,597	581,629	(40,968)
Conservation, Design & Landscap	223,762	234,019	10,257
Major Developments	356,748	337,253	(19,495)
Building Control	105,482	112,244	6,762
Head Of Planning	0	0	0
Property Information	46,793	24,032	(22,761)
	2,157,613	2,308,124	150,511
Gross Direct Costs	2,695,783	2,689,913	(5,870)
IAS 19 Superannuation Adj	0	185,553	185,553
Capital Charges	41,631	41,038	(593)
Gross Direct Income	(1,493,280)	(1,595,456)	(102,176)
Support Service Charges	913,479	987,076	73,597
	2,157,613	2,308,124	150,511

This page is intentionally left blank

Reserves Statement 2018/19 Outturn

Reserve	Purpose and Use of Reserve	Balance 01/04/18	2018/19 Outturn Transfers In	2018/19 Outturn Transfers Out	2018/19 Total Outturn Movement	Balance 01/04/19	Budgeted Movement 2019/20	Balance 01/04/20	Budgeted Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23
		£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £1.85 million.	2,196,488	0	(240,840)	(240,840)	1,955,648	197,563	2,153,211	0	2,153,211	0	2,153,211	0	2,153,211
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	3,449,782	94,096	(1,063,868)	(969,773)	2,480,010	(1,426,249)	1,053,761	(373,000)	680,761	0	680,761	0	680,761
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	858,440	489,421	(260,855)	228,566	1,087,006	(92,000)	995,006	0	995,006	0	995,006	0	995,006
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims.	1,295,357	58,434	(13,483)	44,951	1,340,308	(12,838)	1,327,470	(12,838)	1,314,632	(12,838)	1,301,794	(12,838)	1,288,956
Broadband	Earmarks £1million for superfast broad band in North Norfolk. (600k was transferred from the BSF reserve and £400k from NHB reserve)	1,000,000	0	0	0	1,000,000	(1,000,000)	0	0	0	0	0	0	0
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	159,783	31,645	0	31,645	191,428	0	191,428	0	191,428	0	191,428	0	191,428
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	2,506,669	0	(68,241)	(68,241)	2,438,428	(38,241)	2,400,187	(24,747)	2,375,440	(18,000)	2,357,440	(18,000)	2,339,440
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	202,516	0	(21,921)	(21,921)	180,595	(42,302)	138,293	0	138,293	0	138,293	0	138,293
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	1,594,135	120,529	(62,868)	57,661	1,651,796	(242,000)	1,409,796	(242,000)	1,167,796	(242,000)	925,796	(242,000)	683,796
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	120,621	60,000	(10,000)	50,000	170,621	(10,000)	160,621	(10,000)	150,621	0	150,621	0	150,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	83,000	40,000	0	40,000	123,000	(120,000)	3,000	40,000	43,000	40,000	83,000	40,000	123,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	197,113	0	(59,759)	(59,759)	137,354	0	137,354	0	137,354	0	137,354	0	137,354
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	294,389	28,943	0	28,943	323,332	(40,000)	283,332	0	283,332	0	283,332	0	283,332
Grants	Revenue Grants received and due to timing issues not used in the year.	534,788	114,172	(112,290)	1,882	536,670	(44,416)	492,254	(14,655)	477,599	(14,655)	462,944	(14,655)	448,289

Reserves Statement 2018/19 Outturn

Reserve	Purpose and Use of Reserve	Balance 01/04/18	2018/19 Outturn Transfers In	2018/19 Outturn Transfers Out	2018/19 Total Outturn Movement	Balance 01/04/19	Budgeted Movement 2019/20	Balance 01/04/20	Budgeted Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23
		£	£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. The balance of the Housing Community Grant funding received in 2016/17.	2,500,602	341,140	(307,426)	33,714	2,534,316	(97,999)	2,436,317	(111,073)	2,325,244	(21,126)	2,304,118	0	2,304,118
Land Charges	To mitigate the impact of potential income reductions.	273,950	15,330	0	15,330	289,280	0	289,280	0	289,280	0	289,280	0	289,280
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	128,389	1,235	(933)	302	128,691	0	128,691	0	128,691	0	128,691	0	128,691
LSVT Reserve	To meet the cost of successful warranty claims not covered by bonds and insurance following the housing stock transfer.	435,000	0	0	0	435,000	0	435,000	0	435,000	0	435,000	0	435,000
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	2,006,417	0	(1,494,234)	(1,494,234)	512,183	(596,558)	(84,375)	0	(84,375)	0	(84,375)	0	(84,375)
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	340,847	0	(26,372)	(26,372)	314,475	(78,246)	236,229	(11,078)	225,151	0	225,151	0	225,151
Partnership	To help Coastal Communities adapt to coastal changes.	143,168	0	0	0	143,168	(40,076)	103,092	0	103,092	0	103,092	0	103,092
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	56,354	85,000	(31,670)	53,330	109,684	0	109,684	50,000	159,684	50,000	209,684	50,000	259,684
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	0	2,000,000	0	2,000,000	2,000,000	(1,000,000)	1,000,000	(1,000,000)	0	0	0	0	0
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	2,290,514	843,441	(1,251,085)	(407,644)	1,882,871	(849,072)	1,033,799	(325,000)	708,799	(240,000)	468,799	0	468,799
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	12,193	0	(6,511)	(6,511)	5,682	0	5,682	0	5,682	0	5,682	0	5,682
Total Reserves		22,680,514	4,323,386	(5,032,356)	(708,970)	21,971,544	(5,532,434)	16,439,110	(2,034,391)	14,404,719	(458,619)	13,946,100	(197,493)	13,748,607

<u>Scheme</u>	Budget 2018/19	Actual Expenditure 2018/19	Variance
	£	£	£
Jobs and the Economy			
Walsingham Public Convenience	45,373	37,473	(7,900)
Egmere Business Zone	250,000	14,199	(235,801)
Holt Tourist Information Centre	100,000	94,964	(5,036)
Car Park Refurbishment	100,968	140,030	39,062
Purchase of New Car Park Vehicles	0	45,000	45,000
Deep History Coast	100,000	316,187	216,187
Fair Meadow House Improvements	25,000	16,235	(8,765)
Collectors Cabin	0	652	652
Grove Lane Depot Refurb	116,225	236,701	120,476
Lifeguard Hut	25,000	0	(25,000)
Bacton Car Park	30,000	0	(30,000)
Public Convenience Improvements	150,000	45,741	(104,259)
	942,566	947,182	4,616
Housing and Infrastructure			
Disabled Facilities Grants	1,126,532	1,003,901	(122,631)
Parkland Improvements	1,011	0	(1,011)
Compulsory Purchase of Long Term Empty Properties	328,358	489,012	160,654
Shannoeks Hotel	0	(12,114)	(12,114)
Laundry Loke - Victory Housing	80,000	0	(80,000)
Community Housing Fund	2,010,762	229,260	(1,781,502)
Fakenham Extra Care	215,500	0	(215,500)

	3,762,163	1,710,059	(2,052,104)
Coast and Countryside			
Gypsy and Traveller Short Stay Stopping Facilities	40,000	39,151	(849)
Cromer Pier Structural Works - Phase 2	56,219	42,404	(13,815)
Cromer Pier and West Prom Refurbishment Project	30,000	29,494	(506)
Refurbishment Works to the Seaside Shelters	8,202	3,831	(4,371)
Sheringham West Prom	36,978	7,830	(29,148)
Coastal Erosion Assistance	72,797	24,000	(48,797)
Coastal Adaptations	410	0	(410)
Mundesley - Refurbishment of Coastal Defences	1,258	1,258	0
Cromer Pier - External and Roofing Improvements to Pavilion Theatre	671,740	379,609	(292,131)
Beach Access	58,974	40,202	(18,772)
Bacton and Walcott Coastal Management Scheme	250,000	353,965	103,965
Countryside Tractors	29,495	26,895	(2,600)
Ranger Vehicles	26,170	45,840	19,670
	1,282,243	994,479	(287,764)
Health and Well Being			
Steelwork Protection to Victory Pool and Fakenham Gym	27,467	0	(27,467)
Fakenham Gym	62,500	0	(62,500)
North Walsham Artificial Grass Pitch	0	3,018	3,018
Splash Leisure Centre Reprovision	1,988,510	1,049,219	(939,291)
North Norfolk Sports Hub, Cromer	1,700,526	335,162	(1,365,365)

	3,779,003	1,387,399	(2,391,604)
Service Excellence			
e-Financials Financial Management System Software Upgrade	13,425	68,154	54,729
Administrative Buildings	1,063,261	680,438	(382,823)
Planning System (Scanning of Old Files) - Business Transformation Programme	0	66,656	66,656
Council Chamber and Committee Room Improvements	16,142	3,821	(12,321)
Environmental Health IT System Procurement	79,822	44,810	(35,012)
Document and Records Management System	30,493	6,650	(23,843)
Purchase of Bins	91,541	98,125	6,584
Customer Contact Centre	8,168	10,317	2,149
Purchase of Property Service Vehicle	0	15,793	15,793
User IT Hardware Refresh	55,000	59,146	4,146
Multi-Functional Devices	30,000	32,004	2,004
Aerial Photography	15,000	0	(15,000)
Server Replacement	80,000	95,130	15,130
Back Scanning of Files	146,971	56,147	(90,824)
Housing Options System	19,350	0	(19,350)
Management Information Systems	23,325	43,604	20,279
	1,672,498	1,280,794	(391,704)
	11,438,473	6,319,913	(5,118,560)

Capital Programme Financing

Grants	1,336,539	1,092,342
Asset Management Reserve	0	43,154
Capital Project Reserve	1,395,073	1,051,754

Other Reserves	2,184,087	318,605
Capital Receipts	6,522,774	3,690,933
Revenue Contribution to Capital (RCCO)	0	123,125
Internal / External Borrowing	0	0
TOTAL FINANCING	11,438,473	6,319,913

Scheme	Scheme Total Current Estimate	Pre 31/3/19 Actual Expenditure	Updated Budget 2019/20	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23
	£	£	£	£	£	£
Jobs and the Economy						
Rocket House	77,084	37,334	39,750	0	0	0
Egmere Business Zone	2,255,000	175,027	2,079,973	0	0	0
Better Broadband for Norfolk	1,000,000	0	1,000,000	0	0	0
Local Property Investment Fund	1,000,000	0	1,000,000	0	0	0
Property Investment Company	2,000,000	0	1,000,000	1,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0	0
Deep History Coast	592,973	318,050	274,923	0	0	0
Fair Meadow House Improvements	25,000	16,235	8,765	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0	0
Collectors Cabin	25,000	652	24,348	0	0	0
Cornish Way	170,000	0	170,000	0	0	0
Fakenham Connect	100,000	0	100,000	0	0	0
Lifeguard Hut	25,000	0	25,000	0	0	0
Bacton Car Park	30,000	0	30,000	0	0	0
Holway Road Roundabout	100,000	0	100,000	0	0	0
Public Convenience Improvements	600,000	45,741	554,259	0	0	0
	8,115,057	638,039	6,477,018	1,000,000	0	0
Housing and Infrastructure						
Disabled Facilities Grants	Annual programme,	Annual programme,	1,122,631	1,000,000	1,000,000	1,000,000
Parkland Improvements	100,000	12,996	87,004	0	0	0
Compulsory Purchase of Long Term Empty Properties	630,000	490,654	139,346	0	0	0
Shannoeks Hotel	490,000	51,638	426,249	0	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	20,000	0	0
Community Housing Fund	2,198,262	416,760	1,781,502	0	0	0
Provision of Temporary Accommodation	610,000	0	610,000	0	0	0
Fakenham Extra Care	215,500	0	215,500	0	0	0
	4,128,262	972,047	4,462,232	1,020,000	1,000,000	1,000,000
Coast and Countryside						
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,347,941	40,849	28,743	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,364,734	13,815	0	0	0

Cromer Pier and West Prom Refurbishment Project	1,465,000	1,119,299	506	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	145,130	4,371	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,305,389	3,516,611	0	0	0
Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0
Coastal Adaptations	410	0	410	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	45,786	3,175,214	0	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	54,781	0	0	0
Cromer Pier - External and Roofing Improvements to Pavilion Theatre	675,000	382,869	292,131	0	0	0
Beach Access	201,514	182,742	18,772	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	353,965	146,035	0	0	0
Countryside Tractors	29,495	26,895	2,600	0	0	0
	18,005,002	10,316,172	7,314,892	28,743	0	0
Health and Well Being						
Splash Roof Repairs	63,120	9,866	28,254	25,000	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0
Splash Gym Equipment	1,013,000	0	640,000	373,000	0	0
North Walsham Artificial Grass Pitch	860,000	3,018	856,982	0	0	0
Splash Leisure Centre Reprovision	10,667,000	1,060,709	5,272,791	4,333,500	0	0
North Norfolk Sports Hub, Cromer	3,181,000	350,136	2,830,865	0	0	0
	15,874,120	1,423,762	9,718,858	4,731,500	0	0
Service Excellence						
Administrative Buildings	1,302,570	919,747	382,823	0	0	0
Council Chamber and Committee Room Improvements	89,000	76,679	12,321	0	0	0
Environmental Health IT System Procurement	150,000	114,988	35,012	0	0	0
Document and Records Management System	60,000	36,157	23,843	0	0	0
Purchase of Bins	326,216	292,800	80,000	80,000	80,000	80,000
User IT Hardware Refresh	135,000	59,146	50,854	55,000	55,000	55,000
Storage Hardware	60,000	0	60,000	0	0	0
Members IT	65,000	0	65,000	0	0	0
Aerial Photography	15,000	0	15,000	0	0	0
Back Scanning of Files	200,000	109,176	90,824	0	0	0

Housing Options System	20,000	650	19,350	0	0	0
	2,422,786	1,609,343	835,027	135,000	135,000	135,000
	48,545,227	14,959,363	28,808,027	6,915,243	1,135,000	1,135,000

Capital Programme Financing

Grants		8,615,874	1,028,743	1,000,000	1,000,000
Other Contributions		450,000	0	0	0
Asset Management Reserve		270,000	0	0	0
Capital Project Reserve		1,760,701	373,000	0	0
Other Reserves		5,335,761	1,000,000	0	0
Capital Receipts		11,518,709	180,000	135,000	135,000
Internal / External Borrowing		856,982	4,333,500	0	0
TOTAL FINANCING		28,808,027	6,915,243	1,135,000	1,135,000

This page is intentionally left blank

Prudential Indicator Outturn 2018/19

1. Background:

- 1.1 The Local Government Act requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

2. Capital Expenditure:

- 2.1 This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax.

Capital Expenditure	2018/19 Estimate £000s	2018/19 Outturn £000s
Total	4,424	6,320

- 2.2 Capital expenditure will be financed or funded as follows:

Capital Financing	2018/19 Estimate £000s	2018/19 Outturn £000s
Capital receipts	3,769	3,691
Government Grants	105	1,092
Revenue contributions and Reserves	550	1,537
Total Financing	4,424	6,320

3. Capital Financing Requirement:

- 3.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing.

Capital Financing Requirement	2018/19 Estimate £000s	2018/19 Outturn £000s
Total CFR	3,230	3,543

The total CFR indicated in the table relates in part to vehicles and equipment used on the Council's refuse and car park management contracts. These are recognised under IFRS accounting regulations which require equipment on an embedded finance lease to be recognised on the balance sheet. In addition to this, the estimated figure also reflects the Council's decision to provide loan advances to Registered providers under the Local Investment Strategy. Although initially this would have increased the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years.

4. Authorised Limit and Operational Boundary for External Debt:

- 4.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council, and not just those arising from capital spending reflected in the CFR.
- 4.2 The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured against all external debt items (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). The indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.
- 4.3 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- 4.4 The Operational Boundary is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario, and without the additional headroom included within the Authorised Limit for unusual cash movements.

	2018/19 Estimate £000s	2018/19 Outturn £000s
Authorised Limit for Borrowing	23,400	23,400

Authorised Limit for Other Long-term Liabilities	0	0
Authorised Limit for External Debt	23,400	23,400
Operational Boundary for Borrowing	15,030	15,030
Operational Boundary for Other Long-term Liabilities	0	0
Operational Boundary for External Debt	15,030	15,030

5. Ratio of Financing Costs to Net Revenue Stream:

5.1 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

5.2 The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Estimate %	2018/19 Outturn %
Total	(7.93)	(8.58)

The indicator is negative because the Council has interest receivable and minimal financing costs.

6. Adoption of the CIPFA Treasury Management Code:

6.1 This indicator demonstrates that the Council has adopted the principles of best practice.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at Full Council on 28 April 2010.

This page is intentionally left blank

Treasury Management Annual Report 2018/19

Summary:	This report sets out the Treasury Management activities actually undertaken during 2018/19 compared with the Treasury Management Strategy for the year.
Options Considered:	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Conclusions:	Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.
Recommendations:	That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2018/19 are approved.
Reasons for Recommendation:	Approval by Council demonstrates compliance with the Codes.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

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

1. Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code requires the Council to report on the performance of the treasury management function at least twice a year (mid-year and at the year-end).
- 1.2 Treasury Management activities for 2018/19 have been carried out in accordance with the Council's Treasury Management Strategy 2018/19 which was approved by Full Council on 21 February 2018.
- 1.1 The Council has invested substantial sums of money and is therefore exposed to financial risks, including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.
- 1.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the

Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

- 1.3 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 21 February 2018.

2. Context

- 2.1 With the 29th March 2019, the original EU 'exit day' now been and gone, having failed to pass a number of meaningful votes in Parliament, including shooting down Theresa May's deal for the third time, MPs voted by a majority of one (313 to 312) to force the prime minister to ask for an extension to the Brexit process beyond 12th April in order to avoid a no-deal scenario. Recent talks between the Conservative and Labour parties to try to reach common ground on a deal which may pass a vote by MPs have yet to yield any positive results. The EU must grant any extension and its leaders have been clear that the terms of the deal are not up for further negotiation. The ongoing uncertainty continues to weigh on sterling and UK markets.
- 2.2 While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France, both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.
- 2.3 In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.
- 2.4 Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. During March the US yield curve inverted (10-year Treasury yields were lower than US 3 month money market rates) and German 10-year Bund yields turned negative. The drivers are a significant shift in global economic growth prospects and subsequent official interest rate expectations given its impact on inflation expectations. Further to this is world trade growth which collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards.
- 2.5 The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.
- 2.6 Local Context: On 31st March 2019, the Authority had net investments of £35.450m arising from its revenue and capital income and expenditure. The underlying need to borrow for

capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

- 2.7 The treasury management position at 31st March 2019 and the change during the year is shown below.

	31.3.18 Balance £m	Movement £m	31.3.19 Balance £m	31.3.19 Rate %
Long-term borrowing	0.0	0.0	0.0	0
Short-term borrowing	0.0	3.0	3.0	0.87%
Total borrowing	0.0	3.0	3.0	0.87%
Long-term investments	30.500	5.750	34.250	3.61%
Short-term investments	3.460	(1.260)	4.200	0.63%
Total investments	33.960		38.450	2.82%
Net investments	33.960		35.450	

3. Borrowing

- 3.1 At 31st March 2019 the Authority held £3m of loans, an increase of £3m over 31st March 2018. Outstanding loans on 31st March are summarised in Table 3 below. The Council is currently free from long-term external debt, although short-term borrowing has been entered into during the year for cash flow purposes. There is an underlying need to borrow assumed within the current three-year Capital Programme for the re-provision of Splash Leisure Centre and the construction of a 3G pitch in North Walsham, and this is covered by the Treasury Management Strategy 2018/19 and 2019/20.

	31.3.18 Balance £m	Net Movement £m	31.3.19 Balance £m	31.3.19 Weighted Average Rate %
Local authorities (short-term)	0.0	3.0	3.0	0.87%
Total borrowing	0.0	3.0	3.0	0.87%

- 3.2 The Authority's chief objective when borrowing will be to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.
- 3.3 With short-term interest rates remaining much lower than long-term rates, the Authority considers it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead of longer term debt.

4. Investment Activity

- 4.1 The Ministry of Housing, Communities and Local Government's (MHCLG) guidance on Local Government Investments requires the Council to focus on security and liquidity, rather than yield when undertaking its treasury activities.
- 4.2 The table below gives Members an appreciation of the investment activity undertaken in 2018/19, showing the position at the start and end of the year, together with the transactions during the year.

	Balance 01/4/2018	Net movement	Balance 31/3/2019	Income return
	£m	£m	£m	%
Short term Investments (call accounts, deposits and CDs with banks & building societies)	0.000	0.000	0.000	n/a
UK Government (DMADF and other local authorities)	0.000	2.000	2.000	0.75%
Money Market Funds	3.460	(1.260)	2.200	0.63%
Cash plus funds	3.000	0.000	3.000	1.11%
Short dated bond funds	3.000	0.000	3.000	0.90%
Strategic bond funds	5.000	0.000	5.000	3.43%
Equity income funds	6.000	2.000	8.000	4.67%
Property funds	5.000	0.000	5.000	5.83%
Multi asset funds	4.000	4.000	8.000	4.33%
Covered Bonds	4.500	(2.250)	2.250	1.09%
All investments	33.960	4.490	38.450	2.82%

- 4.3 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2018/19.
- 4.4 In accordance with this strategy, the Council made further investments in pooled funds during 2018/19. During the year, an additional £6m was invested in pooled funds. The Council's existing holdings in M&Gs Global Dividend Fund was increased to £2m from £1m, a further £1m was invested in the CCLA Diversified Income Fund, an additional £1m in the Schroder Income Maximiser Fund and £3m was invested in the Kames Capital Diversified Monthly Income Fund. Pooled Fund Investments generate a large income return for the Council, but their Net Asset Values are subject to fluctuations over time. For this reason, the Council's investment in strategic pooled funds has only been made with funds it anticipates will remain available for investment over the medium to long-term (i.e. 3 to 5 years). This will minimise the risk from incurring any potential capital loss on selling the investment at an unfavourable point in time. As at the end of March 2018, the capital variance on the pooled fund investments was a gain of £1,371,467 to point of purchase, and a gain of £172,129 in year (which would only be realised if the holdings had to be sold).
- 4.5 With little by way of political clarity as to the exact date or whether there would be an agreed deal prior to leaving the EU and to be prepared for the outside chance of a particularly disruptive Brexit (such as last-minute no-deal) on 29th March, the Authority ensured there were enough accounts open at UK domiciled banks and Money Market Funds to hold

sufficient liquidity over the year end and that its account with the Debt Management Account Deposit Facility (DMADF) remained available for use in an emergency.

- 4.5 Counterparty credit quality was assessed and monitored with reference to credit ratings (the Council's minimum long-term counterparty rating for specified investments is A- across the rating agencies Fitch, Standard & Poors and Moody's); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

5. Credit Risk

Given the increasing risk and falling returns from short-term unsecured bank investments, the Authority has diversified into more secure and/or higher yielding asset classes. As a result, investment risk was diversified while the average rate of return has increased. The Authority's Treasury advisors, Arlingclose, compile quarterly investment benchmarking across their client base. The table below shows extracts from this, focussing on measures of risk (credit rating and bail-in exposure) and return (Rate of return).

Date	Credit Score	Credit Rating	Bail –in exposure	Rate of Return %
31/03/2018	2.52	AA	43%	0.86%
31/03/2019	3.00	AA	34%	0.92%
Similar LAs	4.20	AA-	53%	0.86%
All LAs	4.13	AA-	55%	0.85%

- 5.1 All investment counterparties are given a credit score. Weighted average scores are then calculated for both value and time. The value weighted average reflects the credit quality of investments compared to the size of the deposit. The time weighted average reflects the credit quality of investments compared to the number of days to maturity of the deposit.
- 5.2 In the Treasury Management Strategy 2018/19 the Council adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. The target credit score has been set at 6 which equates to a long term rating of A (or equivalent).
- 5.3 The table shows how the scores and ratings have changed over the financial year. The more investments the Council has with counterparties with higher credit ratings, the lower the score will be. Over the year, the time weighted average scores have fallen indicating that the credit rating on both a time weighted basis has improved. However, the value weighted average score as increased, indicating that the credit rating on this basis has reduced.

6. Non-Treasury Investments

- 6.1 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

6.2 The Authority also holds £4.423m of such investments in

- directly owned property £0.923m
- loans to housing associations £3.5m

The rate of return on the loan to Broadland Housing Association is 3.8% which compares favourably to Treasury investment rates. The direct property investments delivered a rate of return of -1.60%. This is largely due to the fact that the depot site at Grove Lane did not generate an income for the Council for the first three quarters of 2018-19. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments. Risks of voids are mitigated by, where possible, the use of long leases and active marketing of vacant properties. A Holiday let strategy is in development to enable return from the Council's existing and future holiday lets to be maximised. This will include a revised marketing strategy. Other market factors are largely outside of the Council's control, but will be monitored by the Estates team in the context of the current portfolio and possible future opportunities.

6.3 The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

7. Investment Performance

7.1 The income budget for 2018/19 anticipated £1,158,300 would be earned in interest from an average balance of £35.1m at a rate of 3.3%. A total of £1,295,337 was earned from investments over the year from an average balance of £44.7m at an average rate of interest of 2.89%. This resulted in a favourable variance against the budget of £138,034.

7.2 Throughout the year, investment balances were consistently higher than anticipated; although overall the rate of interest earned was lower than budget.

8. Compliance with Prudential Indicators

8.1 The Council confirms compliance with its Prudential Indicators for 2018/19 which were set on 21 February 2018 as part of the Council's Treasury Management Strategy Statement.

	2018/19 Maximum	31.3.19 Actual	2018/19 Operational Boundary	2018/19 Authorised Limit	Complied?
Borrowing	£3m	£3m	£15.03m	£23.4m	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Non-specified investments ceased to be relevant during the year, so the relevant indicators have been removed.

	2018/19 Maximum	31.3.19 Actual	2018/19 Limit	Complied?

Any single organisation, except the UK Government	Nil	Nil	£3m each	Yes
Any group of organisations under the same ownership	Nil	Nil	£3m per group	Yes
Any group of pooled funds under the same management	Max is £7m with CCLA	Max is £7m with CCLA	£10m per manager	Yes
Negotiable instruments held in a broker's nominee account	£2.25m (King and Shaxon)	£2.25m (King and Shaxon)	£10m per broker	Yes
Limit per non-UK country	Nil	Nil	£5m per country	Yes
Registered providers	Nil	Nil	£7.5m in total	Yes
Unsecured investments with building societies	Nil	Nil	£3m in total	Yes
Loans to unrated corporates	Nil	Nil	£3m in total	Yes
Money Market Funds	£19.3m	£2.2m	£20m in total	Yes

8.2 The Council measures and manages its exposures to treasury management risks using the following indicators.

8.3 Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate exposures, expressed as the proportion of net principal borrowed (i.e. fixed rate debt net of fixed rate investments, will be:

	2018/19	2019/20	2020/21
Upper limit on fixed interest rate exposure	(100%)	(100%)	(100%)
Actual	(100%)		
Upper limit on variable interest rate exposure	(100%)	(100%)	(100%)
Actual	(100%)		

8.4 As the Council's investments exceed its borrowing, these calculations have resulted in a negative figure. The purpose of the limit is to ensure that the Council is not exposed to interest rate rises on any borrowing which could adversely impact the revenue budget. Variable rate borrowing can be used to offset exposure to changes in short term rates on investments. These limits therefore allowed maximum flexibility for fixed or variable rate investments and investment decisions were ultimately made on expectations of interest rate movements as set out in the Strategy. Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

8.5 Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were set as follows.

Maturity structure of fixed rate borrowing	Lower Limit for 2018/19 %	Upper Limit for 2018/19 %	Actual 2018/19
under 12 months	0	100	100
12 months and within 24 months	0	100	0
24 months and within 5 years	0	100	0
5 years and within 10 years	0	100	0
10 years and above	0	100	0

- 8.6 Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2018/19	2019/20	2020/21
Limit on principal invested beyond year end	£35m	£35m	£35m
Actual	£34.25m		

- 8.7 Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target	Actual
Portfolio average credit score	6.0	3.0

- 8.8 Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling month period, without additional borrowing.

	Target	Actual
Total cash available within 3 months	£3.0m	£4.2m

9. Financial Implications and Risks

- 9.1 The financial impact of implementing the Council's treasury strategy for 2018/19 has been set out in this report.

10. **Sustainability** – None as a direct consequence of this report.

11. **Equality and Diversity** – None as a direct consequence of this report.

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

MANAGING PERFORMANCE QUARTER 4 2018/19

Summary: The purpose of this report is to give a fourth quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets up to 31 March 2019. It gives an overview, identifies any issues that may affect delivery of any particular issue, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: This is an update report only.

Conclusions:

1. The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target. Data for three indicators is not yet available.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations: That Overview and Scrutiny Committee notes this report, considers the progress being made and endorses the actions being taken by management where there are areas of concern.

Reasons for Recommendations: To ensure the objectives of the Council are achieved.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

--

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer	
Cllr Eric Seward	All

Contact Officer, telephone number and email:

Nick Baker, 01263 516221, Nick.Baker@north-norfolk.gov.uk

Introduction

- 1.1 The purpose of the 'Managing Performance Quarter 4 2018/19 report is to ensure that members are appraised of performance towards targets in specified areas of the Council's work, and to highlight any performance issues, thus allowing action to secure improvement in the future where it is needed.

It is a key part of the Council's Performance Management Framework.

1. Content of the Report

- 2.1 The fourth quarter performance report shows progress against the Corporate Plan 2015-2019 priorities, together with any other relevant achievements and issues.

- 2.2 The report presents:

An overview of performance in delivering all priorities, which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into three sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Additional relevant information

Information for management indicators is now provided every month on the Intranet as well as being included in the quarterly report to Cabinet as an appendix. This will enable Members and management to receive this information faster and more frequently.

2. Conclusion

- 2.1 The majority of the 38 actions are on track, only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.

- 2.2 Of the 32 monthly and quarterly performance indicators where a target has been set, 26 are on, above or close to target and six below target. Data for three indicators was not yet available at the time of writing the report.

- 2.3 The delivery of the Annual Action Plan was broadly progressing to plan.

- 2.4 However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

3. Implications and Risks

- 3.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Annual Action Plan and the achievement of the Council's priorities as laid out in the Corporate Plan. Where necessary, the report outlines the action being taken to reduce or remove the risk of not delivering stated priorities.

3.2 The Corporate Risk Register, which includes many of the projects included in this report, is reviewed regularly by the Governance Risk and Audit Committee and the Risk Management Board.

4. **Financial Implications and Risks**

Prompt action to deal with any issues identified by this report will in many cases reduce the financial risk to the Council.

5. **Sustainability**

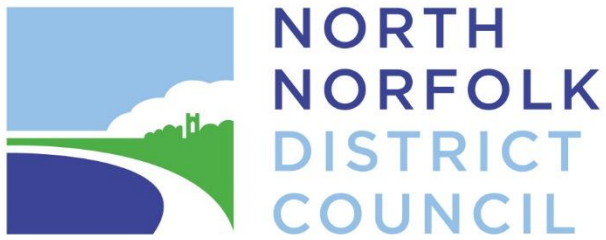
There are no sustainability implications directly arising from this report.

6. **Equality and Diversity**

There are no equality and diversity implications directly arising from this report.

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

There are no Section 17 Crime and Disorder implications directly arising from this report.



Managing Performance

Quarter 4 2018/19

Version 01

Introduction

This quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 priorities, together with relevant performance achievements and issues, for the quarter ending 31 March 2019.

The report presents an overview of performance in delivering the priorities at that time, which shows the number of Key Performance Targets achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into three sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Reporting of additional achievements and assessment of issues, along with any actions being taken to deal with them

Information for management indicators will now be available separately within the monthly data report available on the Intranet and as an appendix to this report.

The purpose of this report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future, where it is needed.

Members should note that this report represents the position as at 31 March 2019 and clearly, many items contained in the report will have been progressed significantly in the interim.

It should also be noted that a new Corporate Plan will be developed for the period 2019-23 and will be subject to similar monitoring once the Plan is completed, with reporting on progress from autumn 2019.



The majority of the 38 required actions are on track (22). Only one has identified some problems, one has been cancelled and two are delayed. Eight actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.



Of the 33 monthly, quarterly and annual performance indicators where a target has been set, 30 are on, above or close to target and three below target. Data is awaited for four indicators.




The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Jobs and the Local Economy

Work to maintain existing jobs, support start-ups and help businesses expand (01 A and 01B)



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of new jobs created (annual) J 027	99 (2017/18)	84 (2018/19)	-	-	Monitor and report jobs created
Number of employed and self-employed people (annual) J 010	40,300 (Apr 2016- Mar 2017)	46,300 (Apr 2017- Mar 2018)	-	-	The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
This number has increased within statistical relevance boundaries so the previous year's reduction and this year's increase represents no real change. See previous analysis presented for more information.					
Non-Domestic (Business) Rates Base - total number of properties (annual) J 013	7,191 (2018/19)	7,361 (2019/20)		-	Aim to support the continuing rise in the rates base
Number of VAT registered businesses (annual) J 006	5,040 (2017/18)	5,000 (2017/18)		-	Seek to improve compared to previous year

Action	Status	Progress/ Action Note
Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success. 01 A 01	On Track	 Collaborative working continues with: Norfolk Investment Group, Enterprise Zone Development Group, New Anglia Economic Development Officer Group, East of England Energy Zone and New Anglia Growth Hub. New collaborative working relationship established with the British Business Bank. 61 attendees at a Business Ambassador event for the Deep History Coast. 17 Deep History Coast Business Ambassadors signed up to date.
Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes. 01 A 02	On Track	 £1,009,471 of local grants have been awarded through LEADER and NALEP grants.

Action	Status	Progress/ Action Note
<p>Maintain and disseminate information on the external funding opportunities available locally and provide support to local organisations in order to enable the development of projects that assist economic growth and community development.</p> <p>01 A 03</p>	On Track	<p> The Project Enabler in the Economic Growth Team routinely reviews and provides information on funding opportunities and has provided a valuable series of funding workshops to external organisations - these have been very well received.</p> <p>Support has been given to a large number of initiatives from both within the Council and local businesses and community organisations.</p> <p>The postholder recently left the Council and post has been successfully filled, with the new postholder will beginning their role in early June.</p>
<p>Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis.</p> <p>01 A 04</p>	On Track	<p> To the end of March 2019, the second contract has implemented 93 new fibre cabinets and 17 Fibre to the Premises (FTTP) solutions across North Norfolk, which have provided access to fast broadband for over 10,600 properties.</p> <p>29 more cabinets and 29 FTTP solutions have begun implementation in North Norfolk and a further 17 surveys have been completed.</p>
<p>Publish the First Draft Local Plan for consultation by January 2019 which will include;</p> <ul style="list-style-type: none"> • A review of tourism policies • New housing sites and review of housing numbers and distribution • A review of housing numbers and types as part of the Local Plan and Site allocations • Infrastructure capacity study and identify deficiencies and measures to improve • A review of planning obligation standards • Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife. <p>01 A 05</p>	On Track	<p> Formal consultation on the draft Plan commenced on the 7th of May and is scheduled to run until the 19th of June.</p>




Improve the job opportunities for young people within the district (01 C)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual)</p> <p>J 009</p>	65 (2017/18)	25 (2018/19)	-	Assess the reasons for a change in numbers in the last three years.


Action	Status	Progress/ Action Note
<p>Engage with business and education and training providers and develop a suitable programme of events to help address skills gaps and raise awareness of career opportunities.</p> <p>01 C 01</p>	On Track	 <p>NNDC held an Apprenticeship Information event on 12 March which saw 50 attendees and brought all the major training providers and a number of local businesses together.</p>
<p>Promote opportunities for apprenticeships within the Council as an employer.</p> <p>01 C 02</p>	On Track	 <p>We currently have four employees on apprentice contracts (since the last update one employee has completed their apprenticeship and the other has TUPE transferred to a new employer) and two employees who are training under an apprenticeship agreement. We are still on track to meet the Government Apprenticeship target.</p> <p>For the second year running we invited Heads of Service in December to bid for earmarked reserves to contribute to Apprentice salaries. As a result two new apprentice positions were created and a further two have since been approved, so we will be advertising 4 apprentice roles shortly.</p> <p>Members of the HR team along with support (where possible) from our existing or recent apprentices will attend a number of careers events during 2019 to promote the Council's apprenticeship offer. So far, this has included the Sheringham High School Careers fair (7th Feb), DWP Jobs Fair and Employers apprenticeship event (12th March) and later on in the year, the Paston Sixth Form careers event (9th July).</p>


Support major business opportunities and uptake of allocated employment land across the district (01 D)



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Business Expansion / land developed / premises filled (sqm) (annual)</p> <p>J 026</p>	8,906 (2017/18)	1,960 (2018/19)	-	Monitor and report developments



Action	Status	Progress/ Action Note
<p>Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure.</p> <p>01 D 01</p>	On Track	 <p>The Economic Growth team actively encourages the take-up of any business grant funding available, which historically has been low in the District. The team manages a 'pipeline' of business funding applications which has seen a general uplift within the last year. Funding from the Norfolk Business Rate Pool has been awarded towards a study which will evaluate the employment land investment opportunities in the district and their deliverability; the contract for this is due to be tendered in June and the work will support both the Local Plan deliverability assessments and future funding bids.</p>
<p>Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse & office premises.</p> <p>01 D 02</p>	Postponed or Delayed	 <p>The construction of the first unit and infrastructure remains on hold pending a decision following the independent review of the proposal and business case.</p>
<p>Acquisition / transfer of sites at Catfield Industrial Estate.</p> <p>01 D 03</p>	Cancelled	 <p>The adjacent business is no longer seeking to take forward phase 1 of this project and are contented with their arrangements at the current time.</p> <p>The Council was also unsuccessful in securing funding from the LEP to enhance the local utility infrastructure and therefore the project will not go forward.</p>

Capitalise on our tourism offer both inland and along our historic coast (01 E)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Number of visitors to North Norfolk (annual)</p> <p>J 028</p>	8,827,700 (2017)	9,126,959 (2018)	 <p>-</p>	<p>Predicted value based on three-year average of percentage increases (+4.48%) is £8,680,721. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year</p>



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Value of visitors in North Norfolk (£) (annual) J 029	505,000,000 (2017)	517,433,916 (2018)		-	Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%) is £510,559,969. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year


Action	Status	Progress/ Action Note
Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination with the promotion of the Deep History Coast project. 01 E 01	On Track	 <p>The Council has sponsored Visit North Norfolk's (VNN) latest marketing campaign, 'North Norfolk, Naturally'. The campaign has received over half a million film views since it launched in June. The first year of the campaign ends in April and the second year begins in May. VNN has now filmed six new thirty second videos which will feature over the coming months.</p> <p>The Deep History Coast project is progressing well and will begin to be marketed by a campaign developed and delivered in partnership with Visit North Norfolk. Commencing this spring, this will include innovative local and national publicity, a social media campaign, the development of a new website and the creation of two inspiring experiential films to appeal to all audiences - illustrating all that the Deep History Coast has in store. On 6 March NNDC hosted a Deep History Coast Ambassadors event at Trimingham Village Hall. Over 50 people attended the event to learn more about the plans for the discovery trail, see the emerging information panels and the landscape designs for the various discovery points</p>
Provide support to food businesses, beyond that offered through the Food Standards Agency Brand Standard, to ensure the food offering for visitors is of a high quality and safe. We will monitor success by the number of businesses achieving a Food Hygiene Rating of 5. 01 E 02	On Track	 <p>The percentage of relevant businesses achieving an FHRS of 5 is currently 81%.</p>

Action	Status	Progress/ Action Note
<p>Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.</p> <p>01 E 03</p>	On Track	 <p>Contract performance remains good and monitoring will increase across the summer to ensure that tourism assets are maintained at high quality in terms of cleanliness.</p> <p>The procurement of the future contract is progressing well and the relevant detail on tourism assets will be assured in the contract as we move forward.</p>
<p>Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives.</p> <p>01 E 04</p>	Postponed or Delayed	 <p>The second round of bidding closed on 12 February 2019 and bids were received from all towns. Officers sought additional information from a number of applicants and the decision on the award of grant was deferred pending receipt of that information. Communications and support in respect of first and second round applications has been ongoing.</p>



Housing and Infrastructure



Increase the number of new homes built in the district (02 A)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Number of new homes built of all tenures (annual)</p> <p>H 001</p>	546 (2017/18)	534 (2018/19)		Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
<p>Number of homes granted planning permission of all tenure types (monthly cumulative)</p> <p>HS 008</p>	570 (2017/18)	456 (2018/19)		Review, report and recommend action against Local Plan average target over 2001-2021 467 p.a.




Action	Status	Progress/ Action Note
<p>Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development.</p> <p>02 A 01</p>	Completed Successfully	 <p>Opportunities to facilitate housing delivery are considered on an ongoing basis. Opportunities such as the provision of loan funding will be pursued subject to the necessary approvals being provided.</p>


Address housing need through the provision of more affordable housing (02 B)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Number of people on the housing waiting list - total (annual) H 004	2,644 (2017/18)	3,194 (2018/19)	-	- Review, report and recommend action where appropriate
Number of households from the housing register rehoused (monthly cumulative) H 005	376 (2017/18)	407 (2018/19)	-	- Review, report and recommend action where appropriate
Number of affordable homes built (monthly cumulative) H 007	90 (2017/18)	107 (2018/19)		- Review, report and recommend action where appropriate
Number of affordable homes granted planning permission (monthly cumulative) HS 009	85 (2017/18)	73 (2018/19)		- Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives. 02 B 01	Completed Successfully	 The Community Housing Team continue to engage with a number of communities within the target area for the Community Housing Fund, with one formal steering group established and other potential opportunities under discussion with communities and Registered Providers.
Monitor the need for temporary accommodation and ensure suitable provision. 02 B 02	Completed Successfully	 The use of and availability of Temporary Accommodation (TA) continues to be reviewed. A business case for the option of directly provided TA by NNDC is being compiled along with accessing Registered Provider owned properties for TA.


Reduce the number of empty properties (02 D)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of very Long Term Empty (LTE) homes (homes empty for two years or more as at first working day of each month) (monthly) H 009	137 (Mar 2018)	151 (Mar 2019)		-	Review, report and recommend action where appropriate
<p>There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long term empties back into use.</p> <p>These properties are monitored by the Combined Enforcement Team with fortnightly meetings held between the CET Manager and the Revenues Manager to help reach the NHB targets which we successfully did in 2018 for the October 2018 Government Return.</p> <p>There is an increase in the numbers this month which is normal for this time of year.</p> <p>The increase in the Council Tax premium charge from 1 April 2019 for LTE properties from 50% to 100% should have an impact on these properties and lead to more coming back into use.</p>					
Number of Long Term Empty homes (homes empty for six months or more as at first working day of each month) (monthly) H 002	725 (Mar 2018)	703 (Mar 2019)		-	Review, report and recommend action where appropriate
Number of Long Term Empty homes (6 months or more as at October each year) (annual) H 002	603 (Oct 2017)	482 (Oct 2018)		-	Review, report and recommend action where appropriate
<p>As at 1 October 2018 there was a big decrease in last year's Long Term Empty property figures. There has been a continued effort to reduce the number of Long Term Empty properties over the past year, including improvements in the data for reporting, and a concentrated focus on inspections during September 2018 to ensure accuracy of the LTE returns to Government, which will be repeated this year.</p> <p>To increase the tax base of properties by 439 and reduce the LTE numbers at the same time is a significant achievement and we remain below the national average of the percentage of housing stock which are LTEs .</p>					

Action	Status		Progress/ Action Note
Review LTE property management process, especially to consider earlier and more direct action to bring LTEs back into use. Provide regular updates	On Track		There are a number of intervention strategies designed to prevent LTEs and encouraging owners to bring very long term empties back into use. These properties are monitored by the Combined Enforcement Team and where



Action	Status		Progress/ Action Note
<p>to all Members (fortnightly) and to Cabinet (six monthly).</p> <p>02 D 01</p>			<p>necessary, the Enforcement Board, with fortnightly meetings to maintain progress.</p> <p>This reduced the number of LTEs to 482 for the October 2018 Government Return.</p> <p>The fortnightly reporting for all members will be expanded to cover both enforcement Board and LTE cases and will commence after the 2019 elections.</p>
<p>Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.</p> <p>02 D 02</p>	Completed Successfully		<p>Following recommendations from Cabinet the report on the determination of Council Tax discounts for the 2019/20 financial was considered at the Full Council meeting of 19 December 2018. At that meeting it was recommended and agreed that the premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) should be set at 100% of the Council Tax charge for that dwelling.</p>

Improve the infrastructure needs of the district (02 E)




Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p>Number of settlements that have had Broadband upgraded (annual)</p> <p>J 008</p>	23 (2017/18)	38 (2018/19)		-	Review, report and recommend action where appropriate



Coast and Countryside

Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations to enjoy (03 A)

Action	Status	Progress/ Action Note
Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities. 03 A 01	On Track	 Main Works contractor appointed as Team Van Oord. Project Manager and Supervisors role appointed to Royal Haskoning DHV. Discharge of pre-commencement of construction activities is underway. Ongoing discussions with local stakeholders. Construction programmed to commence end April through to August.
Refurbish coastal defences at Mundesley. 03 A 02	On Track	 Environmental screening document under preparation for submission to Local Planning Authority.



Protect the wonderful countryside and encourage sustainable access (03 B)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative) LE 010	1,118 (2017/18)	1,021 (2018/19)	705	 705 (annual)
Number of Child Visitors to Parks and Countryside Events (quarterly cumulative) LE 011	1,616 (2017/18)	1,003 (2018/19)	1,380	 1,380 (annual) 2017/18 1,900 (annual)
Number of Visitors to Parks and Countryside Events (quarterly cumulative) LE 013	2734 (2017/18)	2,024 (2018/19)	2,085	 2,085 (annual) 2017/18 3,400 (annual)
The attendance at these events is very reliant on weather conditions. Sadly, poor weather and cancelled events during the year meant we fell short of the target for child attendees.				

Action	Status	Progress/ Action Note
<p>Work with other agencies to maintain and improve the quality of local beaches, retain the district's six Blue Flag awards and host the national Blue Flag Awards Ceremony in May 2018.</p> <p>03 B 01</p>	Completed Successfully	 As at 31 March, all six beaches had received positive water quality results, meaning that all six Blue Flags would be awarded to the Council.
<p>Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards.</p> <p>03 B 02</p>	On Track	 Additional work was carried out for judging to take place in April.


Continue to improve recycling rates and reduce the amount of waste material going to landfill (03 C)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Household recycling tonnage (annual)</p> <p>ES 008</p>	9,233.30 (2017/18)	7,540.07 (2018/19) Estimate	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
<p>Procure new joint waste and related services contract with partners for commencement April 2020.</p> <p>03 C 01</p>	On Track	 The procurement process is progressing well, with tenders returned and initial evaluation completed. Work has also commenced with supporting services across the three councils to ensure that all supporting service processes are enabled in time for the contract commencement in North Norfolk in spring 2020. Additional project management support has been agreed and is now being recruited to support the cross-council officer team in delivering the contract, especially across those support service areas.
<p>Maximise the number of trade and garden waste customers to maintain and improve income levels.</p> <p>03 C 02</p>	On Track	 At year end, £193,658 of additional income was generated due to the continued success of the trade and garden waste services. Whilst this is partly offset by additional costs, such as collections, processing and disposal costs, this represents a strong position for the Council.

Action	Status	Progress/ Action Note
<p>Work with Norfolk Waste Partnership to promote behaviour change for domestic waste where appropriate for North Norfolk.</p> <p>03 C 03</p>	On Track	<p> The Council has continued to contribute to the NWP workstreams.</p> <p>Targeted communications project - to help reduce contamination and increase recycling, a move towards more targeted communications projects is being undertaken. Combining performance data research with Acorn socio-economic profiling, offers the Partnership the most effective way to communicate with residents. A pilot is currently underway in Norwich and the aim is to then roll out the project to use targeted interventions in one area in each district.</p> <p>The SCRAP fly-tipping campaign had a successful launch in January. It is now touring the county with a roadshow of events. A social media campaign is running alongside this, with all Norfolk councils taking part.</p> <p>Scrunch it to Sort it campaign -The Scrunch it to Sort it campaign, advising people on the rules of recycling Christmas wrapping paper, reached nearly 250,000 people on Facebook alone. The campaign material was shared by all councils in Norfolk and received media attention, featuring on Look East and in the EDP and local magazines.</p>

Improve the environment both in our towns and in the countryside (03 D)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p>Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative)</p> <p>C 007</p>	64.00% (2017/18)	80% (2018/19)		80.00%	80%

Health and Wellbeing

Support local residents and their communities (04 A)

Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		30 (2017/18)	36 (2018/19)	-	-	Review, report and recommend action where appropriate



Action	Status	Progress/ Action Note
Deliver community support initiatives 04 A 01	On Track	The Big Society Panel met on 4th March 2019. Eleven new applications were received totalling £107,322.65. The Panel awarded funding totalling £55,073.93 to eight projects. One application was deferred.

Address issues leading to ill health and improve the quality of life for all our residents (04 B)

Encourage participation in a range of sports and activities (04 C)









Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		551,310 (2017/18)	546,609 (2018/19)		550,245	550,245 (annual)


Action	Status	Progress/ Action Note
Deliver new leisure management contract to commence April 2019. 04 C 01	On Track	Leisure contract signed. All Council staff TUPE across to the leisure operator, Everyone Active. Refurbished gyms planned for installation immediately post award.



Action	Status	Progress/ Action Note
<p>Continue to work on project to deliver new leisure centre at Sheringham to replace Splash.</p> <p>04 C 02</p>	<p>On Track</p>	<p> The new Skatepark opened on time to allow the groundworks to commence on the main building. After some initial contractor health and safety difficulties, the work is now progressing to plan.</p> <p>Options for enabling development on part of the site are being considered.</p> <p>The procurement of the main construction contract is ongoing, with tenders due to be received subsequent to the municipal year end.</p>
<p>Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham.</p> <p>04 C 03</p>	<p>On Track</p>	<p> Following the LTA's decision to not fund the project, Full Council agreed to fully fund the project in February, subject to a business case review, which was positive.</p> <p>The property related legal documents were subsequently agreed and completion is awaited on one lease variation. As these were binding on the parties, a letter of intent for pre-orders and mobilisation was to be provided to the contractor subsequent to municipal year end.</p>



Delivering Service Excellence

Help you to get what you need from the Council easily (05 A)


Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Transactions made via the Council's website (monthly) IT 002		1,590 (Mar 2018)	2,091 (Mar 2019)		-	Monitor and review in line with Customer Service Strategy.
		5,312 (2017/18)	45,480 (2018/19)			
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027		20.0 (2017/18)	19.0 (2018/19)		20.0	20 calendar days (amber boundary 22)
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028		14.0 (2017/18)	11.0 (2018/19)		14.0	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003		124 (2017/18)	117 (2018/19)		-	Review, report and recommend action where appropriate


Action	Status	Progress/ Action Note
Maintain progress on all projects within the Council's Digital Transformation Programme including implementing; Document Management System, Management Information System, Server Replacement Scheme, completion of the Planning BPR projects and starting the implementation of Phase 2 of the programme. 05 A 01	On Track	 DT Phase 1 is now complete with any remaining activities transferred to Phase 2 Plans. Server upgrades have now been completed and work to replace the Council offices' WiFi and the data storage system have commenced. The project to deliver IT support for the new Member cohort is well underway for both the hardware and the Modern Gov elements. The further projects in Phase 2 are commencing and initial activities in the Records Management, Management Information and eLearning projects are all progressing.



Action	Status	Progress/ Action Note
<p>Progress HR Business Process Review. 05 A 02</p>	<p>Some Problems</p>	<p> A conscious decision not to progress procurement of a new HR system was taken in early 2018, as the Council was in the process of recruiting a new HR Manager. Parts of the HR business processes are still being progressed however, as follows:</p> <p>ONLINE RECRUITMENT - Pilot of web based application form is delayed due to an issue regarding time out of the form. This has caused a slight delay for this particular element of our ongoing BPR.</p> <p>APPRAISALS - Work to scope out a web based appraisal process is ongoing but will be subject to the same issue as the web based application form above.</p> <p>INTRANET - Work is ongoing to improve the structure and content of the HR section of the intranet including improvements to the search function.</p> <p>HR METRICS - Long term, the HR Metrics will be generated by the InPhase system. In the interim, Managers' key needs will be met using Crystal reporting tool.</p>
<p>Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency. 05 A 03</p>	<p>On Track</p>	<p> Work is continuing across the service to implement redesigned services.</p> <p>Officers in the Commercial Team are now able to undertake food hygiene inspections using a mobile system on tablet devices, but there are still some teething problems with this system. The annual fee letters for Licensing have now been automated so that they are generated automatically as opposed to the previous requirement for an officer to run a report and generate letters.</p> <p>A number of webforms have been developed and introduced to allow customers to transact business with the council through the website. The Commercial Manager retired in February and an in-service restructure took place, providing savings ultimately supported by digital change</p>

Action	Status	Progress/ Action Note
<p>Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions.</p> <p>05 A 04</p>	On Track	<p> Universal Credit Full Service was fully rolled out to all JCPs in the North Norfolk area on 12th December 2018. Residents of North Norfolk are now required to make any new claim for Housing Costs through their Universal Credit claim instead of claiming Housing Benefit with the LA. Some groups are exempt from claiming Housing costs through Universal Credit so would continue to claim Housing Benefit through the LA. This would include those residing in Supported or temporary accommodation. Also those who are entitled to the Severe Disability Premium are exempt from claiming any element of Universal Credit.</p> <p>Managed migration of Housing Benefit claimants to Universal Credit is currently being tested outside of the NN area, under a recent government pilot scheme. Managed migration for North Norfolk claimants has been scheduled to be completed by 2024, however this date has already been rescheduled once.</p> <p>For those residents in North Norfolk already claiming Universal Credit, we are conscious of making their claim for Council Tax Support as streamlined as possible. We are looking into accessibility to the Benefit service, ease of reporting changes to their circumstances, and keeping rebilling of their Council Tax account to a minimum.</p>
<p>Review our use of assets through the One Public Estate programme including completing the Options Appraisal and Master Plan exercise for future development of the Kelling Hospital campus.</p> <p>05 A 05</p>		<p> Through the ONE Public Estate programme, the Norfolk Community Health and Care NHS Trust has commissioned some baseline technical studies of the Kelling Hospital site - to include topographical surveys, landscape / tree reports, utility services etc which will inform a more detailed master-planning exercise which will be the subject of partner and stakeholder engagement in the coming months.</p>


Ensure the Council's finances continue to be well managed and inform our decision making (05 B)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p>Percentage of council tax collected (monthly cumulative)</p> <p>RB 009</p>	98.74% (2017/18)	98.69% (2018/19)		98.40%	98.4%
<p>This is a provisional figure based on our revenues initial outturn reports. The final collection figure will be confirmed as part of the 2018/19 QRC4 annual Government return.</p>					



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Percentage of non-domestic rates collected (monthly cumulative)	99.37% (2017/18)	99.12% (2018/19)		99.10%	99.1%
RB 010					
This is a provisional figure based on our revenues initial outturn reports. The final collection figure will be confirmed as part of the 2018/19 QRC4 annual Government return.					




Action	Status		Progress/ Action Note
Establish a £2m Property Investment Fund with any spend being dependent on agreement of the Asset Management Plan. To be funded from the New Homes Bonus reserve (£1m) and the Invest to Save reserve (£1m). 05 B 01	Completed Successfully		Cabinet agreed a £2m local property fund for the acquisition of assets for income generation and officers continue to monitor the local commercial property market for opportunities.
Consider a business plan for provision of solar panels on the Council offices. 05 B 02	Completed Successfully		The installation of the PV panels was successfully completed by the 31st March 2019 in line with the projections contained in the amended business case and in time to qualify for the Feed in Tariff (FIT) income. In addition, the panels are currently producing a significant proportion of the building's electricity requirements which will give rise to revenue savings.




Value and seek to develop the Council's staff and Members (05 C)


Action	Status		Progress/ Action Note
Facilitate the Investors in People re-assessment – winter 2018. 05 C 01	Completed Successfully		IIP Assessment complete and report received. As a result of the assessment the Council was accredited IIP Silver. Work has now commenced to use the feedback in the report to inform the future People Strategy for NNDC. A workshop with staff representatives for this purpose is being held on 23 April 2019.





Appendix 1 - Management Indicators








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Grants awarded (£) (quarterly cumulative) J 025	01 A	717,501.29 (2017/18)	1,009,471 (2018/19)	-	-	Monitor and report
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	542 (2017/18)	407 (2018/19)		200	200
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	223 (2017/18)	284 (2018/19)		-	200
Numbers on the housing waiting list (monthly) HO 006	02 B	2,644 (Mar 2018)	3,194 (Mar 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Housing Register (monthly) HO 007	02 B	319 (Mar 2018)	356 (Mar 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,845 (Mar 2018)	2,282 (Mar 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Transfer Register (monthly) HO 009	02 B	480 (Mar 2018)	556 (Mar 2018)	-	-	Review, report and recommend action where appropriate





Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024	02 B, 03 D, 02 A, 01 D, 01 A	95.3% (Mar 2018)	95.0% (Mar 2019)		80%	80%
Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025	02 B, 03 D, 02 A, 01 D, 01 A	0.5% (Mar 2018)	0.7% (Mar 2019)		10.0%	Less than 10%
Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	13.0 (Mar 2018)	16.0 (Mar 2019)	-	-	Not applicable
Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	92.4% (Mar 2018)	90.8% (Mar 2019)		60%	60%




Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002	02 B, 03 D, 02 A, 01 D, 01 A	0.0% (Mar 2018)	0.0% (Mar 2019)		10%	Less than 10%
Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A	0.0 (Mar 2018)	0.0 (Mar 2019)	-	-	Not applicable
Income from events organised at Country Parks (quarterly cumulative) LE 012	03 B, 05 B	-	6,664.50 (2018/19)		6,430.00	£6,340 (annual)
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D	22 (2017/18)	27 (2018/19)	-	-	Review, report and recommend action where appropriate
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D	20 (2017/18)	4 (2018/19)	-	-	Review, report and recommend action where appropriate
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality 	188,994.86 (2017/18)	266,425.81 (2018/19)	-	-	Review, report and recommend action where appropriate
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	137 (2017/18)	116 (2018/19)	-	-	Review, report and recommend action where appropriate


Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	77,736 (Mar 2018)	77,592 (Mar 2019)	-	-	Review, report and recommend action where appropriate
Percentage of people active in North Norfolk (annual) W 001	04 C	64.9% (2017/18)	64.6% (2017/18)	-	-	Review, report and recommend action where appropriate
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	95.0% (2017/18)	95.0% (2018/19)		90%	90%
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	663 (2017/18)	780 (2018/19)	-	-	Not applicable
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	3 (2017/18)	5 (2018/19)	-	-	Not applicable
Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative) PA 003	05 A	-	4 (2018/19)	-	-	Review, report and recommend action where appropriate
Number of compliments (monthly cumulative) CS 050	05 A	7 (2017/18)	18 (2018/19)	-	-	Review, report and recommend action where appropriate

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of complaints (monthly cumulative) CS 051	05 A	154 (2017/18)	183 (2018/19)	-	-	Review, report and recommend action where appropriate
Number of MPs letters (monthly cumulative) CS 052	05 A	298 (2017/18)	271 (2018/19)	-	-	Review, report and recommend action where appropriate
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	5.32 (Mar 2018)	4.19 (Mar 2019)		10.0	10.0
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	9.23 (Mar 2018)	10.26 (Mar 2019)		10.0	10.0
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	7.39 (Mar 2018)	4.36 (Mar 2019)		10.0	10 minutes (low is good). Note: With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.00% (Q4 17/18)	100.0% (Q4 18/19)		95%	95%








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	100.00% (Q4 17/18)	100.0% (Q4 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.00% (Q4 17/18)	96.40% (Q4 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	100.00% (Q4 17/18)	100.0% (Q4 18/19)		95%	95%
Planning income (£) (monthly cumulative) DM 023	05 B	869,660 (2017/18)	783,982 (2018/19)		-	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	371,307 (2017/18)	415,634 (2018/19)		380,000	380,000
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	326,310 (2017/18)	375,636 (2018/19)		72,000	72,000
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	50.0 (Mar 2018)	30.0 (Mar 2019)		41.0	41

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Occupancy rate of Council-owned rental properties – Industrial (monthly) PS 009	05 B	94.7% (Mar 2018)	89.5% (Mar 2019)		85%	85%
Occupancy rate of Council-owned rental properties –Retail (monthly) PS 010	05 B	71.4% (Mar 2018)	78.6% (Mar 2019)		78%	78%
Occupancy rate of Council-owned rental properties – Concessions (monthly) PS 011	05 B	42.8% (Mar 2018)	75.0% (Mar 2019)		90%	90%
<p>Targets will be reviewed for 2019/20 due to a number of sites no longer being available as concession pitches. Note - two concession pitches are no longer available to let, which has caused the percentage of pitches occupied to increase.</p>						
Percentage of rent arrears on all debts 90 days and over (monthly) PS 008	05 B	-	20.5% (Dec 2018)		5%	5%
<p>Total Debt: £39,121.51 Debt Over 90 Days: £8013.82</p> <p>£1,800.00 of the debt relates to one tenant who has agreed a payment plan to clear his debt and is keeping up to date with payments with monthly instalments.</p> <p>The remaining £3,213.82 is an outstanding fee that the DWP that is currently in dispute.</p>						
Rate of Return – Industrial (annual) PS 012	05 B	10.58% (2017/18)	Awaiting report for year end (2018/19)			New indicator. Interim target of 4% will be reviewed after six months
Rate of Return – Retail (annual) PS 013	05 B	0.34% (2017/18)	Awaiting report for year end (2018/19)	-		New indicator. Interim target of 4% will be reviewed after six months








Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Percentage of assets that have a Stock Condition Survey rating of A-B (annual) PS 014	05 B	-	Awaiting year end report.	-	80%
The condition survey reports programmed for 2019/20 will include the recognised condition rating A- D. This will enable officers to establish what number of first phase assets surveyed, fall into the A-B category.					
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	880 (2017/18)	135 (2018/19)	-	- Review, report and recommend action where appropriate
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	1,002 (2017/18)	634 (2018/19)	-	- Review, report and recommend action where appropriate
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	67.0% (2017/18)	Awaiting information from audit contractor. (2018/19).	 70%	70%.
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0% (2017/18)	100.0% (2018/19)	 100.0%	100%
No urgent (Priority 1) recommendations were made.					
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	100.0% (2017/18)	Awaiting information from audit contractor. (2018/19)	 32.0%	100%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	5.88 (2017/18)	5.22 (2018/19)		6.00	6

Targets Key

For performance measures, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the quarterly target has been achieved and we are therefore on course to meet the annual target.		For performance measures, where the Council has a low degree of control and moving the indicator in a positive direction will help to achieve an objective, a numerical target is not set but a direction of travel is the aim. This symbol shows whether the measure is moving in the desired direction.	
	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
-	These are measures listed that show levels of activity of services delivered by the Council, provide context, or which have not yet had a target set. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Number of settlements that have had Broadband upgraded.		
	Signifies a target achieved that has an outcome which meets our equalities objectives.		

Actions Key

Activity Status	Symbol	Description
Completed Successfully/ On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Cancelled		The activity is no longer required. Reasons for the cancellation are given.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.

[Go to top](#)

This page is intentionally left blank

SHERINGHAM PRIMARY SCHOOL PARKING TASK & FINISH GROUP – INTERIM REPORT

- Summary: The Sheringham Primary School Parking Task & Finish Group was established to address traffic and parking issues in the residential vicinity of Sheringham Primary School. This Report aims to address the immediate concerns, but accepts that the work of the Task & Finish Group must continue in order to deliver a wider solution to similar issues across the district.
- Options considered: A number of possible options have been considered by the Task and Finish Group. At present some of these options are still under review or awaiting further information.
- Conclusions: The Sheringham Primary School Parking Task & Finish Group is yet to agree its final recommendations to address traffic and parking issues in the vicinity of Sheringham Primary School. It would therefore be beneficial if the Task & Finish Group continued to meet post-election in order to conclude its work.
- Recommendations:
- 1. To recommend that the 2019/20 Overview & Scrutiny Committee allow the Task & Finish Group to continue to meet as a sub-Committee for 3 months following the election, in order to finalise its work and issue final recommendations.**
 - 2. That the Overview & Scrutiny Committee note the work of the Task & Finish Group to date.**
- Reasons for Recommendations: To offer a realistic solution to address traffic and parking issues in the vicinity of Sheringham Primary School.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s): Ward(s) affected:
Upper Sherigham/Sheringham South

Contact Officer, telephone number and email:
Matt Stembrowicz Matthew.Stembrowicz@north-norfolk.gov.uk 01263 516047

1. Introduction

- 1.1 The Sheringham Primary School Parking Task & Finish Group was established as a result of a Councillor Call for Action (CCfA) to the Overview & Scrutiny Committee, to address traffic and parking issues in the vicinity of Sheringham Primary School.

- 1.2 The Task and Finish Group was established as a politically balanced Group that voted to co-opt two further Members in order to have a representative from both the school and residents effected by the issues.
- 1.3 The Task and Finish Group was given three months to identify a possible solution to the issues and have met a total of five times during this period.

2. Issues Identified

- 2.1 The key issues identified as causing major problems in the vicinity of Sheringham Primary School include:
 - Limited staff and visitor on-site parking
 - Two dead-end routes with no effective turning area for vehicles as a result of the school turning area being used for buses only due to safety concerns
 - Limited parking in the immediate vicinity of the school
 - Aggressive parking practices including the blocking of residents driveways, obstructing traffic/pedestrian walkways and junctions.
 - Limited access for emergency vehicles during peak periods
- 2.2 The Task & Finish Group commissioned a travel plan survey that was sent to primary schools across the district to determine the number of schools suffering from similar traffic and parking, or other related travel issues. Out of the 40 schools surveyed, a response was received from 6 schools that identified similar significant parking, traffic or other concerns that arose in their vicinity during the school's start and finish times.
- 2.3 It has been noted that the issues identified do not routinely fall under the jurisdiction of NNDC. As a result, the Council is limited in its capacity to respond and suggestions have been made that expectations must be managed as a result.

3. Options Considered

- 3.1 To consider the creation of an additional parking area in the designated land area adjacent to the school – Work must continue in order to fully understand the implications of this work. It is noted that this is a designated open land area and planning permission would have to be sought in order to pursue this option. In addition, Sheringham Woodfields School are currently in the process of improvement works and will be using the area for site access until next year. Anglian Water have also expressed concerns that underground assets may limit any development of the area for access purposes.
- 3.2 To consider the implementation of a scheme to encourage alternate methods of travelling to school that limit the use of cars during peak times – Broadland District Council were invited to provide a briefing on a similar scheme organised in conjunction with Norfolk County Council's Road Safety Team. Approval has been given by BDC to use the ethos/concept of the scheme, but have requested that if NNDC were to pursue, then a specific name and branding must be sought to differentiate the scheme. In addition, for the scheme to be successful, it is likely that alternate parking arrangements must be sought within walking/cycling distance of the school. An initial proposal to ask the Town Council for permission to offer the Community Centre's parking

facilities was rejected, however an appeal has been made for the decision to be reconsidered.

- 3.3 To create a through-road from Cooper Road to Childs way – A cost estimate was pursued and determined to start from approximately £150k, though it was suggested that it was likely that this cost could be expected to rise.
- 3.4 Traffic Regulation Orders (TROs) were considered as a possible solution to limit or stop inconsiderate parking in the immediate vicinity of the school. Concerns were raised that this could cause issues for residents, and that it would be difficult to regularly police the TROs if implemented.
- 3.5 To liaise with the school to obtain the necessary data required to create a Travel Plan that can be issued to parents in order to identify concerns and offer alternative travel and parking arrangements.
- 3.6 Movement of existing bollards to edge of road to limit parking on pavements and restricting of pathway for pedestrian use.

4. Conclusion

At present it is necessary for the Task & Finish Group to continue to pursue the multiple options that may offer some solutions to the persistent issues taking place at schools across the district. Whilst the Group accepts that these solutions may not completely resolve these issues, Members are inclined to offer recommendations that could help to reduce their prevalence. It is therefore recommended that the Task & Finish Group be allowed to continue its work in order to bring together a final set of recommendations.

5. Implications and Risks

To leave the issue unresolved could result in reputational damage to the Council.

6. Financial Implications and Risks

None identified as a result of this Report.

7. Sustainability

No issues identified as a result of this Report

8. Equality and Diversity

There are no equality or diversity considerations

9. Section 17 Crime and Disorder considerations

Traffic and parking issues may create the possibility of minor issues.

This page is intentionally left blank

MARKET TOWNS INITIATIVE – NEW MEMBER BRIEFING

Summary: This report aims to update and inform new Members of the Council on the details of the Market Towns Initiative. This will include details on the establishment of the Working Group, the application process and details of the funding it has recommend to date.

Options considered: N/a

Conclusions: The Market Towns Initiative Working Group has recommended that £274,162.97 of the available £400,000 be awarded to North Norfolk's four inland market towns to date. This leaves a total of £125,837.03 available to applicants proportionate to the amount of funding already received by each town. It is expected that funding recommendations for the second round of applications will be reviewed by Cabinet at the next meeting on July 8th 2019.

Recommendations: It is recommended that;

1. The Overview & Scrutiny Committee note the work of the Market Towns Initiative Working Group to date

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

Contact Officers, telephone number and email:

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

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

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

1. Background

- 1.1 This report seeks to update new Members on the work of the Overview & Scrutiny – Market Towns Initiative Working Group, to bring Members up to speed on the applications process, applicant eligibility, funding awarded to date, and the progress of the second round of applications.
- 1.2 North Norfolk covers a wide geographic area and market towns can be found throughout this landscape, acting as important service centres to wider populations in what is still today, a very rural part of the county. The nature of the towns varies, but all of North Norfolk's market towns still retain a historic core, and are generally supported by seasonal tourism.

- 1.3 The towns of Cromer, Sheringham and Wells due to their coastal location attract more tourism than our more rurally located towns of North Walsham, Stalham, Holt and Fakenham. Furthermore, the District Council has recently committed significant additional expenditure to ensure that the town infrastructure meets the needs of residents and visitors alike, together with investment in sporting and recreational facilities.
- 1.4 In common with many market towns in the UK, North Norfolk's four inland market towns are experiencing a number of challenges, including competition from major retail destinations and out-of-town shopping centres, increased online retailing, the closure of key services and a decline in market activity. Whilst each market town has its own unique character, the challenges facing them remain the same.
- 1.5 The focus of the Market Towns Initiative fund is to help our rural town centres adjust to those changing use patterns by engaging with local communities to improve and develop their towns centres to encourage business, promote economic development, improve the visitor experience and to increase footfall.
- 1.6 Increasing the vibrancy of our market towns impacts positively on the rural areas surrounding them, by supporting our local producers and giving our residents an opportunity to shop, live, work and socialise locally.
- 1.7 During budget allocation discussions (and subsequent approval at Council) funding was allocated to the Market Town Initiative, bringing the total budget allocation to £400,000, allowing for £100,000 to be allocated to each market town.

2. Market Town Initiative Framework Summary

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

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

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

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

3. Scheme detail: Applications

- 3.1 Applications were made using the application form available at the following link: <https://www.north-norfolk.gov.uk/media/4378/mti-application-form.pdf>.
- 3.2 Applications were submitted via both post and email with a deadline for receiving applications set at Friday 16th November 2018 for the first round, and Tuesday February 12th for the second round.
- 3.3 A total of thirteen applications were received from across the four market towns in the first round, requesting a total of £633,293.91 from the available £400,000. A breakdown of this total request can be seen in the table below:

Town	No. Applications	Total Available (£)	Total Requested (£)	Total Remaining Gross (£)
Fakenham	4	£100,000.00	£102,559.11	-£2,559.11
Holt	6	£100,000.00	£268,027.00	-£168,027.00
North Walsham	1	£100,000.00	£99,575.00	£425.00
Stalham	2	£100,000.00	£163,132.80	-£63,132.80
Totals	13	£400,000.00	£633,293.91	-£233,293.91

- 3.4 Details of first round applications received are listed below including the associated funding recommendations to Cabinet.

Fakenham

Fakenham Hawk & Owl Trust: Rejected

The application was considered ineligible as it did not fall within the guidelines of the MTI fund.

Fakenham Town Council (A): Approved

AGREED TO RECOMMEND funding of £24,341.67 for a major regenerative project in the town centre called Fakenham Facelift.

Fakenham Town Council (B): Approved

AGREED TO RECOMMEND funding of £2,525 for the design and printing of a Fakenham Heritage Trail brochure.

Active Fakenham: Approved

AGREED TO RECOMMEND funding of £35,550 for multiple town centre events and marketing initiatives under the name of Fakenham Pulling Together.

Holt

The Holt Society: Approved

AGREED TO RECOMMEND funding of £7,210 to design and print a pamphlet and notice boards for the existing Holt Owl Trail.

Love Holt: Approved

AGREED TO RECOMMEND funding of £26,000 to fund a marketing campaign and re-branding project under the direction of Love Holt.

Holt Community Centre (A): Rejected

The application was considered ineligible as it did not fall within the guidelines of the MTI fund.

Holt Community Centre (B): Rejected

The application was considered ineligible as it did not fall within the guidelines of the MTI fund.

Holt Town Council: Approved

AGREED TO RECOMMEND funding of £17,514 to implement the Yellow Brick Route and Park & Ride projects.

Holt People's Forum: Rejected

The application was rejected on the basis that a traffic study of Holt town centre must be completed before any changes can be made to the town centre's traffic and parking provisions.

North Walsham

Regenerate North Walsham and North Walsham Town Council: Approved

AGREE TO RECOMMEND funding of £99,575 to implement three major regeneration projects in North Walsham town centre.

Stalham

Stalham Town Council: Approved

AGREED TO RECOMMEND funding of £32,204.70 to implement improved signage throughout the town and improve the town's tourism offer.

Stalham Area Business Forum: Approved

AGREED TO RECOMMEND funding of £22,171.25 to implement multiple regenerative projects in the town centre.

TOTALS

In summary, the MTI Working Group recommended a total of £266,869.72 of funding to be awarded across the four towns. This would leave a total of £133,130.28 of funding from the original £400,000 available. Adjustments to this figure were made under delegated authority to account for VAT inclusion on grants that were awarded to non VAT registered organisations. Subsequent to the first round of grants being awarded, the MTI Working Group recommended that a second round of applications should be run in 2019 to allow for the remaining funds to be awarded.

4. Scheme details: Delivery

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

5. Scheme detail: Governance

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

- 5.3 The Working Group carefully selected bids from applicants that were either directly or part-owned and run by the communities that seek to benefit, the governance arrangements of these organisations were already confirmed at this point by officers during the bid appraisal process described above.

6. Scheme detail: Engagement and Monitoring

- 6.1 Listening and engaging with our communities in the towns is a key factor in ensuring that the MTI is robust, transparent and fit for purpose, and that the projects are delivered successfully.
- 6.2 Members decided that the Overview and Scrutiny Committee was best placed to establish and implement the scheme. Similarly, it is expected that Cabinet would continue to utilise the Overview and Scrutiny Committee as a means to monitor any feedback and the outcomes at the stage of project delivery.
- 6.3 In ensuring the MTI Framework meets community's needs;
- To engage with and receive evidence from the community as to whether there are any further projects that meet the MTI objectives that would be able to be included in the scheme and to make recommendations to Cabinet.
- 6.4 In delivery and monitoring the scheme;
- Once the winning bids are established in each town, to receive any further information required in order to release funding in-line with the scheme's aim and objectives, and to provide challenge and oversight to the selected projects, making recommendations to Cabinet to allocate funding.
 - To monitor the implementation and effectiveness of the scheme and to report to Cabinet on their findings.

7. Conclusion

- 7.1. The Market Towns Initiative represents a good opportunity for the Council to support its inland market towns during a period of change and encourage
- 7.2. A total of £274,162.97 of funding has been awarded across the four market towns. A total of £125,837.03 remains from the original £400,000 available for second round applications.

8. Implications and Risks

Reputational risk to the Council is a possibility if funding is awarded incorrectly, or the decision is taken not to award any funding.

9. Financial Implications and Risks

The funding for the project has already been allocated within the budget for 2018/19. Financial information has been sought from applicants in order to ensure that the financial risk to the Council is as limited as possible, and so that

funds can be returned if not used within the guidelines of the Market Towns Initiative.

10. Sustainability

Project sustainability is a key consideration of the judging process and it has been made clear that any ongoing costs must be met by the applicants.

11. Equality and Diversity

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

12. Section 17 Crime and Disorder considerations

None.

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
June 2019				
Scrutiny	Sheringham Primary School Parking Interim Report	Matt Stembrowicz	To seek approval for the Task & Finish Group to continue	
Cabinet Scrutiny Council	Out-turn report	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report	Eric Seward Duncan Ellis	To make recommendations to Council (update item only)	Annual
Cabinet Scrutiny	Performance Management Q4	Sarah Bütikofer Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Scrutiny	Market Towns Initiative Working Group Update?	Matt Stembrowicz	To update the Committee on the progress of the Task and Finish group	
July				
Cabinet Scrutiny Council	Debt Management Annual Report	Eric Seward Sean Knight	To make recommendations to Council	Annual
Scrutiny Council	Overview & Scrutiny Committee Annual Report 2018/19	Matt Stembrowicz	Committee to approve and recommend to Council	Annual

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
September				
Cabinet Scrutiny	Budget Monitoring P4	Eric Seward Duncan Ellis		
Cabinet Scrutiny	Performance Management Q1	Sarah Bütikofer Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Cabinet Scrutiny Council	Financial Strategy	Eric Seward Duncan Ellis		Annual – in advance of the Budget setting process for 2020/21
November				
Cabinet Scrutiny	Budget Monitoring P6	Eric Seward Duncan Ellis		
December				
Cabinet Scrutiny	Performance Management Q2	Sarah Bütikofer Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report	Eric Seward Duncan Ellis		
January 2020				
Cabinet Scrutiny Council	2019/20 Base Budget and Projections for 2021/22 to 2022/23	Eric Seward Duncan Ellis		

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
February				
Cabinet Scrutiny Council	Treasury Strategy 2019/20	Eric Seward Lucy Hume		Annual
Cabinet Scrutiny Council	Capital Strategy	Eric Seward Lucy Hume		Annual
Cabinet Scrutiny Council	Investment Strategy	Eric Seward Lucy Hume		Annual
March				
Cabinet Scrutiny	Performance Management Q3	Eric Seward Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Cabinet Scrutiny	Budget Monitoring P10?	Eric Seward Duncan Ellis		
April				
Cabinet Scrutiny Council	Annual Action Plan?	Sarah Bütikofer		

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
TBC				
Scrutiny	Meadow House Itteringham - Review	Emma Duncan John Rest	To review the performance of the investment and consider the Council's future commercialisation strategy	Requested by Committee
Scrutiny	Anglian Water Briefing		To invite a representative of Anglian Water to provide a briefing charge increases and network improvements	Requested by Committee
Scrutiny	Recycling Rapid Review	Nigel Lloyd Steve Hems Scott Martin	To carry-out a high level review into the recycling services of NNDC	TBC
Scrutiny	Waste Contract Briefing/Update	Nigel Lloyd Scott Martin	To provide an update on the current waste contract/service	Cyclical - Six monthly
Scrutiny	Market Towns Initiative – process review	Matt Stembrowicz Emma Denny David McGrath	To review the process of the MTI fund	TBC
Scrutiny	Mental Health Update – Return Visit?	Sonia Shuter	To invite NHS representatives for a return visit to consider progress made with implementation of adult mental health strategy	TBC
Scrutiny	Crime and Disorder Briefing	PCC Lorne Green Supt Chris Harvey	To receive a briefing on crime and disorder in the district and act as the Council's crime and disorder Committee	Annual
Cabinet Scrutiny	Enforcement Board Update	Nick Baker		Quarterly (O&S Committee Cabinet Recommendation)