

# Overview & Scrutiny Committee



**Please contact:** Matthew Stembrowicz  
**Please email:** [matthew.stembrowicz@north-norfolk.gov.uk](mailto:matthew.stembrowicz@north-norfolk.gov.uk)  
**Please direct dial on:** 01263 516047

Tuesday, 10 September 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, 18 September 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](mailto: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 N Dixon, Mr T Adams, Mr H Blathwayt, Mrs W Fredericks, Mr P Heinrich, Mr N Housden, Mr G Mancini-Boyle, Mr N Pearce, Miss L Shires, Mrs E Spagnola, Mr A Varley and Mr J Toye

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](mailto:districtcouncil@north-norfolk.gov.uk) **Web site** [www.north-norfolk.gov.uk](http://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**

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 17<sup>th</sup> July 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**

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

10. **BUDGET MONITORING 2019/20 - PERIOD 4 (09.45 – 10.15)**

9 - 48

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

**Options considered:** Not applicable.

**Conclusions:** The overall position at the end of July 2019 shows an £612,936 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year overspend of £141,156.

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

- 1. Cabinet note the contents of the report and the current budget monitoring position;**
- 2. Full Council agree to release £468,954 from capital receipts to fund the ongoing maintenance works to Cromer Pier following receipt of the storm surge insurance payment.**

**Reasons for Recommendations:**

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

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

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

System budget monitoring reports

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

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

11. **STATUTORY GUIDANCE ON OVERVIEW & SCRUTINY IN LOCAL AUTHORITIES (10.15 – 10.30)** 49 - 56

**Summary:** The Government has published new statutory guidance on overview and scrutiny in local government, aimed at helping them carry out the scrutiny function effectively.

**Conclusions:** The guidance includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions. This report considers which of these the Council may wish to adopt.

**Recommendations:**

1. The introduction of criteria / a scoring system for topic selection
2. To include the consideration of resource implications when establishing a task and finish group or standing panel
3. The creation of a 'Scrutiny Guide' which would provide Councillors, officers and members of the public with an outline of the function and processes of the Overview & Scrutiny Committee at NNDC. It would set out to answer what overview and scrutiny is, where it fits into the overall Council process, who can be involved and how it works

**To recommend to Cabinet:**

1. The creation of an executive/scrutiny protocol to support early and regular engagement between the executive and scrutiny (see Appendix A)

Cabinet Member(s)  
Cllr S Bütikofer

Ward(s) affected: All

Contact Officer, telephone number and email:  
Emma Denny, Democratic Services Manager  
01263 516010 [Emma.denny@north-norfolk.gov.uk](mailto:Emma.denny@north-norfolk.gov.uk)

12. **PRE-SCRUTINY OF THE CORPORATE PLAN FRAMEWORK (10.30 – 11.00)** 57 - 86

**Summary:** Corporate Plan 2019 – 2023 – This report sets out the Corporate Plan Framework for each workstream area and identifies a number of higher level priorities and activities from which more detailed plans, projects and actions will be developed and set out in the next phase of the development of the Corporate Plan.

**Conclusions:** Members are asked to note the work undertaken by the Policy Workstream Leads in setting out the higher level priorities and activities for each workstream theme which have been agreed in principle by Cabinet.

The next step is for more detailed plans, projects and actions to be developed from these higher level priorities and activities to form the action plan and delivery plan, which will be reviewed on an annual basis.

**Recommendations:** **For Overview & Scrutiny Committee to consider the most appropriate way to consider the Corporate Plan and to feed back to Cabinet on the 4 November**

**Reasons for Recommendations:** To update Members on the Development on the Corporate Plan

**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)  
All

Contact Officer, telephone number and email:

Linda McElligott

01263 516242

[Lynda.McElligott@north-norfolk.gov.uk](mailto:Lynda.McElligott@north-norfolk.gov.uk)

**WORK PROGRAMMES**

13. **THE CABINET WORK PROGRAMME** 87 - 88

To note the upcoming Cabinet Work Programme.

14. **OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 89 - 94

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.

**15. 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.”

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

## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 17 July 2019 at the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN at 9.30 am

### Committee

#### Members Present:

Mr T Adams (Vice-Chairman)	Mr H Blathwayt
Mr N Dixon (Chairman)	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	Mr A Varley

#### Members also attending:

Mr N Lloyd, Mr J Rest and Mr E Seward

#### Officers in Attendance:

Democratic Services and Governance Officer (Scrutiny), Corporate Director and Head of Paid Service (NB), Head of Legal & Monitoring Officer, Revenues Manager and Democratic Services Manager

#### Also in attendance:

Press and Public

### 1 TO RECEIVE APOLOGIES FOR ABSENCE

None received.

### 2 SUBSTITUTES

None.

### 3 PUBLIC QUESTIONS & STATEMENTS

None received.

### 4 MINUTES

The minutes of the Overview and Scrutiny Committee meeting held on 12<sup>th</sup> June 2019 were agreed as an accurate record and signed by the Chairman.

### 5 ITEMS OF URGENT BUSINESS

None received.

### 6 DECLARATIONS OF INTEREST

None declared.

**7 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None.

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

None.

**10 ENFORCEMENT UPDATE**

The Chairman invited the Head of Paid Service (NB) to introduce the report. He outlined the background to the establishment of the Enforcement Board in 2013 and the subsequent formation of the Combined Enforcement Team. He explained that the Board was set up to tackle difficult, often longstanding enforcement issues, mainly related to property and then in 2016 the Combined Enforcement Team (CTE) was established to bring a consistency of approach and efficiencies in the way the Council dealt with empty homes, council tax completions and planning enforcement. He said that the report before Members covered complex cases and those dealt with by the CTE. There were several longstanding cases although a number of these had been progressed or completed in recent weeks.

The Head of Paid Service reminded Members that the previous Overview & Scrutiny Committee had recommended to Cabinet that enforcement update reports should be presented quarterly rather than six monthly. He said that a considerable amount of work had been undertaken to improve the layout of the accompanying matrix that detailed the enforcement cases and suggested that Members may wish to reconsider the timing of reports to ensure that the committee's work programme was not overloaded.

The Head of Paid Service concluded by saying that the CTE tried to visit as many long term empty properties as possible throughout the year but that there would always be a 'churn' of about 400 properties. He said that the information in the matrix was confidential and that Members should always take advice from officers before speaking on any of the cases.

Questions and Discussion

1. The Chairman, Cllr N Dixon, asked whether there were any issues or specific cases that required the support of the Committee. The Head of Paid Service replied that there were not. Key cases were highlighted and individual cases were dealt with through council policies. Serious cases would be reported up to Members. Cllr Dixon then asked whether there were any barriers in terms of process that the Committee could assist with. The Head of Paid Service replied that an understanding by Members that some of the more complex cases could take a long time to resolve would be appreciated.



2. Cllr L Shires asked if it was possible to have a timeframe for cases to help Members manage expectations. The Head of Paid Service replied that it varied hugely. Often contact would begin with a letter followed by a formal notice. There was a wide range of options before officers, each with a different timeline. Using a compulsory purchase order was the last resort and before that it could take 1 year to 18 months, allowing for a compliance period and then an appeal period. He then highlighted two high profile cases that the Board was dealing with – both having gone on for several years with considerable cost implications. He concluded by saying that a third of cases had very long term issues, the rest were ‘churned’ over in about a year. The Chairman thanked him for his comments and suggested that Members checked the matrix regularly to see stage by stage progression. This would give them an indication of likely timelines.
3. Cllr N Lloyd (Portfolio Holder for Environment) said that it was a derelict building in North Walsham that had led him to stand for election as a district councillor. It took 6 years to resolve and this was not due to a lack of trying as the owner would not engage. However, the result was worth it. He advised all members to look around their wards and report any neglected sites. It should also be remembered that there was a financial benefit to the Council for getting empty properties back into use. The Chairman suggested that this could be raised at the next meeting of Full Council to raise awareness.
4. Cllr N Pearce queried whether there was any way additional pressure could be put on owners to comply. He suggested that they could be summoned before Members for questioning. The Head of Paid Service replied that this would sit outside of the enforcement processes. He added that the Council was a regulator and that should be sufficient in dealing with such cases. It was essentially about keeping the pressure on owners. Occasionally meetings between the owner and Council officers took place on site, sometimes under caution and in such cases it was a requirement for the owner to attend. The Head of Legal, Democratic Services and Benefits added that it was not allowed under law for members to get involved in individual cases as there were often criminal matters that were being investigated. Also, there were no legal powers in place requiring people to come in or engage with the Council. She referred to a case where a member had persuaded a defendant to admit that they had committed a crime, however, it could not be used in court as evidence as it was not done under caution. She concluded by saying that the Committee could ask people to come in and speak on how any issues or problems could be resolved. The Chairman thanked her for her comments and said that the discussion was straying into process and that a training session or briefing paper could help members understand the issues better.
5. Cllr J Rest said that the time element was important as was the cost. He referred to a derelict shop in Fakenham which had been updated but was now on its 4<sup>th</sup> owner. Essentially it had not been worth the time and effort as it was not viable as a business.
6. Cllr N Housden referred to the tyre mountain in Tattersett and whether there was an indication of the timeline going forward. The Head of Paid

Service replied that it was such a big case that it would be brought back to Members. However, it was getting to a point where the deadline was fast approaching. Cllr Housden suggested that a working party could be established to look at the wider issues arising from such challenging cases. The Head of Paid Service replied that this could be a way forward. There were certainly issues around disused airfields that could be looked at.

7. Cllr G Mancini-Boyle asked whether owners who fell into business rates arrears were given the option of a payment plan to clear the debt. The Revenues Manager replied that he would address this point during consideration of Agenda item 10: Debt Recovery 2018/19.
8. Cllr L Shires asked if it was possible to provide a cost breakdown of the enforcement cases to date. The Head of Paid Service replied that officer time was not calculated (with the exception of the Legal team). Court costs were known and logged. Cllr Shires sought confirmation that there was no known cost for the 32 cases currently being dealt with by the Council. The Head of Paid Service confirmed that there wasn't. The Head of Legal, Democratic Services and Benefits added that it was not common practice for officer time to be recorded, however, improvements in digital technology were moving quickly and it was possible for some legal case management systems to record 'background time' and this may be a tool that could be used more widely in the future.
9. Cllr N Housden asked whether the Council received costs when a case was concluded in its favour. The Head of Legal, Democratic Services and Benefits confirmed that an application for costs was always submitted.

The Chairman thanked everyone for their input. He asked Members to consider the frequency of the Enforcement Update reports, suggesting that they could revert to every 6 months with the proviso that if members had any concerns then an additional report could come to the Committee at any time.

It was proposed by Cllr N Dixon, seconded by Cllr G Mancini-Boyle and

#### **RESOLVED**

- 1. To note the continued progress of the Enforcement Board and the Combined Enforcement Team.**
- 2. To receive further updates on a six monthly basis.**

#### **11 DEBT RECOVERY 2018-19**

The Revenues Manager outlined the Annual Debt Recovery report for 2018/19. He explained that it included a summary of debts written off in each debt area showing the reasons for write-offs and values, collection performance for council tax and non-domestic rates, level of arrears outstanding and the level of provision for bad and doubtful debts. He went on to say that writing off debts was a necessary function of any organisation that collected money. The Council was committed to ensuring that debt write-offs were kept to a minimum by taking reasonable steps to collect any outstanding monies. When the process failed to recover some or all of the debt then they

were considered for write-off. These cases were very much the exception.

Cllr E Seward, Portfolio Holder for Finance added that in terms of recovery of debt, most local authorities did not resort to imprisonment and NNDC did not intend to go down this route either, except in circumstances where the debtor was able to pay but refused to.

### Questions and Discussion

1. Cllr J Toye referred to Table 3 'Housing Benefit overpayments' and queried the 211% outstanding against debit at year end, specifically the 12 invoices over £10,000. The Revenues Manager explained that housing benefit was particularly challenging as claimant's circumstances could change leading to a change in payments. Last year there were several large debts that had accrued spread over three service areas: finance, revenues and housing benefit. In response to the specific issue raised, he said that there were several large cases involving income or capital and sometimes pensions which did distort the overall collection of housing benefit. In response to a further question from Cllr Toye as to whether any mechanism could be put in place to avoid this, the Revenues Manager replied that there were tools that could be used to assist and in the last year the Council had used software to access HMRC records and were able to establish quickly that claimants income had changed in about 80 cases. However, it should be noted that some cases were very old and write-offs may have to be considered.
2. Cllr T Adams referred to housing benefit and asked whether it was possible to monitor how frequently council error was the cause of overpayment. The Revenues Manager said that 31<sup>st</sup> March was the collection rate report date. He acknowledged that there were things that could be changed or improved but said that collection rates were very good and that a payment plan was put in place so that overpayments could be repaid over a reasonable period and the needs of the customer were always taken into consideration.
3. Cllr Adams agreed that the collection rate was very impressive. He sought assurance that that the team was well resourced enough to maintain this high level of performance. The Revenues Manager replied that three members of staff had recently been lost to other service areas which placed additional strain on the rest of the team. However, it was easier to manage a challenging workload through overtime.
4. The Chairman asked whether there were any benchmarks that the council used to measure itself against. The Revenues Manager replied there was regular benchmarking against other local authorities. He reiterated that the council was in the top quartile for collection and that all available tools were used to check on claimants – including social media.
5. Cllr N Pearce asked whether there was any way that the Council could have closer ties with government departments so that information they held could be accessed and the level of overpayments reduced. The Revenues Manager replied that in the case of housing benefit this was already improving and the team now reacted within 9 days. He said that he would like to see a similar response rate in council tax and business rates.

6. Cllr P Heinrich asked whether it was possible to access a statistical breakdown of debtors and the reasons why. The Revenues Manager replied that this could be done to a limited extent for council tax, for benefits claimants there was more information available – for example regarding their household situation. He added that mental health was a big issue and it could be hard to engage with some people and on some occasions it would have to be reported and support would be provided from the Early Help Hub.
7. Cllr J Toye referred to direct debit payments and asked whether any more could be done to encourage more business rate payers to switch to direct debit. The Revenues Manager said that this had been a frustrating issue for many years. There was lots of relief available but many sole traders would prefer to pay by BACs than direct debit.

The Chairman thanked everyone for their comments. He said that the debt recovery rates were impressively high and asked that the Committee's thanks was passed onto the team. He said that it would be useful to see a trend analysis of debt collection rates over a period of several years. The Revenues Manager replied that there was data over going back over 10 years and that target levels were based on an analysis of trends.

The recommendations was proposed by Cllr P Heinrich seconded by Cllr G Mancini-Boyle and

#### **RESOLVED**

#### **To recommend to Full Council:**

1. **To approve the Annual Report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and Performance in relation to revenues collection.**
2. **To approve the updated Debt Write-Off Policy.**
3. **To approve the updated Benefit Overpayment Policy and the use of High Court Enforcement Agents if considered necessary.**

### **12 OVERVIEW & SCRUTINY ANNUAL REPORT 2018/19**

The Chairman asked the Democratic Services & Governance Officer (Scrutiny) to introduce the report. He explained that this was the Annual report of the Committee and covered the period from May 2018 to May 2019.

It was proposed by Cllr N Pearce and seconded by Cllr L Shires.

#### **RESOLVED to**

**Note the Overview & Scrutiny Committee Annual Report 2018/19.**

### **13 THE CABINET WORK PROGRAMME**

The Democratic Services Manager outlined the Cabinet Work Programme and drew Members attention to any changes.

#### **RESOLVED**

**To note the Cabinet Work Programme.**

**14 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

The Democratic Services and Governance Officer (Scrutiny) updated the Committee on actions from previous meetings. Regarding the Sheringham Primary School Parking Task & Finish Group, he said that he had contacted the Road Safety Team based at Norfolk County Council and they had agreed to put together information on funding requirements for a 'bike, walk, scoot' scheme. He said that the Road Safety team was about to undergo a restructure but it shouldn't affect the implementation of the Task & Finish group's preferred scheme.

In response to a previous query regarding the 'Better Broadband' project, the Democratic Services and Governance Officer (Scrutiny) said that the level of delivery had already been exceeded across Norfolk and that the Council's financial contribution of £1m towards the scheme would be drawn down in quarter 4.

Cllr J Rest, Chairman of Governance, Risk & Audit Committee, informed Members that there were ongoing issues with the Council's external auditors which was delaying the publication of the final statement of accounts. The committee was due to meet next week and a further update on the situation would be provided to Members as soon as possible. The Head of Legal, Democratic Services & Benefits added that this was a problem across all of the Norfolk local authorities.

**15 EXCLUSION OF THE PRESS AND PUBLIC**

**16 TO CONSIDER ANY EXEMPT MATTERS ARISING FROM CONSIDERATION OF THE PUBLIC BUSINESS OF THE AGENDA**

The meeting ended at 11.12 am.

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Chairman

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## **BUDGET MONITORING REPORT 2019/20 – PERIOD 4**

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

Options considered: Not applicable.

Conclusions: The overall position at the end of July 2019 shows an £612,936 underspend for the current financial year on the revenue account, this is currently expected to deliver a full year overspend of £141,156.

Recommendations: **It is recommended that:**

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Full Council agree to release £468,954 from capital receipts to fund the ongoing maintenance works to Cromer Pier following receipt of the storm surge insurance payment.**

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

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

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

System budget monitoring reports

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

#### **1. Introduction**

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

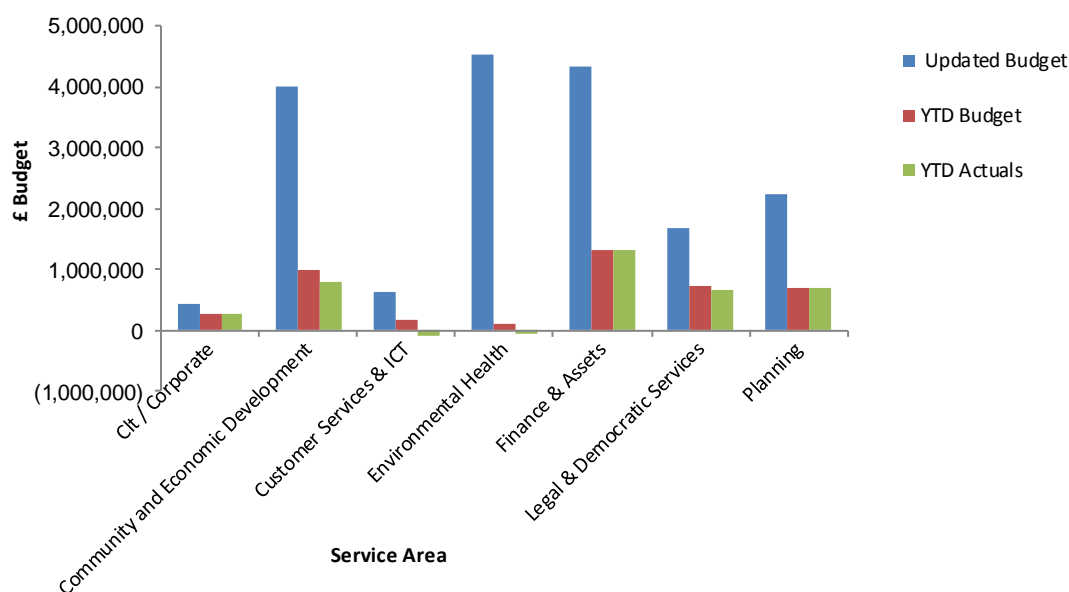
- 1.2 The base budget for 2019/20 included savings and additional income totalling £811,300 to be delivered in the year. Section 3.1 of this report includes an updated position on the delivery of these.

#### **2. Budget Monitoring Position – Revenue Services**

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 31 July 2019 and highlights a year to date

variance of £612,936 underspend against the profiled updated budget. Of the under spend £638,365 is in relation to the service variances with the remainder relating to non-service specific budgets. The chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances. A net £25,429 overspend is in relation to non-service expenditure against the profiled budget. Details of these variances are included within section 4.

### Variance by Service area



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

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

<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>£</b>	<b>£</b>
<b>CLT and Corporate</b>		
<b>Corporate Leadership Team</b> – Staffing costs due to re-grading's and employee inflation. This is likely to result in a full year variance of £17,330.	6,323	17,330
<b>Economic and Community Development</b>		
<b>Car Parking</b> – (£79,984) Car Park income higher than anticipated. Car Park income is received in arrears therefore an estimate for period 4 figures has	(132,720)	(50,000)



<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>£</b>	<b>£</b>
<p>been included. (£10,877) Rents – Other Commercial premises.            (£49,377) Invoice for the Car Park management fee has not been received from Kings Lynn and West Norfolk Borough Council.</p>		
<p><b>Sports Centres</b> – (£41,000) Provision in relation to 2018/19 hall hire for which invoices have not yet been received. This has been partially offset by electricity charges for Cabbell park Cromer £17,828. Whilst these charges have been paid they are being disputed with the supplier.</p>	(18,643)	0
<p><b>Community and Localism</b> - (£42,152) awarded by the Big Society Fund during 2018/19 but not yet claimed.</p>	(44,585)	0
<b>Customer Services and ICT</b>		
<p><b>Customer Services Corporate</b> - The service shows a year to date saving of £9,462, this is largely down to demand led activities such as postages and stationery purchases - these budgets will be spent later in the financial year.</p> <p>A number of the posts have undergone the job evaluation process and as a result been regraded. The possible full year effect of this has been calculated at £19,935.</p>	(9,462)	19,935
<p><b>Homelessness</b> – The council were advised of £257,898 additional Housing grants after the 2019/20 budget process was completed. These included an additional £247,898 from the Ministry for Housing Communities and Local Government (MHCLG) in respect of Rough Sleeper initiative, Rapid rehousing pathway and Flexible Homelessness. This unanticipated funding is going to be used to fund additional staffing to support a number of homelessness prevention issues.</p>	(268,554)	0
<b>Environmental Health</b>		
<p><b>Public Protection</b> – General Licensing income is lower than anticipated. This is largely due to accrued income relating to 2018/19. The income budgets are currently being reviewed but based upon an early analysis it is prudent to include a possible full year effect of £20,000. This will continue to be monitored and an update provided as part of the P6 budget</p>	38,257	20,000

<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>£</b>	<b>£</b>
monitoring process.		
<b>Waste Collection and Disposal – (£52,736)</b> Accrual relating to 2018/19 commercial waste disposal costs not yet offset by expenditure.  Additional trade waste fee income. With the continued growth in the commercial waste service, it will be necessary to provide additional resources to ensure service levels are maintained during the busy summer period. Some additional income will therefore be offset by higher than budgeted costs during the year.	(180,670)	(35,000)
<b>Finance and Assets</b>		
<b>Investment Properties –</b> Additional costs associated with preparing properties for use as temporary accommodation. If no funding is available it is possible that the housing earmarked reserve or grant funding could be used to offset these costs.  £14,589 Recharges for facilities not yet invoiced.	25,320	15,000
<b>Corporate and Democratic Core – (£17,484)</b> EU exit preparation grant received from Ministry for Housing, Community and Local Government, (MHCLG). The balance is made up of bank charges and professional fees. There is an anticipated full year effect in relation to bank charges, this is in relation to increased bank charges in relation to garden bin payments.	(20,196)	7,000
<b>Legal and Democratic Services</b>		
<b>Benefits Administration –</b> There are currently two vacant posts within the benefits establishment; the new Benefits Managers have taken the opportunity to review the staffing structure within the service.  A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.	(83,512)	0
<b>Planning</b>		

<b>Table 1 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	£	£
<p><b>Development Management</b> – External Professional and legal fees relating to planning appeals and planning enforcement cases. The year to date variance also includes costs awarded against the Council.</p> <p>£79,323 Planning application fee income down - this has been partially offset by (£45,954) income received in relation to pre-application advice. No full year effect has been flagged but the position will continue to be monitored and an update provided as part of the period 6 reporting position.</p>	40,147	20,000
<p><b>Major Developments</b> – £31,822 Legal representation in respect of Development consent order applications for Vattenfall offshore wind farms. Work still continues on this and will likely result in a full year effect of £40,000.</p>	21,118	40,000
<p><b>Building Control</b> – Building Control fee income up against the profiled budget - as a self-financing service this current surplus will continue to be monitored and the position adjusted through the Building Control Earmarked Reserve at the end of the Financial year.</p>	(27,091)	0
<p><b>Property Information</b> – Norfolk County Council search fees accrued from 2018/19 less than anticipated - this is likely to result in a saving of £10,000.</p>	(17,378)	(10,000)
<b>TOTALS</b>	<b>(671,646)</b>	<b>44,265</b>

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

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

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

- 3.2 The detail for each of these savings is included at Appendix D. Table 2 below summarises the current position for each of the work streams compared to the budgeted position. This position will continue to be monitored and an update will be provided as part of the period 6 monitoring report.

<b>Table 2 – Savings and Additional Income Budgeted Target for 2019/20 split by work stream</b>	<b>2019/20 Base Budget</b>	<b>2019/20 P4 Monitoring Position</b>	<b>2019/20 Movement from the Base Budget at P4</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Growth – New Homes and Business Rates	0	0	0
Digital Transformation* Including savings to be Identified of £83,750	(244,429)	(216,513)	27,916
Property Investment and Asset Commercialisation	(190,966)	(190,966)	0
Shared Services and Selling Services	(26,800)	(26,800)	0
Collaboration and Localism	0	0	0
Maximising Income and Reducing costs	(83,211)	(83,211)	0
Other Efficiencies and Savings	(265,894)	(260,520)	5,264
<b>Total</b>	<b>(811,300)</b>	<b>(773,384)</b>	<b>33,180</b>

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

##### **Investment Interest**

- 4.1 The interest budget for 2019/20 anticipates that a total of £1,344,000 will be earned from treasury investments and a loan for service purposes to Broadland Housing Association. Overall an average balance of £38.4m is assumed, at an average interest rate of 3.5%.
- 4.2 At the end of period 4, a total of £425,262 has been earned, resulting in an adverse variance against the year to date budget of £23,966. The average rate of interest achieved was 2.88% from an average balance available for investment of £44.2m. At the end of the year a shortfall against the budget of £63,711 is anticipated. The investment balance is forecast to be above budget but against this the interest rate achieved looks likely to be below the budget figure, based on what has been achieved to period 4. However there are significant risks to this forecast in the current uncertain economic environment.
- 4.3 A total of £32m has been invested in pooled funds which are valued at £33.8m at the end of period 4. Most of the gain is attributed to the LAMIT Pooled Property Fund which is worth £1.7m above the £5m originally invested. The Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments

were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term.

### **Retained Business Rates**

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

### **5 Budget Monitoring Position – Summary**

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

<b>Table 3 - Summary of Full Year Effects 2019/20</b>	<b>Estimated Movement From Updated Budget £</b>
Service Areas (Table 1)	44,265
Investment Interest	63,711
Business Rates	0
Savings and Additional Income	33,180
<b>Total</b>	<b>141,156</b>

### **6 Budget Monitoring Position – Capital**

- 6.1 Total Capital expenditure amounted to £3,233,432 across all projects in the first quarter of 2019/20. Members were provided with an updated Capital

Programme for both the current and future years as part of the 2018/19 Outturn Report to Cabinet in June 2019. The Capital Programme has been updated to reflect changes agreed in the first quarter of 2018/19 and can be found at Appendix C. Since the last report to Cabinet the following changes have been made:

- Splash Leisure Centre Reprovision – An amount of £2,030,000 was agreed at Full Council in July to fund an increase in build costs following procurement for building contractors. This is currently profiled in the 2021-22 financial year and is forecast to be funded through external borrowing.
- Fair Meadow House Improvements – An additional £25,000 from the Asset Management Reserve was agreed under delegation to fund works to the drainage system and septic tank at the property in order to allow its continued use as a holiday let, generating income for the Council.
- Cromer Pier – At the meeting of 3 July 2017 Cabinet approved a rolling programme of survey works, with a detailed initial survey to be undertaken followed by annual top up surveys to better inform future maintenance requirements, budget requirements and works programming. The first year's detailed survey was completed by the Hemsley Orrell Partnership (HOP) and identified initial works of around £900k. At the time the structural engineers recommended that it would be best to schedule the works to the steel structure underneath the theatre area ahead of any works to the theatre roof itself to minimise the risk of any deflection or movement to the roof and as part of the period 4 budget monitoring report in 2018/19 a sum of £400,000 was released. An update was provided within the period 10 2018/19 budget monitoring report following receipt of £468,954 of insurance money from the 2013 storm surge and this was earmarked for future pier works. This report is now recommending that capital receipts equalling this amount are released for the ongoing works.

## **7 Conclusion**

- 7.1 The revenue budget is showing an estimated full year overspend for the current financial year of £141,156. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

## **8 Financial Implications and Risks**

- 8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.
- 8.2 The Original base budget for 2019/20 included service savings and additional income totalling £811,300; these are largely still on target to be achieved although there is currently an anticipated full year shortfall of

£33,180, The progress in achieving these will continue to be monitored as part of the overall budget monitoring process and where applicable corrective action will be identified and implemented to ensure the overall budget remains achievable.

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

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

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

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

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## General Fund Summary 2019/20 Base Budget

Service Area	2019/20	2019/20	Actuals		Variance	Commitments	Remaining
	Base Budget	Updated Budget	Budget YTD	YTD	YTD		Budget
	£	£	£	£	£	£	£
Corporate Leadership Team/Corporate	440,608	440,608	267,099	270,908	3,809	11,128	158,572
Community & Economic Development	3,811,316	3,995,901	997,525	813,479	(184,046)	969,620	2,212,803
Customer Services & ICT	627,669	619,899	174,450	(96,135)	(270,585)	334,793	381,241
Environmental Health	4,536,023	4,536,023	110,977	(38,886)	(149,863)	4,234,451	340,458
Finance and Assets	4,305,907	4,334,616	1,324,690	1,318,843	(5,847)	686,761	2,329,012
Legal and Democratic Services	1,655,892	1,666,392	735,452	670,647	(64,805)	11,130	984,615
Planning	2,234,605	2,247,105	702,574	707,630	5,056	177,193	1,362,281
							0
Service Savings to be Identified (DT)	(83,750)	(83,750)	(27,916)	0	27,916		(83,750)
<b>Net Cost of Services</b>	<b>17,528,270</b>	<b>17,756,794</b>	<b>4,284,850</b>	<b>3,646,486</b>	<b>(638,365)</b>	<b>6,425,077</b>	<b>7,685,231</b>
Parish Precepts	2,390,634	2,390,634	1,197,830	1,197,830	0	0	1,192,804
Capital Charges	(1,308,233)	(1,308,233)	(436,080)	(436,080)	0	0	(872,153)
Refcus	(1,425,000)	(1,425,000)	0	0	0	0	(1,425,000)
Interest Receivable	(1,330,685)	(1,330,685)	(449,353)	(425,518)	23,835	0	(905,167)
External Interest Paid	10,000	10,000	3,332	4,925	1,593	0	5,075
Revenue Financing for Capital:	4,643,249	4,643,249	0	0	0	0	4,643,249
IAS 19 Pension Adjustment	252,210	252,210	0	0	0	0	252,210
<b>Net Operating Expenditure</b>	<b>20,760,445</b>	<b>20,988,969</b>	<b>4,600,579</b>	<b>3,987,643</b>	<b>(612,936)</b>	<b>6,425,077</b>	<b>10,576,249</b>
<b>Contribution to/(from) the Earmarked Reserves</b>							
Capital Projects Reserve	(1,426,249)	(1,426,249)	0	0	0	0	(1,426,249)
Asset Management	(92,000)	(146,400)	0	0	0	0	(146,400)
Benefits	(12,838)	(12,838)	0	0	0	0	(12,838)
Broadband	(1,000,000)	(1,000,000)	0	0	0	0	(1,000,000)
Business Rates Reserve	(38,241)	(63,241)	0	0	0	0	(63,241)
Coast Protection	(42,302)	(42,302)	0	0	0	0	(42,302)
Communities	(242,000)	(318,563)	0	0	0	0	(318,563)
Economic Development & Tourism	(10,000)	(10,000)	0	0	0	0	(10,000)
Elections	(120,000)	(120,000)	0	0	0	0	(120,000)
Environmental Health	(40,000)	(40,000)	0	0	0	0	(40,000)
Grants	(44,416)	(14,655)	0	0	0	0	(14,655)
Housing	(97,999)	(65,192)	0	0	0	0	(65,192)
New Homes Bonus Reserve	(596,558)	(633,287)	0	0	0	0	(633,287)
Organisational Development	(78,246)	(78,246)	0	0	0	0	(78,246)
Pathfinder	(40,076)	(40,076)	0	0	0	0	(40,076)
Planning Revenue	0	0	0	0	0	0	0
Property Investment Fund	(1,000,000)	(1,000,000)	0	0	0	0	(1,000,000)
Restructuring/Invest to save	(624,819)	(644,819)	0	0	0	0	(644,819)
Contribution to/(from) the General Reserve	(26,690)	(105,090)	0	0	0	0	(105,090)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>15,228,011</b>	<b>15,228,011</b>	<b>4,600,579</b>	<b>3,987,643</b>	<b>(612,936)</b>	<b>6,425,077</b>	<b>4,815,291</b>
Collection Fund – Parishes	(2,390,634)	(2,390,634)	(836,722)	(836,722)	0	0	(1,553,912)
Collection Fund – District	(6,240,604)	(6,240,604)	(2,184,213)	(2,184,213)	0	0	(4,056,391)
Retained Business Rates	(5,385,617)	(5,385,617)	(3,027,957)	(3,027,957)	0	0	(2,357,660)
New Homes bonus	(1,211,156)	(1,211,156)	(605,578)	(605,578)	0	0	(605,578)
							0
<b>Income from Government Grant and Taxpayers</b>	<b>(15,228,011)</b>	<b>(15,228,011)</b>	<b>(6,654,470)</b>	<b>(6,654,470)</b>	<b>0</b>	<b>0</b>	<b>(8,573,541)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>(2,053,891)</b>	<b>(2,666,826)</b>	<b>(612,936)</b>	<b>6,425,077</b>	<b>(3,758,251)</b>

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## Service Area Summaries P4 2019/20

## CLT / Corporate

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Human Resources &amp; Payroll</b>							
Gross Direct Costs	358,552	119,571	106,537	(13,034)	972	251,043	See <b>Note A</b>
Gross Direct Income	(1,000)	(332)	(567)	(235)	0	(433)	No Major Variances.
Support Service Charges	(357,552)	(119,188)	(119,188)	0	0	(238,364)	
	<b>0</b>	<b>51</b>	<b>(13,218)</b>	<b>(13,269)</b>	<b>972</b>	<b>12,246</b>	
<b>Note A:</b> (£2,268) - Salaries and on costs. There are staff vacancies, but recruitment is taking place so no variance is anticipated. £3,126 - New appointment advertising credits - to be used as and when vacancies require advertising and charged on to services. (£12,211) - Common Training. There is no projected full year effect. £5k committed for appraisal refresh and £19k committed for various corporate training to be delivered before 31/03/20.							
<b>Registration Services</b>							
Gross Direct Costs	416,818	240,904	407,942	167,038	2,111	6,765	Costs associated with the European Election - to be funded from a Cabinet Office grant.
Gross Direct Income	(71,120)	(500)	(154,158)	(153,658)	0	83,038	Advance payment from Cabinet Office for the European Election.
Support Service Charges	94,910	31,644	31,644	0	0	63,266	
	<b>440,608</b>	<b>272,048</b>	<b>285,428</b>	<b>13,380</b>	<b>2,111</b>	<b>153,069</b>	
<b>Corporate Leadership Team</b>							
Gross Direct Costs	461,625	153,876	160,195	6,319	1,041	300,389	£7,942 - Salaries and on costs are higher as a result of staff regrading's and pay awards. This will lead to a full year cost of £17,330.
Support Service Charges	(461,625)	(153,872)	(153,872)	0	0	(307,753)	
	<b>0</b>	<b>4</b>	<b>6,323</b>	<b>6,319</b>	<b>1,041</b>	<b>(7,364)</b>	
<b>Communications</b>							
Gross Direct Costs	309,078	98,048	97,701	(347)	7,004	204,373	No Major Variances.
Gross Direct Income	0	0	(2,275)	(2,275)	0	2,275	Income from filming rights.
Support Service Charges	(309,078)	(103,052)	(103,052)	0	0	(206,026)	
	<b>0</b>	<b>(5,004)</b>	<b>(7,626)</b>	<b>(2,622)</b>	<b>7,004</b>	<b>622</b>	
<b>Total CLT / Corporate</b>	<b>440,608</b>	<b>267,099</b>	<b>270,908</b>	<b>3,809</b>	<b>11,128</b>	<b>158,572</b>	

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**Service Area Summaries P4 2019/20**  
**Community, Economic Development & Coast**

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Health</b>							
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
	<b>0</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	<b>0</b>	<b>253</b>	
<b>Car Parking</b>							
Gross Direct Costs	845,196	435,910	391,262	(44,648)	164,802	289,132	(£49,377) - Invoice for management fee not yet received
Capital Charges	28,446	9,484	9,484	0	0	18,962	
Gross Direct Income	(2,634,946)	(985,111)	(1,073,183)	(88,072)	0	(1,561,763)	(£79,984) - Car park income higher than expected. (£10,877) - Rents - Licence fee for compound at Station Road Car Park, Sheringham.
Support Service Charges	152,019	57,348	57,348	0	0	94,671	
	<b>(1,609,285)</b>	<b>(482,369)</b>	<b>(615,089)</b>	<b>(132,720)</b>	<b>164,802</b>	<b>(1,158,999)</b>	
<b>Markets</b>							
Gross Direct Costs	56,436	21,851	21,312	(539)	2,854	32,269	No Major Variances.
Gross Direct Income	(63,654)	(40,000)	(39,437)	563	0	(24,217)	No Major Variances.
Support Service Charges	27,920	9,312	9,312	0	0	18,608	
	<b>20,702</b>	<b>(8,837)</b>	<b>(8,813)</b>	<b>24</b>	<b>2,854</b>	<b>26,661</b>	
<b>Parks &amp; Open Spaces</b>							
Gross Direct Costs	243,861	75,723	72,348	(3,375)	141,422	30,092	No Major Variances.
Capital Charges	36,897	12,300	12,300	0	0	24,597	
Gross Direct Income	(14,590)	(2,292)	(2,551)	(259)	0	(12,040)	No Major Variances.
Support Service Charges	119,950	39,992	39,992	0	0	79,958	
	<b>386,118</b>	<b>125,723</b>	<b>122,089</b>	<b>(3,634)</b>	<b>141,422</b>	<b>122,607</b>	
<b>Foreshore</b>							
Gross Direct Costs	146,209	35,821	48,572	12,751	20,548	77,090	£6,380 - Transport of Mundesley huts from winter storage. £3,518 Higher repair & maintenance costs for Amenity Lighting.
Capital Charges	5,601	1,868	1,868	0	0	3,733	
Gross Direct Income	(217,362)	(72,456)	(77,149)	(4,693)	0	(140,213)	(£2,805) - Winter storage fees.
Support Service Charges	198,500	66,188	66,188	0	0	132,312	
	<b>132,948</b>	<b>31,421</b>	<b>39,479</b>	<b>8,058</b>	<b>20,548</b>	<b>72,921</b>	
<b>Sports Centres</b>							
Gross Direct Costs	124,012	0	(17,874)	(17,874)	32,163	109,723	(£41,000) - Hall hire invoices not yet received from schools for the 18/19 financial year. £17,828 - Electricity payment re Cabbell Park. This is in dispute and awaiting a response. £2,002 - Telephone Rentals & Maintenance (Cancellation fees)
Capital Charges	12,497	4,164	4,164	0	0	8,333	
Gross Direct Income	0	0	(769)	(769)	0	769	No Major Variances.
Support Service Charges	168,770	56,284	56,284	0	0	112,486	
	<b>305,279</b>	<b>60,448</b>	<b>41,805</b>	<b>(18,643)</b>	<b>32,163</b>	<b>231,311</b>	
<b>Leisure Complexes</b>							
Gross Direct Costs	274,790	16,637	15,106	(1,531)	133,096	126,588	No Major Variances.
Capital Charges	525,644	175,212	175,212	0	0	350,432	
Support Service Charges	51,590	17,204	17,204	0	0	34,386	
	<b>852,024</b>	<b>209,053</b>	<b>207,522</b>	<b>(1,531)</b>	<b>133,096</b>	<b>511,406</b>	
<b>Other Sports</b>							
Gross Direct Costs	152,029	48,823	52,182	3,359	34,884	64,962	No Major Variances.
Gross Direct Income	(10,000)	(3,332)	(3,967)	(635)	0	(6,033)	No Major Variances.
Support Service Charges	54,540	18,192	18,192	0	0	36,348	
	<b>196,569</b>	<b>63,683</b>	<b>66,407</b>	<b>2,724</b>	<b>34,884</b>	<b>95,278</b>	

**Service Area Summaries P4 2019/20**  
**Community, Economic Development & Coast**

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Recreation Grounds</b>							
Gross Direct Costs	18,466	4,617	4,616	(1)	13,850	(0)	No Major Variance
Capital Charges	79	28	28	0	0	51	
Gross Direct Income	(1,000)	(332)	(760)	(428)	0	(240)	No Major Variance
Support Service Charges	4,490	1,500	1,500	0	0	2,990	
	<b>22,035</b>	<b>5,813</b>	<b>5,384</b>	<b>(429)</b>	<b>13,850</b>	<b>2,801</b>	
<b>Pier Pavilion</b>							
Gross Direct Costs	60,448	55,260	55,976	716	340	4,133	No Major Variances.
Gross Direct Income	(20,000)	0	0	0	0	(20,000)	No Major Variances.
Support Service Charges	32,830	10,948	10,948	0	0	21,882	
	<b>73,278</b>	<b>66,208</b>	<b>66,924</b>	<b>716</b>	<b>340</b>	<b>6,015</b>	
<b>Foreshore (Community)</b>							
Gross Direct Costs	516,273	210,411	204,040	(6,371)	287,770	24,463	(£3,988) - Memorial seats. (£2,074) - Telephone rentals and maintenance.
Support Service Charges	57,690	19,232	19,232	0	0	38,458	
	<b>573,963</b>	<b>229,643</b>	<b>223,272</b>	<b>(6,371)</b>	<b>287,770</b>	<b>62,921</b>	
<b>Woodlands Management</b>							
Gross Direct Costs	171,467	56,956	73,062	16,106	40,460	57,945	£5,062 - Electrical hook up to WC's and Tearooms at Holt CP; replace the timber legs to the Picnic Shelter. £2,542 - Tree safety work. £2,886 - Purchase of marquee, funded from reserves. The balance consists of minor variances.
Capital Charges	1,346	448	448	0	0	898	
Gross Direct Income	(25,550)	(8,520)	(12,742)	(4,222)	0	(12,808)	(£2,000) - Contribution from Woodland Trust for Pretty Corner Woods festival.
Support Service Charges	133,430	44,484	44,484	0	0	88,946	
	<b>280,693</b>	<b>93,368</b>	<b>105,253</b>	<b>11,885</b>	<b>40,460</b>	<b>134,981</b>	
<b>Cromer Pier</b>							
Gross Direct Costs	108,084	59,263	59,177	(86)	3,936	44,971	No Major Variances.
Capital Charges	6,249	2,084	2,084	0	0	4,165	
Gross Direct Income	(25,734)	(6,434)	(6,930)	(496)	0	(18,804)	No Major Variances.
Support Service Charges	66,330	22,112	22,112	0	0	44,218	
	<b>154,929</b>	<b>77,025</b>	<b>76,443</b>	<b>(582)</b>	<b>3,936</b>	<b>74,550</b>	
<b>Economic Growth</b>							
Gross Direct Costs	82,530	5,764	6,446	682	942	75,143	No Major Variances.
Capital Charges	211	72	72	0	0	139	
Gross Direct Income	0	0	0	0	0	0	
Support Service Charges	310,260	103,424	103,424	0	0	206,836	
	<b>393,001</b>	<b>109,260</b>	<b>109,942</b>	<b>682</b>	<b>942</b>	<b>282,118</b>	
<b>Tourism</b>							
Gross Direct Costs	43,588	19,328	26,255	6,927	10,875	6,458	Orchestra Live costs.
Gross Direct Income	0	0	(6,750)	(6,750)	0	6,750	Grant income to offset costs from Orchestra Live.
Support Service Charges	18,610	6,208	6,208	0	0	12,402	
	<b>62,198</b>	<b>25,536</b>	<b>25,713</b>	<b>177</b>	<b>10,875</b>	<b>25,610</b>	
<b>Coast Protection</b>							
Gross Direct Costs	321,275	93,972	92,525	(1,447)	58,325	170,425	No Major Variances.
Capital Charges	18,070	6,024	6,024	0	0	12,046	
Gross Direct Income	0	0	0	0	0	0	
Support Service Charges	370,240	123,408	123,408	0	0	246,832	
	<b>709,585</b>	<b>223,404</b>	<b>221,957</b>	<b>(1,447)</b>	<b>58,325</b>	<b>429,303</b>	

**Service Area Summaries P4 2019/20**  
**Community, Economic Development & Coast**

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Business Growth Staffing</b>							
Gross Direct Costs	253,035	80,600	78,283	(2,317)	0	174,752	No Major Variances.
Support Service Charges	(226,802)	(75,592)	(75,592)	0	0	(151,210)	
	<b>26,233</b>	<b>5,008</b>	<b>2,691</b>	<b>(2,317)</b>	<b>0</b>	<b>23,542</b>	
<b>Economic &amp; Comm Dev Mgt</b>							
Gross Direct Costs	100,953	27,272	27,391	119	0	73,562	No Major Variances.
Support Service Charges	(56,218)	(18,740)	(18,740)	0	0	(37,478)	
	<b>44,735</b>	<b>8,532</b>	<b>8,651</b>	<b>119</b>	<b>0</b>	<b>36,084</b>	
<b>Leisure</b>							
Gross Direct Costs	197,722	65,916	66,451	535	625	130,646	No Major Variances.
Gross Direct Income	(700)	(232)	0	232	0	(700)	No Major Variances.
Support Service Charges	(195,274)	(65,080)	(65,080)	0	0	(130,194)	
	<b>1,748</b>	<b>604</b>	<b>1,371</b>	<b>767</b>	<b>625</b>	<b>(248)</b>	
<b>Housing (Health &amp; Wellbeing)</b>							
Gross Direct Costs	271,527	90,515	87,507	(3,008)	0	184,020	No Major Variances.
Gross Direct Income	(86,700)	(43,350)	(43,350)	0	0	(43,350)	No Major Variances.
Support Service Charges	54,288	18,104	18,104	0	0	36,184	
	<b>239,115</b>	<b>65,269</b>	<b>62,261</b>	<b>(3,008)</b>	<b>0</b>	<b>176,854</b>	
<b>Housing Strategy</b>							
Gross Direct Costs	289,187	88,426	90,065	1,639	22,434	176,688	No Major Variances.
Capital Charges	425,000	0	0	0	0	425,000	
Gross Direct Income	0	(4)	(81)	(77)	0	81	No Major Variances.
Support Service Charges	43,867	14,652	14,652	0	0	29,215	
	<b>758,054</b>	<b>103,074</b>	<b>104,636</b>	<b>1,562</b>	<b>22,434</b>	<b>630,984</b>	
<b>Community And Localism</b>							
Gross Direct Costs	417,647	3,476	(41,593)	(45,069)	10	459,230	(£42,152) - Grants awarded by the Big Society panel during 2018/19 not yet claimed.
Gross Direct Income	(50,658)	(11,153)	(10,669)	484	0	(39,989)	No Major Variances.
Support Service Charges	10,630	3,544	3,544	0	0	7,086	
	<b>377,619</b>	<b>(4,133)</b>	<b>(48,718)</b>	<b>(44,585)</b>	<b>10</b>	<b>426,327</b>	
<b>Coastal Management</b>							
Gross Direct Costs	294,255	89,756	94,516	4,760	285	199,454	Higher staffing costs, some of which will be offset by recharges at year end.
Support Service Charges	(299,895)	(99,964)	(99,964)	0	0	(199,931)	
	<b>(5,640)</b>	<b>(10,208)</b>	<b>(5,448)</b>	<b>4,760</b>	<b>285</b>	<b>(477)</b>	
<b>Total Community, Economic Development &amp; Coast</b>	<b>3,995,901</b>	<b>997,525</b>	<b>813,479</b>	<b>(184,046)</b>	<b>969,620</b>	<b>2,212,803</b>	

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**Service Area Summaries P4 2019/20**  
**Customer Services & ICT**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>ICT - Support Services</b>							
Gross Direct Costs	1,318,772	425,180	422,150	(3,030)	175,681	720,940	(£2,524) - Salaries and on costs are lower. This will be used to fund a fixed term contract extension.
Capital Charges	99,550	33,184	33,184	0	0	66,366	
Gross Direct Income	(410)	(136)	(1,667)	(1,531)	0	1,257	No Major Variances.
Support Service Charges	(1,417,912)	(472,640)	(472,640)	0	0	(945,272)	
	<b>0</b>	<b>(14,412)</b>	<b>(18,972)</b>	<b>(4,560)</b>	<b>175,681</b>	<b>(156,709)</b>	
<b>Tourist Information Centres</b>							
Gross Direct Costs	107,417	44,011	53,057	9,046	21,019	33,341	£3,815 - Holt TIC refurbishment. £3,294 - North Norfolk Information Centre repairs and maintenance. £2,325 - Souvenir purchases for resale.
Capital Charges	5,729	1,908	1,908	0	0	3,821	
Gross Direct Income	(27,000)	(9,004)	(8,404)	600	0	(18,596)	No Major Variances.
Support Service Charges	98,390	32,804	32,804	0	0	65,586	
	<b>184,536</b>	<b>69,719</b>	<b>79,364</b>	<b>9,645</b>	<b>21,019</b>	<b>84,153</b>	
<b>Homelessness</b>							
Gross Direct Costs	181,696	60,548	124,967	64,419	84,644	(27,914)	£78,606, Homelessness costs including Bed and Breakfast expenditure and rent deposit advances - this is offset by increased benefit and recoverable income.
Gross Direct Income	(242,893)	(103,424)	(436,397)	(332,973)	0	193,504	(£257,898) Additional Grant income notified of after the budget process was completed. Recoverable charges on homelessness additional costs.
Support Service Charges	504,330	168,112	168,112	0	0	336,218	
	<b>443,133</b>	<b>125,236</b>	<b>(143,318)</b>	<b>(268,554)</b>	<b>84,644</b>	<b>501,808</b>	
<b>Customer Services Housing</b>							
Gross Direct Costs	334,790	111,604	114,951	3,347	648	219,190	No Major Variances.
Support Service Charges	(334,790)	(111,592)	(111,592)	0	0	(223,198)	
	<b>0</b>	<b>12</b>	<b>3,359</b>	<b>3,347</b>	<b>648</b>	<b>(4,008)</b>	
<b>Digital Transformation</b>							
Gross Direct Costs	243,370	81,124	77,451	(3,673)	14,630	151,289	No Major Variances.
Support Service Charges	(243,370)	(81,128)	(81,128)	0	0	(162,242)	
	<b>0</b>	<b>(4)</b>	<b>(3,677)</b>	<b>(3,673)</b>	<b>14,630</b>	<b>(10,953)</b>	
<b>Reprographics</b>							
Gross Direct Costs	88,343	29,448	28,332	(1,116)	25,268	34,742	(£3,255) - Operating lease costs for printers lower than expected as a result of lower numbers of copies being required.
Capital Charges	18,603	6,200	6,200	0	0	12,403	
Gross Direct Income	(7,500)	(2,500)	(1,661)	839	0	(5,839)	No Major Variances.
Support Service Charges	(99,446)	(33,148)	(33,148)	0	0	(66,298)	
	<b>0</b>	<b>0</b>	<b>(277)</b>	<b>(277)</b>	<b>25,268</b>	<b>(24,991)</b>	
<b>Customer Services - Corporate</b>							
Gross Direct Costs	642,354	214,120	204,658	(9,462)	12,903	424,793	£5,384 - Salaries and on costs higher as a result of regradings. This will lead to a full year cost of £19,935. (£4,674) - Lower stationery purchases. (£4,338) - Lower postage costs. (£2,034) - Other professional fees. (£2,107) - Equipment repair and maintenance.
Gross Direct Income	(30,640)	(13,717)	(10,768)	2,949	0	(19,872)	£2,668 - Postal charges re envelopes, BR postage and surcharges.
Support Service Charges	(619,484)	(206,504)	(206,504)	0	0	(412,980)	
	<b>(7,770)</b>	<b>(6,101)</b>	<b>(12,614)</b>	<b>(6,513)</b>	<b>12,903</b>	<b>(8,059)</b>	
<b>Total Customer Services &amp; ICT</b>	<b>619,899</b>	<b>174,450</b>	<b>(96,135)</b>	<b>(270,585)</b>	<b>334,793</b>	<b>381,241</b>	

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**Service Area Summaries P4 2019/20**  
**Environmental Health**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Commercial Services</b>							
Gross Direct Costs	258,216	86,045	88,658	2,613	14,575	154,983	No Major Variances.
Gross Direct Income	(13,250)	(1,262)	(2,600)	(1,338)	0	(10,650)	No Major Variances.
Support Service Charges	115,880	38,636	38,636	0	0	77,244	
	<b>360,846</b>	<b>123,419</b>	<b>124,694</b>	<b>1,275</b>	<b>14,575</b>	<b>221,577</b>	
<b>Internal Drainage Board Levies</b>							
Gross Direct Costs	397,862	198,931	199,512	581	0	198,350	No Major Variances.
Support Service Charges	710	236	236	0	0	474	
	<b>398,572</b>	<b>199,167</b>	<b>199,748</b>	<b>581</b>	<b>0</b>	<b>198,824</b>	
<b>Travellers</b>							
Gross Direct Costs	7,400	18,030	17,453	(577)	22,886	(32,938)	No Major Variances.
Capital Charges	97,800	32,600	32,600	0	0	65,200	
Gross Direct Income	(4,000)	(1,336)	(326)	1,010	0	(3,674)	No Major Variances.
Support Service Charges	1,930	648	648	0	0	1,282	
	<b>103,130</b>	<b>49,942</b>	<b>50,375</b>	<b>433</b>	<b>22,886</b>	<b>29,869</b>	
<b>Public Protection</b>							
Gross Direct Costs	207,585	69,686	69,423	(263)	8,696	129,467	No Major Variances.
Gross Direct Income	(196,985)	(69,992)	(31,471)	38,521	0	(165,514)	General Licensing income lower than anticipated. This is associated to an accrual brought forward from 2018/19.
Support Service Charges	104,470	34,836	34,836	0	0	69,634	
	<b>115,070</b>	<b>34,530</b>	<b>72,787</b>	<b>38,257</b>	<b>8,696</b>	<b>33,587</b>	
<b>Street Signage</b>							
Gross Direct Costs	12,470	2,820	2,066	(754)	0	10,404	No Major Variances.
Capital Charges	7,564	2,520	2,520	0	0	5,044	
Support Service Charges	18,950	6,320	6,320	0	0	12,630	
	<b>38,984</b>	<b>11,660</b>	<b>10,906</b>	<b>(754)</b>	<b>0</b>	<b>28,078</b>	
<b>Environmental Protection</b>							
Gross Direct Costs	662,062	208,567	203,818	(4,749)	27,128	431,117	No Major Variances.
Capital Charges	4,501	1,500	1,500	0	0	3,001	
Gross Direct Income	(59,235)	(18,227)	(15,508)	2,719	0	(43,727)	No Major Variances.
Support Service Charges	176,210	58,740	58,740	0	0	117,470	
	<b>783,538</b>	<b>250,580</b>	<b>248,550</b>	<b>(2,030)</b>	<b>27,128</b>	<b>507,861</b>	
<b>Env Health - Service Mgmt</b>							
Gross Direct Costs	140,739	47,704	47,010	(694)	22,730	70,999	No Major Variances.
Support Service Charges	(127,735)	(42,572)	(42,572)	0	0	(85,163)	
	<b>13,004</b>	<b>5,132</b>	<b>4,438</b>	<b>(694)</b>	<b>22,730</b>	<b>(14,164)</b>	
<b>Combined Enforcement Team</b>							
Gross Direct Costs	154,164	51,392	52,798	1,406	374	100,992	No Major Variances.
Support Service Charges	(154,164)	(51,372)	(51,372)	0	0	(102,792)	
	<b>0</b>	<b>20</b>	<b>1,426</b>	<b>1,406</b>	<b>374</b>	<b>(1,800)</b>	
<b>Environmental Contracts</b>							
Gross Direct Costs	270,155	90,060	90,203	143	593	179,359	No Major Variances.
Gross Direct Income	0	0	(192)	(192)	0	192	No Major Variances.
Support Service Charges	(270,155)	(90,040)	(90,040)	0	0	(180,115)	
	<b>0</b>	<b>20</b>	<b>(29)</b>	<b>(49)</b>	<b>593</b>	<b>(564)</b>	
<b>Waste Collection And Disposal</b>							
Gross Direct Costs	4,366,995	937,108	880,404	(56,704)	3,479,129	7,462	(£52,736) Accrual brought forward for commercial waste disposal costs. No invoices received to date.
Capital Charges	52,686	17,564	17,564	0	0	35,122	
Gross Direct Income	(3,156,297)	(1,935,542)	(2,059,508)	(123,966)	0	(1,096,789)	Additional trade waste fee income.
Support Service Charges	452,720	150,924	150,924	0	0	301,796	
	<b>1,716,104</b>	<b>(829,946)</b>	<b>(1,010,616)</b>	<b>(180,670)</b>	<b>3,479,129</b>	<b>(752,408)</b>	

**Service Area Summaries P4 2019/20**  
**Environmental Health**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Cleansing</b>							
Gross Direct Costs	828,183	203,974	201,209	(2,765)	654,450	(27,476)	Credit adjustment from contractor.
Gross Direct Income	(54,157)	0	(4,200)	(4,200)	0	(49,957)	Sale proceeds of vehicles.
Support Service Charges	55,020	18,344	18,344	0	0	36,676	
	<b>829,046</b>	<b>222,318</b>	<b>215,353</b>	<b>(6,965)</b>	<b>654,450</b>	<b>(40,757)</b>	
<b>Environmental Strategy</b>							
Gross Direct Costs	25,000	1,500	1,491	(9)	2,738	20,771	No Major Variances.
Gross Direct Income	(15,000)	(12,750)	(12,880)	(130)	775	(2,895)	No Major Variances.
Support Service Charges	20,190	6,728	6,728	0	0	13,462	
	<b>30,190</b>	<b>(4,522)</b>	<b>(4,661)</b>	<b>(139)</b>	<b>3,513</b>	<b>31,338</b>	
<b>Community Safety</b>							
Gross Direct Costs	26,893	8,968	8,747	(221)	0	18,146	No Major Variances.
Support Service Charges	11,750	3,920	3,920	0	0	7,830	
	<b>38,643</b>	<b>12,888</b>	<b>12,667</b>	<b>(221)</b>	<b>0</b>	<b>25,976</b>	
<b>Civil Contingencies</b>							
Gross Direct Costs	83,336	27,245	26,953	(292)	379	56,004	No Major Variances.
Support Service Charges	25,560	8,524	8,524	0	0	17,036	
	<b>108,896</b>	<b>35,769</b>	<b>35,477</b>	<b>(292)</b>	<b>379</b>	<b>73,040</b>	
<b>Total Environmental Health</b>	<b>4,536,023</b>	<b>110,977</b>	<b>(38,886)</b>	<b>(149,863)</b>	<b>4,234,451</b>	<b>340,458</b>	

**Service Area Summaries P4 2019/20**  
**Finance & Assets**

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Industrial Estates</b>							
Gross Direct Costs	18,343	10,324	14,532	4,208	1,557	2,254	No Major Variances.
Capital Charges	46,238	15,412	15,412	0	0	30,826	
Gross Direct Income	(128,649)	(52,480)	(56,185)	(3,705)	0	(72,464)	No Major Variances.
Support Service Charges	46,580	15,540	15,540	0	0	31,040	
	<b>(17,488)</b>	<b>(11,204)</b>	<b>(10,702)</b>	<b>502</b>	<b>1,557</b>	<b>(8,343)</b>	
<b>Surveyors Allotments</b>							
Gross Direct Income	(50)	(16)	(50)	(34)	0	0	No Major Variances.
Support Service Charges	5,240	1,752	1,752	0	0	3,488	
	<b>5,190</b>	<b>1,736</b>	<b>1,702</b>	<b>(34)</b>	<b>0</b>	<b>3,488</b>	
<b>Handy Man</b>							
Gross Direct Costs	41,637	15,444	15,754	310	109	25,774	No Major Variances.
Capital Charges	1	0	0	0	0	1	
Gross Direct Income	(54,730)	(13,683)	(13,942)	(259)	0	(40,788)	No Major Variances.
Support Service Charges	65,970	21,996	21,996	0	0	43,974	
	<b>52,878</b>	<b>23,757</b>	<b>23,808</b>	<b>51</b>	<b>109</b>	<b>28,961</b>	
<b>Parklands</b>							
Gross Direct Costs	37,282	12,319	11,924	(395)	1,722	23,636	No Major Variances.
Capital Charges	585	196	196	0	0	389	
Gross Direct Income	(67,628)	(55,468)	(48,506)	6,962	0	(19,122)	Recharge of utilities - being reviewed.
Support Service Charges	33,490	11,164	11,164	0	0	22,326	
	<b>3,729</b>	<b>(31,789)</b>	<b>(25,222)</b>	<b>6,567</b>	<b>1,722</b>	<b>27,229</b>	
<b>Revenue Services</b>							
Gross Direct Costs	607,817	189,136	184,957	(4,179)	63,166	359,694	No Major Variances.
Gross Direct Income	(442,911)	(91,048)	(90,525)	523	0	(352,386)	No Major Variances.
Support Service Charges	441,270	147,116	147,116	0	0	294,154	
	<b>606,176</b>	<b>245,204</b>	<b>241,548</b>	<b>(3,656)</b>	<b>63,166</b>	<b>301,462</b>	
<b>Benefits Subsidy</b>							
Gross Direct Costs	23,321,596	0	(136)	(136)	0	23,321,732	No Major Variances.
Gross Direct Income	(23,321,596)	0	(8,312)	(8,312)	0	(23,313,284)	Recoverable costs.
	<b>0</b>	<b>0</b>	<b>(8,448)</b>	<b>(8,448)</b>	<b>0</b>	<b>8,448</b>	
<b>Discretionary Payments</b>							
Gross Direct Costs	61,237	30,619	33,983	3,364	0	27,254	£4,000 Additional grant to Parish Council.
Support Service Charges	3,770	1,256	1,256	0	0	2,514	
	<b>65,007</b>	<b>31,875</b>	<b>35,239</b>	<b>3,364</b>	<b>0</b>	<b>29,768</b>	
<b>Non Distributed Costs</b>							
Gross Direct Costs	0	63,051	63,808	757	0	(63,808)	No Major Variances.
	<b>0</b>	<b>63,051</b>	<b>63,808</b>	<b>757</b>	<b>0</b>	<b>(63,808)</b>	
<b>Administration Buildings Svs</b>							
Gross Direct Costs	587,805	244,098	238,770	(5,328)	102,930	246,105	Lower repair and maintenance costs.
Capital Charges	76,860	25,620	25,620	0	0	51,240	
Gross Direct Income	(277,475)	(74,562)	(75,315)	(753)	0	(202,161)	No Major Variances.
Support Service Charges	(291,643)	(97,212)	(97,212)	0	0	(194,431)	
	<b>95,547</b>	<b>97,944</b>	<b>91,864</b>	<b>(6,080)</b>	<b>102,930</b>	<b>(99,247)</b>	

**Service Area Summaries P4 2019/20**  
**Finance & Assets**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Property Services</b>							
Gross Direct Costs	567,044	189,581	200,114	10,533	67,757	299,173	(£7,915) Vacant posts now filled; (£8,500) Creditor provision - invoice in dispute; £20,977 Professional fees - some costs will be funded from the Asset Management Reserve and others will impact service related utility savings.
Capital Charges	12,385	4,128	4,128	0	0	8,257	
Gross Direct Income	0	0	2,714	2,714	0	(2,714)	Outstanding Debtor provision relating to insurance recharges for shared equity properties.
Support Service Charges	(579,429)	(193,124)	(193,132)	(8)	0	(386,297)	
	<b>0</b>	<b>585</b>	<b>13,824</b>	<b>13,239</b>	<b>67,757</b>	<b>(81,581)</b>	
<b>Head Of Finance &amp; Assets</b>							
Gross Direct Costs	101,419	33,808	36,257	2,449	0	65,162	No Major Variances.
Support Service Charges	(101,419)	(33,844)	(33,844)	0	0	(67,575)	
	<b>0</b>	<b>(36)</b>	<b>2,413</b>	<b>2,449</b>	<b>0</b>	<b>(2,413)</b>	
<b>Corporate Finance</b>							
Gross Direct Costs	426,639	148,436	140,699	(7,737)	24,354	261,586	Net Turnover savings resulting from a vacant post.
Capital Charges	4,491	1,496	1,496	0	0	2,995	
Support Service Charges	(431,130)	(143,708)	(143,708)	0	0	(287,422)	
	<b>0</b>	<b>6,224</b>	<b>(1,513)</b>	<b>(7,737)</b>	<b>24,354</b>	<b>(22,841)</b>	
<b>Insurance &amp; Risk Management</b>							
Gross Direct Costs	199,486	99,742	99,743	1	0	99,743	No Major Variances.
Gross Direct Income	(650)	(216)	(7)	209	0	(643)	No Major Variances.
Support Service Charges	(198,836)	(66,296)	(66,296)	0	0	(132,540)	
	<b>0</b>	<b>33,230</b>	<b>33,439</b>	<b>209</b>	<b>0</b>	<b>(33,439)</b>	
<b>Internal Audit</b>							
Gross Direct Costs	75,000	18,750	15,580	(3,170)	132,234	(72,814)	No Major Variances.
Support Service Charges	(75,000)	(25,000)	(25,000)	0	0	(50,000)	
	<b>0</b>	<b>(6,250)</b>	<b>(9,420)</b>	<b>(3,170)</b>	<b>132,234</b>	<b>(122,814)</b>	
<b>Playgrounds</b>							
Gross Direct Costs	42,428	14,035	14,697	662	12,141	15,589	No Major Variances.
Support Service Charges	36,970	12,328	12,328	0	0	24,642	
	<b>79,398</b>	<b>26,363</b>	<b>27,025</b>	<b>662</b>	<b>12,141</b>	<b>40,231</b>	
<b>Community Centres</b>							
Gross Direct Costs	9,753	1,700	2,099	399	75	7,579	No Major Variances.
Support Service Charges	7,470	2,496	2,496	0	0	4,974	
	<b>17,223</b>	<b>4,196</b>	<b>4,595</b>	<b>399</b>	<b>75</b>	<b>12,553</b>	
<b>Public Conveniences</b>							
Gross Direct Costs	569,209	201,952	191,769	(10,183)	255,112	122,328	(£17,940) Lower water/sewerage costs due to a change of supplier; £3,470 Higher Business rates ; £2,658 Higher R&M costs.
Capital Charges	131,495	43,832	43,832	0	0	87,663	
Gross Direct Income	0	0	(145)	(145)	0	145	No Major Variances.
Support Service Charges	80,717	26,904	26,904	0	0	53,813	
	<b>781,421</b>	<b>272,688</b>	<b>262,360</b>	<b>(10,328)</b>	<b>255,112</b>	<b>263,949</b>	

**Service Area Summaries P4 2019/20**  
**Finance & Assets**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Investment Properties</b>							
Gross Direct Costs	73,906	27,577	38,308	10,731	21,880	13,718	Expenditure at Stirling Road, Sculthorpe in preparation for use as temporary accommodation.
Capital Charges	66,099	22,032	22,032	0	0	44,067	
Gross Direct Income	(221,800)	(106,050)	(91,461)	14,589	0	(130,339)	Recharge of utilities at the Rocket House. Debtor provision brought forward from 2018/19.
Support Service Charges	165,510	55,176	55,176	0	0	110,334	
	<b>83,715</b>	<b>(1,265)</b>	<b>24,055</b>	<b>25,320</b>	<b>21,880</b>	<b>37,780</b>	
<b>Central Costs</b>							
Gross Direct Costs	86,384	26,338	26,620	282	6	59,759	No Major Variances.
Support Service Charges	(86,384)	(28,808)	(28,808)	0	0	(57,576)	
	<b>0</b>	<b>(2,470)</b>	<b>(2,188)</b>	<b>282</b>	<b>6</b>	<b>2,183</b>	
<b>Corporate &amp; Democratic Core</b>							
Gross Direct Costs	509,180	219,967	217,255	(2,712)	3,718	288,207	(£3,421) - Bank charges. (£4,644) - Other professional fees.
Capital Charges	1,000,000	0	0	0	0	1,000,000	
Gross Direct Income	0	0	(17,484)	(17,484)	0	17,484	(£17,484) - Grants - Other (EU Exit preparation)
Support Service Charges	1,052,640	350,884	350,884	0	0	701,756	
	<b>2,561,820</b>	<b>570,851</b>	<b>550,655</b>	<b>(20,196)</b>	<b>3,718</b>	<b>2,007,447</b>	
<b>Total Finance &amp; Assets</b>	<b>4,334,616</b>	<b>1,324,690</b>	<b>1,318,843</b>	<b>(5,847)</b>	<b>686,761</b>	<b>2,329,012</b>	

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## Service Area Summaries P4 2019/20

## Legal &amp; Democratic Services

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Benefits Administration</b>							
Gross Direct Costs	908,538	300,184	300,625	441	2,156	605,757	Turnover savings resulting from in year vacancies. Offset by additional Civica software costs.
Capital Charges	11,500	3,832	3,832	0	0	7,668	
Gross Direct Incom	(375,193)	0	(83,953)	(83,953)	0	(291,240)	One-off additional grants received from Department for Works and Pensions (DWP). This will be offset by additional expenditure including planned service improvement costs.
Support Service Ch	549,050	183,032	183,032	0	0	366,018	
	<b>1,093,895</b>	<b>487,048</b>	<b>403,536</b>	<b>(83,512)</b>	<b>2,156</b>	<b>688,203</b>	
<b>Members Services</b>							
Gross Direct Costs	514,647	170,159	176,010	5,852	4,746	333,891	£5,981 - Member training costs.
Gross Direct Incom	(400)	(132)	(29)	103	0	(371)	No Major Variances.
Support Service Ch	58,250	19,432	19,432	0	0	38,818	
	<b>572,497</b>	<b>189,459</b>	<b>195,413</b>	<b>5,955</b>	<b>4,746</b>	<b>372,337</b>	
<b>Legal Services</b>							
Gross Direct Costs	689,194	230,411	237,119	6,708	4,228	447,847	£5,892 - Book purchases. £2,763 - Generic training. £2,139 - Mileage allowances. All these will be funded from the Legal Reserve. (£5,158) - Client disbursement costs are lower than expected.
Gross Direct Incom	(329,946)	(51,714)	(45,670)	6,044	0	(284,276)	£10,060 - Income from legal fees. No variance is anticipated. (£4,032) - Client disbursements - recharged land registry fees etc.
Support Service Ch	(359,248)	(119,752)	(119,752)	0	0	(239,496)	
	<b>0</b>	<b>58,945</b>	<b>71,697</b>	<b>12,752</b>	<b>4,228</b>	<b>(75,925)</b>	
<b>Total Legal &amp; Democratic Services</b>							
	<b>1,666,392</b>	<b>735,452</b>	<b>670,647</b>	<b>(64,805)</b>	<b>11,130</b>	<b>984,615</b>	

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**Service Area Summaries P4 2019/20  
Planning**

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Development Management</b>							
Gross Direct Costs	969,617	327,540	339,798	12,258	89,009	540,810	Professional fees in relation to Planning appeals and enforcement works. £10,500 costs awarded.
Capital Charges	37,106	12,368	12,368	0	0	24,738	
Gross Direct Income	(802,200)	(267,396)	(239,507)	27,889	0	(562,693)	£79,323, Fee income down offset by (£45,954) increased professional advice.
Support Service Charges	647,710	215,908	215,908	0	0	431,802	
	<b>852,233</b>	<b>288,420</b>	<b>328,567</b>	<b>40,147</b>	<b>89,009</b>	<b>434,657</b>	
<b>Planning Policy</b>							
Gross Direct Costs	626,541	165,546	164,715	(831)	5,744	456,082	No Major Variances.
Gross Direct Income	0	0	(45)	(45)	0	45	No Major Variances.
Support Service Charges	73,506	24,512	24,512	0	0	48,994	
	<b>700,047</b>	<b>190,058</b>	<b>189,182</b>	<b>(876)</b>	<b>5,744</b>	<b>505,121</b>	
<b>Conservation, Design &amp; Landscape</b>							
Gross Direct Costs	101,081	31,540	26,137	(5,403)	9,436	65,508	Accrual relating to 2018/19 contribution not yet offset by expenditure.
Support Service Charges	70,070	23,376	23,376	0	0	46,694	
	<b>171,151</b>	<b>54,916</b>	<b>49,513</b>	<b>(5,403)</b>	<b>9,436</b>	<b>112,202</b>	
<b>Major Developments</b>							
Gross Direct Costs	236,255	78,752	99,870	21,118	5,683	130,701	Professional fees in relation to Development consent orders for Vattenfall windfarm schemes - this is likely to result in a full year effect of £40,000. This was initially outlined in a paper taken to Cabinet in September 2018.
Support Service Charges	95,670	31,892	31,892	0	0	63,778	
	<b>331,925</b>	<b>110,644</b>	<b>131,762</b>	<b>21,118</b>	<b>5,683</b>	<b>194,479</b>	
<b>Building Control</b>							
Gross Direct Costs	395,739	134,087	132,583	(1,504)	6,758	256,399	No Major Variances.
Gross Direct Income	(386,250)	(128,752)	(154,338)	(25,586)	0	(231,912)	Building Control fees are up against profiled budget. As this service is operated on a cost recovery basis, any (surplus)/deficit position will be adjusted for through the earmarked reserve.
Support Service Charges	123,110	41,052	41,052	0	0	82,058	
	<b>132,599</b>	<b>46,387</b>	<b>19,296</b>	<b>(27,091)</b>	<b>6,758</b>	<b>106,545</b>	
<b>Head Of Planning</b>							
Gross Direct Costs	119,410	42,004	36,542	(5,462)	5,910	76,958	No Major Variances.
Support Service Charges	(119,410)	(39,796)	(39,796)	0	0	(79,614)	
	<b>0</b>	<b>2,208</b>	<b>(3,254)</b>	<b>(5,462)</b>	<b>5,910</b>	<b>(2,656)</b>	
<b>Property Information</b>							
Gross Direct Costs	187,190	52,613	41,928	(10,685)	54,654	90,608	2018/19 accrual in respect of outstanding NCC search fees was greater than invoices received.
Gross Direct Income	(190,000)	(63,336)	(70,029)	(6,693)	0	(119,971)	Increased fee income relating to Land Charge fees and Street Naming and Numbering services.
Support Service Charges	61,960	20,664	20,664	0	0	41,296	
	<b>59,150</b>	<b>9,941</b>	<b>(7,437)</b>	<b>(17,378)</b>	<b>54,654</b>	<b>11,933</b>	
<b>Total Planning</b>	<b>2,247,105</b>	<b>702,574</b>	<b>707,630</b>	<b>5,056</b>	<b>177,193</b>	<b>1,362,281</b>	

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## General Fund - Service Area Summaries P4 2019/20

## Clf / Corporate

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Human Resources & Payroll	0	51	(13,218)	(13,269)	972	12,246
Registration Services	440,608	272,048	285,428	13,380	2,111	153,069
Corporate Leadership Team	0	4	6,323	6,319	1,041	(7,364)
Communications	0	(5,004)	(7,626)	(2,622)	7,004	622
	<b>440,608</b>	<b>267,099</b>	<b>270,908</b>	<b>3,809</b>	<b>11,128</b>	<b>158,572</b>

## Community, Econ Dev &amp; Coast

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Health	0	0	(253)	(253)	0	253
Car Parking	(1,609,285)	(482,369)	(615,089)	(132,720)	164,802	(1,158,999)
Markets	20,702	(8,837)	(8,813)	24	2,854	26,661
Parks & Open Spaces	386,118	125,723	122,089	(3,634)	141,422	122,607
Foreshore	132,948	31,421	39,479	8,058	20,548	72,921
Sports Centres	305,279	60,448	41,805	(18,643)	32,163	231,311
Leisure Complexes	852,024	209,053	207,522	(1,531)	133,096	511,406
Other Sports	196,569	63,683	66,407	2,724	34,884	95,278
Recreation Grounds	22,035	5,813	5,384	(429)	13,850	2,801
Pier Pavilion	73,278	66,208	66,924	716	340	6,015
Foreshore (Community)	573,963	229,643	223,272	(6,371)	287,770	62,921
Woodlands Management	280,693	93,368	105,253	11,885	40,460	134,981
Cromer Pier	154,929	77,025	76,443	(582)	3,936	74,550
Economic Growth	393,001	109,260	109,942	682	942	282,118
Tourism	62,198	25,536	25,713	177	10,875	25,610
Coast Protection	709,585	223,404	221,957	(1,447)	58,325	429,303
Business Growth Staffing	26,233	5,008	2,691	(2,317)	0	23,542
Economic & Comm Dev Mgt	44,735	8,532	8,651	119	0	36,084
Leisure	1,748	604	1,371	767	625	(248)
Housing (Health & Wellbeing)	267,390	65,269	62,261	(3,008)	0	205,129
Housing Strategy	729,779	103,074	104,636	1,562	22,434	602,709
Community And Localism	377,619	(4,133)	(48,718)	(44,585)	10	426,327
Coastal Management	(5,640)	(10,208)	(5,448)	4,760	285	(477)
	<b>3,995,901</b>	<b>997,525</b>	<b>813,479</b>	<b>(184,046)</b>	<b>969,620</b>	<b>2,212,803</b>

## Customer Services &amp; ICT

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
It - Support Services	0	(14,412)	(18,972)	(4,560)	175,681	(156,709)
Tic'S	184,536	69,719	79,364	9,645	21,019	84,153
Homelessness	443,133	125,236	(143,318)	(268,554)	84,644	501,808
Customer Services Housing	0	12	3,359	3,347	648	(4,008)
Digital Transformation	0	(4)	(3,677)	(3,673)	14,630	(10,953)
Reprographics	0	0	(277)	(277)	25,268	(24,991)
Customer Services - Corporate	(7,770)	(6,101)	(12,614)	(6,513)	12,903	(8,059)
	<b>619,899</b>	<b>174,450</b>	<b>(96,135)</b>	<b>(270,585)</b>	<b>334,793</b>	<b>381,241</b>

## General Fund - Service Area Summaries P4 2019/20

## Environmental Health

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Commercial Services	360,846	123,419	124,694	1,275	14,575	221,577
Internal Drainage Board Levies	398,572	199,167	199,748	581	0	198,824
Travellers	103,130	49,942	50,375	433	22,886	29,869
Public Protection	115,070	34,530	72,787	38,257	8,696	33,587
Street Signage	38,984	11,660	10,906	(754)	0	28,078
Environmental Protection	783,538	250,580	248,550	(2,030)	27,128	507,861
Env Health - Service Mgmt	13,004	5,132	4,438	(694)	22,730	(14,164)
Combined Enforcement Team	0	20	1,426	1,406	374	(1,800)
Environmental Contracts	0	20	(29)	(49)	593	(564)
Waste Collection And Disposal	1,716,104	(829,946)	(1,010,616)	(180,670)	3,479,129	(752,408)
Cleansing	829,046	222,318	215,353	(6,965)	654,450	(40,757)
Environmental Strategy	30,190	(4,522)	(4,661)	(139)	3,513	31,338
Community Safety	38,643	12,888	12,667	(221)	0	25,976
Civil Contingencies	108,896	35,769	35,477	(292)	379	73,040
	<b>4,536,023</b>	<b>110,977</b>	<b>(38,886)</b>	<b>(149,863)</b>	<b>4,234,451</b>	<b>340,458</b>

## Finance &amp; Assets

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Industrial Estates	(17,488)	(11,204)	(10,702)	502	1,557	(8,343)
Surveyors Allotments	5,190	1,736	1,702	(34)	0	3,488
Handy Man	52,878	23,757	23,808	51	109	28,961
Parklands	3,729	(31,789)	(25,222)	6,567	1,722	27,229
Revenue Services	606,176	245,204	241,548	(3,656)	63,166	301,462
Benefits Subsidy	0	0	(8,448)	(8,448)	0	8,448
Discretionary Payments	65,007	31,875	35,239	3,364	0	29,768
Non Distributed Costs	0	63,051	63,808	757	0	(63,808)
Administration Buildings Svcs	95,547	97,944	91,864	(6,080)	102,930	(99,247)
Property Services	0	585	13,824	13,239	67,757	(81,581)
Head Of Finance & Assets	0	(36)	2,413	2,449	0	(2,413)
Corporate Finance	0	6,224	(1,513)	(7,737)	24,354	(22,841)
Insurance & Risk Management	0	33,230	33,439	209	0	(33,439)
Internal Audit	0	(6,250)	(9,420)	(3,170)	132,234	(122,814)
Playgrounds	79,398	26,363	27,025	662	12,141	40,231
Community Centres	17,223	4,196	4,595	399	75	12,553
Public Conveniences	781,421	272,688	262,360	(10,328)	255,112	263,949
Investment Properties	83,715	(1,265)	24,055	25,320	21,880	37,780
Central Costs	0	(2,470)	(2,188)	282	6	2,183
Corporate & Democratic Core	2,561,820	570,851	550,655	(20,196)	3,718	2,007,447
	<b>4,334,616</b>	<b>1,324,690</b>	<b>1,318,843</b>	<b>(5,847)</b>	<b>686,761</b>	<b>2,329,012</b>

## Legal &amp; Democratic Svcs

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Benefits Administration	1,093,895	487,048	403,536	(83,512)	2,156	688,203
Members Services	572,497	189,459	195,413	5,955	4,746	372,337
Legal Services	0	58,945	71,697	12,752	4,228	(75,925)
	<b>1,666,392</b>	<b>735,452</b>	<b>670,647</b>	<b>(64,805)</b>	<b>11,130</b>	<b>984,615</b>

## General Fund - Service Area Summaries P4 2019/20

## Planning

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	852,233	288,420	328,567	40,147	89,009	434,657
Planning Policy	700,047	190,058	189,182	(876)	5,744	505,121
Conservation, Design & Landscaping	171,151	54,916	49,513	(5,403)	9,436	112,202
Major Developments	331,925	110,644	131,762	21,118	5,683	194,479
Building Control	132,599	46,387	19,296	(27,091)	6,758	106,545
Head Of Planning	0	2,208	(3,254)	(5,462)	5,910	(2,656)
Property Information	59,150	9,941	(7,437)	(17,378)	54,654	11,933
	<b>2,247,105</b>	<b>702,574</b>	<b>707,630</b>	<b>5,056</b>	<b>177,193</b>	<b>1,362,281</b>

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## Savings 2019/20 Monitoring

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P4 Savings /Income	2019/20 P4 Variance
<b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b>								
<b>ASSETS &amp; LEISURE</b>								
AL2	Assets & Leisure	Car Parks - Fakenham Car Park - Community Centre	3. Property Investment & Asset Commercialisation	Car Park Order (CPO) for Community Centre Fakenham to enable the site to become pay and display.	I	(5,400)	(5,400)	0
AL6	Assets & Leisure	Beach Hut Fees and Charges	3. Property Investment & Asset Commercialisation	Revision of Beach Hut Fee Income	I	(97,197)	(97,197)	0
AL8	Assets & Leisure	Pier Contract Savings	3. Property Investment & Asset Commercialisation	Renegotiation of the Pier Contract Management Agreement, with the intention to reduce the subsidy given to nil and incorporate profit share fee income.	S	(88,399)	(88,399)	0
<b>SUB TOTAL ASSETS &amp; LEISURE</b>						<b>(190,996)</b>	<b>(190,996)</b>	<b>0</b>
<b>CLT / CORPORATE</b>								
CLEG1	CLT / CORPORATE (LEGAL)	Local Government Lawyer	4. Shared Services/Selling Services	Eastlaw continue to deliver year on year savings to the Council through selling services to our partner organisations.	I	(26,800)	(26,800)	0
<b>SUB TOTAL CLT /other Corporate Areas</b>						<b>(26,800)</b>	<b>(26,800)</b>	<b>0</b>
<b>ECONOMIC DEVELOPMENT</b>								
ECD1	Economic Dev	Coastal Management Revenue Works	7. Other Efficiencies and Savings	Reduction in coastal defence revenue budget.	S	(50,000)	(50,000)	0
ECD2	Economic Dev	Tourism Development & Destination Marketing	7. Other Efficiencies and Savings	Restructuring within the Economic Growth Team as well as a review of contractual arrangements with external providers and partner organisations.	S	(12,000)	(12,000)	0
ECD4	Economic Dev	Economic Growth	7. Other Efficiencies and Savings	A review of the external needs of businesses in the District has been undertaken and the intention is to restructure the Learning 4 Life team to better focus on meeting these needs and achieving the priorities set out in the Corporate Plan.	S	(46,582)	(46,582)	0
ECD5	Economic Dev	Miscellaneous Contributions	7. Other Efficiencies and Savings	The Economic Growth service makes contributions to a range of external bodies, either through membership or as grants. These should be reviewed and/or renegotiated. In some cases it could be considered that in-kind contributions can substitute financial contributions.	S	(10,000)	(10,000)	0
<b>SUB TOTAL ECONOMIC DEVELOPMENT</b>						<b>(118,582)</b>	<b>(118,582)</b>	<b>0</b>

**Savings 2019/20  
Monitoring**

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P4 Savings /Income	2019/20 P4 Variance
<b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b>								
<b>CUSTOMER SERVICES &amp; ICT</b>								
CSIT2	CUSTOMER SERVICES & ICT	Closure of Holt TIC	7. Other Efficiencies and Savings	In line with similar changes to service provision in Wells & Sheringham seek to transfer TIC function to another service provider in Holt.	S	(18,589)	(13,325)	5,264
CSIT3	CUSTOMER SERVICES & ICT	Revision of Reprographics Services	2 Digital Transformation	Alter the service delivery approach of the Reprographics Service to reduce the requirement for printing hardware and reduce costs of print & mail activity by accessing web based services.	S	(58,648)	(58,648)	0
<b>SUB TOTAL CUSTOMER SERVICES &amp; ICT</b>						<b>(77,237)</b>	<b>(71,973)</b>	<b>5,264</b>
<b>ENVIRONMENTAL HEALTH</b>								
EH3	Environmental Health	Staffing Costs	2. Digital Transformation	Reduction in staffing costs re rationalisation of staffing structures following Business Process Review.	S	(50,110)	(50,110)	0
EH4	Environmental Health	Waste & related Services Review	6. Maximising Income and Reducing Costs	Additional Income from Garden Waste Service subscription charge and trade waste lifts in addition to direct arrangement of the night soil collection service.	S	(66,720)	(66,720)	0
EH6	Environmental Health	Civil Contingencies budget savings	6. Maximising Income and Reducing Costs	Reduction in Civil Contingencies budget	S	(2,800)	(2,800)	0
<b>SUB TOTAL ENVIRONMENTAL HEALTH</b>						<b>(119,630)</b>	<b>(119,630)</b>	<b>0</b>
<b>FINANCE</b>								
F2	Finance	Vacant Post Review	7. Other Efficiencies and Savings	Review and rationalisation of vacant posts within the revenues and benefits services.	S	(106,435)	(106,435)	0
<b>SUB TOTAL FINANCE</b>						<b>(106,435)</b>	<b>(106,435)</b>	<b>0</b>

## Savings 2019/20 Monitoring

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P4 Savings /Income	2019/20 P4 Variance
<b>SAVINGS BIDS SUBMITTED BY HEADS OF SERVICE</b>								
<b>ORGANISATIONAL DEVELOPMENT</b>								
ORG1	Organisational Development	Reduction of posts	7. Other Efficiencies and Savings	The potential reduction of posts across the following teams:- Elections, Reprographics and Democratic Services. Figures are based on the removal of those posts rather than a reduction in hours.	S	(22,288)	(22,288)	0
				Additional legal income to offset Democratic Services saving not being delivered	I	(13,691)	(13,691)	0
<b>SUB TOTAL ORGANISATIONAL DEVELOPMENT</b>						<b>(35,979)</b>	<b>(35,979)</b>	<b>0</b>
<b>PLANNING</b>								
P1	Planning			Planning BPR review of Planning support staff structure	S	(51,921)	(51,921)	0
<b>SUB TOTAL PLANNING</b>						<b>(51,921)</b>	<b>(51,921)</b>	<b>0</b>
<b>TOTAL ALL SERVICES</b>						<b>(727,580)</b>	<b>(722,316)</b>	<b>5,264</b>
<b>SUB TOTAL BY WORKSTREAM</b>								
		1. Growth - New Homes and Business Rates		Sub total		0	0	0
		2. Digital Transformation		Sub total		(160,679)	(160,679)	0
		3. Property Investment & Asset Commercialisation		Sub total		(190,996)	(190,996)	0
		4. Shared Services/Selling Services		Sub total		(26,800)	(26,800)	0
		5. Collaboration annd Localism		Sub total		0	0	0
		6. Maximising Income and Reducing Costs		Sub total		(83,211)	(83,211)	0
		7. Other Efficiencies and Savings		Sub total		(265,894)	(260,630)	5,264
						<b>(727,580)</b>	<b>(722,316)</b>	<b>5,264</b>

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Scheme	Scheme Total	Pre 31/3/19 Actual	Updated	Current	Updated	Updated	Updated
	Current Estimate	Expenditure	Budget 2019/20	Expenditure and Commitments 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	£	£	£	£	£	£	£
<b>Jobs and the Economy</b>							
Rocket House	77,084	37,334	39,750	0	0	0	0
Egmere Business Zone	2,255,000	175,027	2,079,973	12,455	0	0	0
Better Broadband for Norfolk	1,000,000	0	1,000,000	0	0	0	0
Local Property Investment Fund	1,000,000	0	1,000,000	0	0	0	0
Property Investment Company	2,000,000	0	1,000,000	0	1,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0	0	0
Deep History Coast	592,973	318,050	274,923	238,316	0	0	0
Fair Meadow House Improvements	25,000	16,235	33,765	0	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0	0	0
Collectors Cabin	25,000	652	24,348	0	0	0	0
Cornish Way	170,000	0	170,000	170,000	0	0	0
Fakenham Connect	100,000	0	100,000	0	0	0	0
Lifeguard Hut	25,000	0	25,000	0	0	0	0
Bacton Car Park	30,000	0	30,000	10,000	0	0	0
Holway Road Roundabout	100,000	0	100,000	0	0	0	0
Public Convenience Improvements	600,000	45,741	554,259	148,061	0	0	0
	<b>8,115,057</b>	<b>638,039</b>	<b>6,502,018</b>	<b>578,832</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>Housing and Infrastructure</b>							
Disabled Facilities Grants	Annual programme	Annual programme	1,122,631	301,716	1,000,000	1,000,000	1,000,000
Parkland Improvements	100,000	12,996	87,004	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	630,000	490,654	139,346	0	0	0	0
Shannoeks Hotel	490,000	51,638	426,249	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	0	20,000	0	0
Community Housing Fund	2,198,262	416,760	1,781,502	104,444	0	0	0
Provision of Temporary Accommodation	610,000	0	610,000	0	0	0	0
Fakenham Extra Care	215,500	0	215,500	0	0	0	0
	<b>4,128,262</b>	<b>972,047</b>	<b>4,462,232</b>	<b>406,160</b>	<b>1,020,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Coast and Countryside</b>							
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,347,941	40,849	0	28,743	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,364,734	13,815	0	0	0	0
Cromer Pier and West Prom Refurbishment Project	1,465,000	1,119,299	506	33,490	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	145,130	4,371	372	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,305,389	3,516,611	17,650	0	0	0

Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0	0
Coastal Adaptations	410	0	410	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	45,786	3,175,214	1,826	0	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	54,781	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	675,000	382,869	292,131	528,335	0	0	0
Beach Access	201,514	182,742	18,772	40,202	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	353,965	146,035	146,035	0	0	0
Countryside Tractors	29,495	26,895	2,600	0	0	0	0
	<b>18,005,002</b>	<b>10,316,172</b>	<b>7,314,892</b>	<b>767,910</b>	<b>28,743</b>	<b>0</b>	<b>0</b>

#### Health and Well Being

Splash Roof Repairs	63,120	9,866	28,254	0	25,000	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	0	640,000	0	373,000	0	0
North Walsham Artificial Grass Pitch	860,000	3,018	856,982	8,098	0	0	0
Splash Leisure Centre Reprovision	10,667,000	1,060,709	5,272,791	387,907	4,333,500	2,030,000	0
North Norfolk Sports Hub, Cromer	3,181,000	350,136	2,830,865	320,538	0	0	0
	<b>15,874,120</b>	<b>1,423,762</b>	<b>9,718,858</b>	<b>716,543</b>	<b>4,731,500</b>	<b>2,030,000</b>	<b>0</b>

#### Service Excellence

Administrative Buildings	1,302,570	919,747	382,823	555,753	0	0	0
Council Chamber and Committee Room Improvements	89,000	76,679	12,321	69,112	0	0	0
Environmental Health IT System Procurement	150,000	114,988	35,012	2,000	0	0	0
Document and Records Management System	60,000	36,157	23,843	8,100	0	0	0
Purchase of Bins	326,216	292,800	80,000	65,107	80,000	80,000	80,000
User IT Hardware Refresh	135,000	59,146	50,854	5,578	55,000	55,000	55,000
Storage Hardware	60,000	0	60,000	12,378	0	0	0
Members IT	65,000	0	65,000	29,027	0	0	0
Aerial Photography	15,000	0	15,000	0	0	0	0
Back Scanning of Files	200,000	109,176	90,824	16,932	0	0	0
Housing Options System	20,000	650	19,350	0	0	0	0
	<b>2,422,786</b>	<b>1,609,343</b>	<b>835,027</b>	<b>763,987</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>

<b>48,545,227</b>	<b>14,959,363</b>	<b>28,833,027</b>	<b>3,233,432</b>	<b>6,915,243</b>	<b>3,165,000</b>	<b>1,135,000</b>
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#### Capital Programme Financing

Grants		8,615,874	361,394	1,028,743	1,000,000	1,000,000
Other Contributions		450,000	0	0	0	0
Asset Management Reserve		270,000	170,000	0	0	0
Capital Project Reserve		1,760,701	607,447	373,000	0	0
Other Reserves		5,335,761	252,505	1,000,000	0	0
Capital Receipts		11,543,709	1,833,988	180,000	135,000	135,000
Internal / External Borrowing		856,982	8,098	4,333,500	2,030,000	0
<b>TOTAL FINANCING</b>		<b>28,833,027</b>	<b>3,233,432</b>	<b>6,915,243</b>	<b>3,165,000</b>	<b>1,135,000</b>

## **STATUTORY GUIDANCE ON OVERVIEW & SCRUTINY IN LOCAL AUTHORITIES**

**Summary:** The Government has published new statutory guidance on overview and scrutiny in local government, aimed at helping them carry out the scrutiny function effectively.

**Conclusions:** The guidance includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions. This report considers which of these the Council may wish to adopt.

**Recommendations:**

1. The introduction of criteria / a scoring system for topic selection
2. To include the consideration of resource implications when establishing a task and finish group or standing panel
3. The creation of a 'Scrutiny Guide' which would provide Councillors, officers and members of the public with an outline of the function and processes of the Overview & Scrutiny Committee at NNDC. It would set out to answer what overview and scrutiny is, where it fits into the overall Council process, who can be involved and how it works

### **To recommend to Cabinet:**

1. The creation of an executive/scrutiny protocol to support early and regular engagement between the executive and scrutiny (see Appendix A)

Cabinet Member(s)  
Cllr S Bütikofer

Ward(s) affected: All

Contact Officer, telephone number and email:

Emma Denny, Democratic Services Manager  
01263 516010  
[Emma.denny@north-norfolk.gov.uk](mailto:Emma.denny@north-norfolk.gov.uk)

## **1. Introduction**

- 1.1 Overview and Scrutiny Committees were introduced in 2000 as part of the new executive governance arrangements to ensure that non-executive members could hold the executive to account for the decisions and actions that affect their communities.
- 1.2 Overview & scrutiny committees have statutory powers to scrutinise decisions that the Executive (Cabinet) is planning to take, those it plans to implement and those that have been taken or implemented. Scrutiny committees can make recommendations to enable improvements to policies and how they are developed and implemented.
- 1.3 Effective overview and scrutiny should include; the provision of a constructive critical friend approach, reflection of the voices and concerns of the public, a drive to improve public services and being led by members with an independent stance who take responsibility for their role.
- 1.4 In 2017 the Communities and Local Government Select Committee investigated overview and scrutiny. They produced a report to which the Government responded in early 2018.
- 1.5 The response included a commitment to publish revised statutory guidance on overview and scrutiny by the end of 2018.
- 1.6 The Guidance, published by the Ministry of Housing, Communities and Local Government applies to all councils with a scrutiny function.
- 1.7 Councils are obliged to 'have regard to' the guidance.

## **2. Main themes of the Guidance**

- 2.1 The guidance covers six main themes; culture, resourcing, selecting committee members, powers to access information, planning work and engaging the public and evidence sessions.

### **Culture**

- 2.1.1 Creating a strong organisational culture supports scrutiny work that can add real value, such as improving policy making and the efficient delivery of public services. Its effectiveness is often considered by external bodies and a weak Scrutiny function can help create a negative public image of the work of the authority as a whole.
- 2.1.2 All members and officers should recognise and appreciate the importance of the scrutiny function as set out by law. In addition, members can bring real value to scrutiny due to their close connection to their local communities.
- 2.1.3 To ensure that scrutiny has a clear role and focus within the organisation, prioritisation of the committee's work programme is key. A clear division of responsibilities between the audit function and the scrutiny function is imperative.



- 2.1.4 Early and regular engagement between scrutiny and cabinet is important, particularly regarding the cabinet work programme. This will help identify potential areas of conflict or disagreement and reduce the risk of the executive not supporting the recommendations of the scrutiny committee. One way this engagement can be managed is via an executive-scrutiny protocol, which can help define the relationship between the two and manage any differences of opinion before they become challenging and unproductive. The protocol can provide a framework for disagreement and debate.
- 2.1.5 Senior officers should ensure all officers feel confident in providing impartial advice to scrutiny committees. One way to achieve this is to make sure that all members and officers are aware of the role the scrutiny committee plays in the organisation – its values and the outcomes that it can deliver
- 2.1.6 The Council should ensure that scrutiny has a profile in the wider community. Ideally this will require engagement early on in the work programming process.

### **Resourcing**

- 2.2.1 It is up to each authority to decide on the level of resource it provides to the support of the scrutiny function. Effectively resourced scrutiny can increase engagement with local communities and also help policy formulation, reducing the need for call-ins.
- 2.2.2 Authorities should ensure that officers providing scrutiny support are able to provide impartial advice.

### **Committee Members**

- 2.3.1 When selecting members to serve on scrutiny committees, an authority should consider their impartiality, experience, skills and capacity to serve
- 2.3.2 These attributes should also apply to the selection of the Chairman. In addition, the Chairman should ensure the committee's independence and avoid it being viewed as 'opposition' to the executive.
- 2.3.3 Training for committee members is key to ensure that they can carry out their role as effectively as possible.
- 2.3.4 Outside expertise can add value to scrutiny. Local residents and community representatives can be co-opted onto the committee and in some cases, technical advisers could provide assistance and advice in evaluating evidence.

### **Power to Access Information**

- 2.4.1 The need for a scrutiny committee to access information to do its job effectively is recognised in law with enhanced powers to access exempt or confidential information. Members of the executive and senior officers should take care to avoid refusing such requests or limiting the information provided.

- 2.4.2 Scrutiny members should have regular access to key information about the management of the authority, particularly on performance management, finance and risk
- 2.4.3 When seeking information from an external organisation, the committee should clearly explain the purpose of scrutiny and the benefits it can bring.

### **Planning work**

- 2.5.1 To ensure that scrutiny has an impact, with the committee making effective recommendations, they need to plan their work programme. The scrutiny officer can play a key role in the prioritisation of topics to ensure that they justify the positive impact that scrutiny can bring.
- 2.5.2 Communications officers can help the committee engage with the public and advise on how internal expertise and local knowledge from members and officers can make a contribution. Formal consultation with the public on the committee's work programme can be difficult but online forums or conversations in places where the community comes together can help with engagement and provide useful feedback on whether topics are relevant.
- 2.5.3 Information sources are key to informing the work programme and could include the following;
- Performance information from the Council and its partners
  - Finance and risk information from the Council and its partners
  - Corporate complaints information – including issues raised at members' surgeries
  - Business cases and options appraisals for forthcoming major decisions (particularly useful for pre-decision scrutiny)
  - Reports and recommendations issued by relevant ombudsmen.
- 2.5.4 When shortlisting topics for inclusion in the work programme, the kind of questions a committee should consider might include:
- Do we understand the benefits scrutiny would bring to this issue?
  - How could we best carry out work on this subject?
  - What would be the best outcome of this work?
  - How would this work engage with the activity of the executive and other decision-makers including partners?

A scoring system can help evaluate and rank work programme proposals.

- 2.5.5 When carrying out work, the committee can scrutinise topics in several ways;
- Report to the committee – can be a limited opportunity for effective scrutiny but useful if a watching brief is required
  - Single issue meeting – this could be less formal than a committee meeting and could take the format of a 'rapid review' where evidence is taken from a number of witnesses
  - Task & finish groups – these could be short and sharp – over just two or three meetings or spread over a number of months. Resource implications can mean that these are best used for complex matters.

- Standing panels – this can be a useful way of keeping a watching brief over a critical issue. Again, resource implications may limit the use of them.

## **Evidence Sessions**

- 2.6.1 These are a key way for scrutiny committees to inform their work. Good preparation is vital and Members should have a clear idea of what the committee hopes to get out of each session. Setting overall objectives and then considering the types of question that should be asked can help elicit the information that the committee is seeking. Effective planning should mean that at the end of the session it is relatively straightforward for the chair to draw themes together and highlight key findings. After an evidence session it could be beneficial to hold a short ‘wash-up’ session to review whether the objectives were met and if there are any lessons to be learnt for future sessions.
- 2.6.2 When drafting recommendations, they should be evidence-based and SMART (specific, measurable, achievable, relevant and timely) and ideally number between six and eight. Sharing draft recommendations with Executive members can provide an opportunity for a sense-check. This could be picked up within an Executive/ Scrutiny Protocol.

## **3. Conclusion**

- 3.1 The statutory guidance produced by the Ministry of Housing, Communities and Local Government acknowledges that authorities themselves are best-placed to know which scrutiny arrangements and procedures are most appropriate for their own individual circumstances. In recent years, at NNDC, there has been a significant amount of support and training provided to the Overview and Scrutiny Committee and, having looked at the main themes of the guidance, the committee is already working to the standards suggested and has adopted several of the procedures and practices that are considered to be the basis of effective scrutiny. However, there are some areas where the Committee could improve even further and which would help embed a culture that allows overview and scrutiny to flourish at NNDC.
- 3.2 The suggested areas for change are:

- The introduction of criteria / a scoring system for topic selection
- To include the consideration of resource implications when establishing a task and finish group or standing panel (whether the is the technical knowledge and /or capacity within the Council or whether external expertise or support will be required)

To ensure that good practice is embedded and formalised, it is suggested that the Committee could support the following:

- The drafting of a ‘Scrutiny Guide’ which would provide Councillors, officers and members of the public with an outline of the function and processes of the Overview & Scrutiny Committee at NNDC. It would set out to answer what overview and scrutiny is, where it fits into the overall Council process, who can be involved and how it works.

- The creation of an executive/scrutiny protocol to support early and regular engagement between the executive and scrutiny (see Appendix A)

#### **4. Implications and Risks**

There are no implications and risks. Any changes are aimed at improving the processes and working style of the committee.

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

There are no financial implications and risks.

#### **6. Sustainability**

No issues.

#### **7. Equality and Diversity**

No issues.

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

No issues.

# Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

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**Summary:** Corporate Plan 2019 – 2023 – This report sets out the Corporate Plan Framework for each workstream area and identifies a number of higher level priorities and activities from which more detailed plans, projects and actions will be developed and set out in the next phase of the development of the Corporate Plan.

**Conclusions:** Members are asked to note the work undertaken by the Policy Workstream Leads in setting out the higher level priorities and activities for each workstream theme which have been agreed in principle by Cabinet.

The next step is for more detailed plans, projects and actions to be developed from these higher level priorities and activities to form the action plan and delivery plan, which will be reviewed on an annual basis.

**Recommendations:** **For Overview & Scrutiny Committee to consider the most appropriate way to consider the Corporate Plan and to feed back to Cabinet on the 4 November**

**Reasons for Recommendations:** To update Members on the Development on the Corporate Plan

## **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	All

Contact Officer, telephone number and email:

Linda McElligott  
01263 516242

[Lynda.McElligott@north-norfolk.gov.uk](mailto:Lynda.McElligott@north-norfolk.gov.uk)

## **1. Introduction**

1.1 As part of the development of the new Corporate Plan, the Council's Cabinet has identified six Corporate Plan workstream themes, which cover the general breadth of work undertaken by the Council. These workstream themes comprise:

- **Affordable Housing;**
- **Boosting Business Growth;**
- **Customer Focus**
- **Environment**

- **Financial Sustainability; and**
- **Quality of Life**

- 1.2 Policy Workstream Leads were identified and appointed through expressions of interest to work alongside a Senior Responsible Officer (SRO) from the Corporate Leadership Team and a Cabinet Sponsor for each workstream theme.
- 1.3 For each workstream theme a challenge statement has been proposed. From these challenge statements the workstream leads have sought to explore ways the Council can do things better, which can lead to the development of new policy direction and priorities to feed into the Corporate Plan.
- 1.4 The workstream policy leads have met on a regular basis to develop the headline topics from which more detailed plans and strategies have been developed, supported by the SRO's. Subject Matter Experts (SME's) were also identified and have been involved in bringing together plans and strategies.
- 1.5 In helping to gather the evidence, Workstream Policy Leads have consulted on the challenges which had been identified through:
  - Staff Questionnaires;
  - Workshops,
  - One-to-One meetings; and
  - A series of meetings with the SME's.

There was also opportunity for the wider community to engage through boards which were located in reception and in the canteen identifying the six challenges and asking the public to help shape our future priorities and identify what the six statements meant to them.

- 1.6 The report attached at **Appendix X** sets out the Corporate Plan Framework for each workstream area and identifies a number of higher level priorities and activities from which more detailed plans, projects and actions will be developed and set out in the next phase of the development of the Corporate Plan. The order of the document does not necessarily denote importance of the workstream themes.
- 1.7 Outcomes, milestones etc., will be set at the next stage of the process and will form the action plan and delivery plan, which will be reviewed on an annual basis.

## **2. Conclusion**

- 2.1 Members are asked to note the work undertaken by the Policy Workstream Leads in setting out the higher level priorities and activities for each workstream theme which have been agreed in principle by Cabinet.
- 2.2 The next step is for more detailed plans, projects and actions to be developed from these higher level priorities and activities to form the action



plan and delivery plan, which will be reviewed on an annual basis.

### **3. Implications and Risks**

- 3.1 The formulation of high level priorities and activities in the Corporate Plan will have their own individual implications and associated risks. However, the high level priorities and activities set out in the Corporate Plan are aimed at allowing the Council to improve the way it can respond to the six challenge themes. The implications and risks can be explored further once more detailed plans, projects and actions have been developed.

### **4. Financial Implications and Risks**

- 4.1 The formulation of high level priorities and activities in the Corporate Plan will have their own individual financial implications and associated risks. These will be explored further once more detailed plans, projects and actions have been developed and priorities established.

### **5. Sustainability**

- 5.1 The purpose of the Corporate Plan priorities and workstream themes is to help address a range of issues including matters relating to sustainability. This issue can be explored further once more detailed plans, projects and actions have been developed.

### **6. Equality and Diversity**

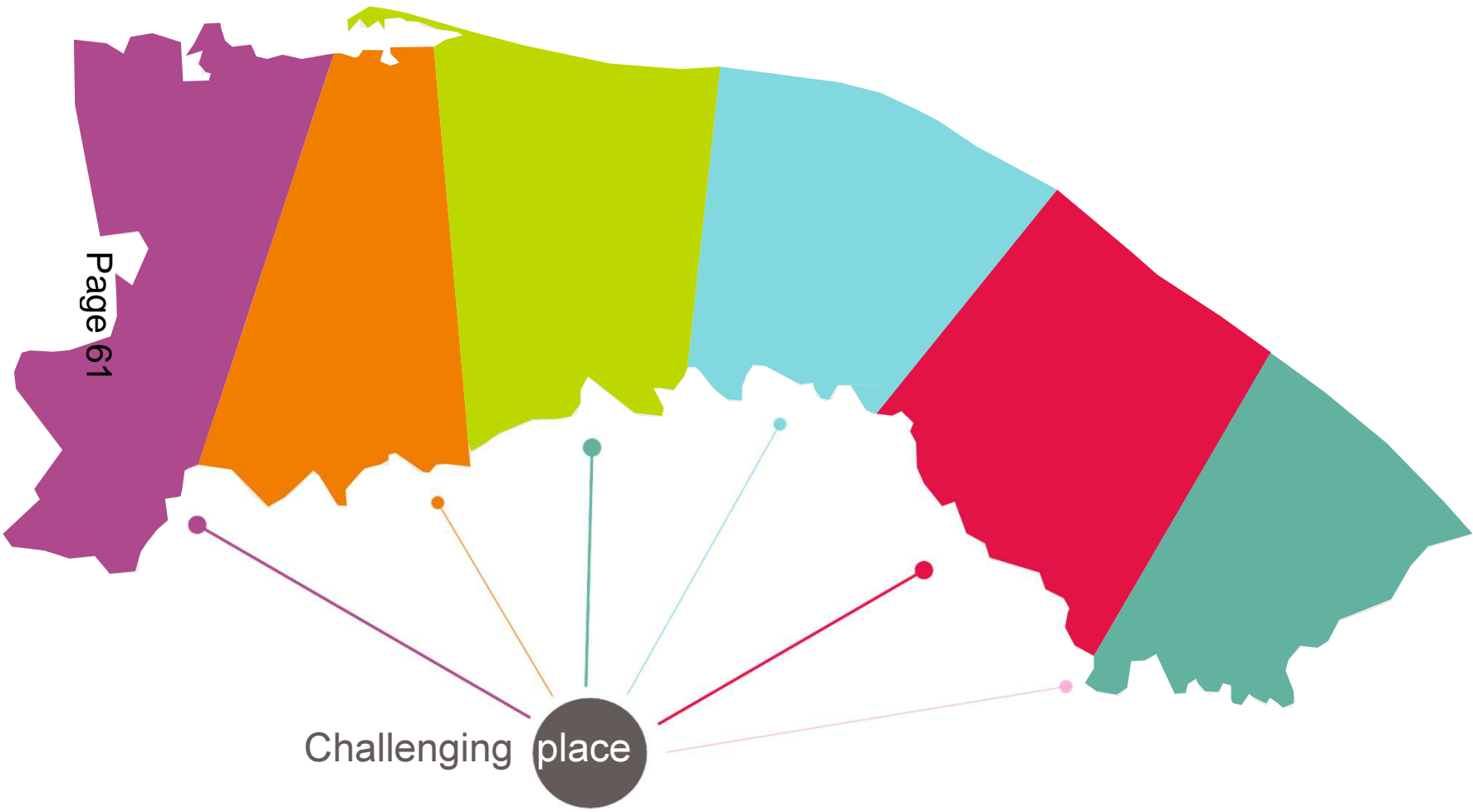
- 6.1 The purpose of the Corporate Plan priorities and workstream themes is to help address a range of issues including matters relating to equality and diversity. These issues can be explored further once more detailed plans, projects and actions have been developed.

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

- 7.1 The purpose of the Corporate Plan priorities and workstream themes is to help address a range of issues including matters relating to Crime and Disorder within the District. These issues can be explored further once more detailed plans, projects and actions have been developed.

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# NORTH NORFOLK 2019-2023 Corporate Plan Framework



Page 61



NORTH  
NORFOLK  
DISTRICT  
COUNCIL

[north-norfolk.gov.uk](http://north-norfolk.gov.uk)



# Challenge 1 – Affordable Housing

Page 63

‘Local people cannot access the homes they need’

Working in partnership to address our community’s needs

Prepare a robust strategy to deliver a long term housing vision for North Norfolk

# Working in partnership to address our community's needs

Page 64

Leading the way – becoming a housing provider & enabler

Supporting sustainable growth

Delivering exemplar housing & setting standards

Offering incentives through permission in principle

Investing in direct & partnership delivery

Empowering communities to shape our shared plans

# Prepare a robust strategy to deliver a long term housing vision for North Norfolk

Page 65

Reducing housing inequality

Innovative & adaptable housing stock

Seeking opportunities through Council assets

Placemaking future sites

Managing the impact of second homes

Energy efficient & resilient housing

## Challenge 2 – Boosting Business Growth

Page 66  
It's just too hard to do business in North Norfolk'

Adopt a Local Plan that will help North Norfolk businesses grow and prosper

Adopt a comprehensive Economic Growth Strategy



# Adopt a Local Plan that will help North Norfolk businesses grow and prosper

Page 67

Working with partners to deliver strategic sites and premises within North Norfolk

Supporting the provision of infrastructure (digital connectivity)

Facilitate investments and high quality job creation by local businesses

Promote the Town Centres as a vibrant place to do business

Supporting economic regeneration and creating opportunities for inward investment

# Adopt a comprehensive Economic Growth Strategy

Page 68

Invest in our core industries and key sectors to help support the economic prosperity of the district

Facilitating the creation of a skilled workforce, that meets the present and future needs of the local and wider economy

A 'can do' Council open for business, positively engaging with businesses to promote growth

Creating a business friendly environment that encourages start-ups and supports the growth and success of existing businesses

# Challenge 3 – Customer Focus

Page 69

‘The council doesn’t listen or respond to customers and residents’

Valuing our customers  
– equality, dignity and  
respect

Customer friendly  
services

Involving our  
customers in decision  
that effect them

# Valuing our customers- equality, dignity and respect

Page 70

Develop a  
new Council  
wide  
customer  
services  
model.

Understand  
our  
customers  
better

Turn  
negatives  
into positives

A new  
customer  
charter so  
customers  
know what  
to expect  
from us

Be prepared  
for challenge

# Customer friendly services

Page 71

We're here to help you, how can we help you

It matters to somebody. Make them feel important

Skilled employees delivering excellent, resolution based, customer focused services

To be innovative and at the forefront of customer services by using the latest digital and other technology to provide quality services

# Involving our customer in decisions that effect them

Page 72

Taking the Council into the communities that it serves and helping them get involved in shaping local services

Using digital technology so that people can communicate with us across all platforms

Providing our staff with high quality training and tools to design and deliver programmes which are effective, meaningful and inclusive.

# Challenge 4 – Environment

Page 73

‘The council is not doing enough to respond to environmental challenges’

We will provide **LEADERSHIP** in how we respond to Environmental Challenges

We will seek to **INFLUENCE** others so that they respond positively to the environmental challenges we face

We will make key **COMMITMENTS** in order to respond positively to environmental challenges

# We will provide **LEADERSHIP** in how we respond to Environmental Challenges

Page 74

Put the Environment at the heart of Council decision making

Invest in our services to enable them to deliver in a changing environment

Communicate and engage with residents, businesses and Interested parties about Environmental Challenges

Develop and implement Adaptation and Resilience Plans with our Communities affected by Climate Change



We will seek to **INFLUENCE** others so that they respond positively to the environmental challenges we face

Page 75

Make it easier for residents and businesses to lower their carbon emissions and adapt for a changing climate

Work with our partners to improve the sustainability of the District's infrastructure and utility supplies

Work with our partners to improve transport and travel across the District to change patterns of behaviour

Work with our partners to ensure there is appropriate **education** about the environmental challenges we face

Produce a strong and robust regulatory framework so that we can tackle the environmental challenges we face

We will make key **COMMITMENTS** in order to respond positively to environmental challenges

Page 76

Produce and Implement an **Environmental Sustainability & Climate Change Charter**

Become a Net Zero Carbon Council by 2030

Plant at least 110,000 trees in the District by 2023

# Challenge 5 – Financial Sustainability

‘Our resources do not match our community needs’

Page 77

Making better use of our money and protecting our interests

Becoming more commercially robust with a much broader approach to investment and income generation

Understanding and investing in our Community

# Making better use of our money and protecting our interests

Page 78

Better use of  
Investment  
and Assets

Look at new  
income  
streams

Better  
financial  
awareness  
from services  
within NNDC

Focus on local  
issues

Review fees  
and charges

Service  
improvements

# Becoming more commercially robust with a much broader approach to investment and income generation

Page 79

Shared  
facility  
opportunities

Commercial  
investment

Housing  
Growth

Review Asset  
portfolio

# Understanding and investing in our Community

Page 80

Community  
engagement to  
understand  
opportunities  
and need

Lobby for  
external  
investment for  
our community

Balance financial  
and community  
return on  
investment

# Challenge 6 – Quality of Life

Page 81  
'The council is not doing enough to make my life better'

Prepare a Quality of Life Strategy to deliver long term vision to improve Health, Wellbeing , Community and Leisure for North Norfolk

Work in partnership with other organisations, groups and communities to deliver our community needs

Work in partnership with our communities to support our vulnerable residents

# Prepare a Quality of Life Strategy to deliver a long-term vision to improve Health, Wellbeing, Community and Leisure for North Norfolk

Page 82

Develop and conduct, analysis and implement a Quality of Life Survey

Develop and implement a Health and Wellbeing Strategy

Develop and implement a Sports Strategy



# Work in partnership with other organisations, groups and community to deliver our community needs

Page 83

Continually work with other organisations to improve the services we provide

To continue developing and working in partnership with the agencies in the Early Help Hub

To work closely with all community groups to continue to grow a community ethos

# Work in partnership with our communities to introduce and support our vulnerable residents

Page 84

To continue with providing and enabling grants for community initiatives


To work in partnership with services and agencies to improve signposting to services that will support our most vulnerable and encourage independent living for our residents

To review and improve our accessibility strategy for all council services

Have we captured the headline topics  
for each workstream area?

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2019


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>October 2019</b>					
<b>Cabinet</b>	<b>07 Oct 2019</b>	<b>Award of Waste Contract (TBC)</b>	Nigel Lloyd	Steve Hems Head of Environmental Health	Possible council decision – tbc 
<b>Scrutiny</b>	<b>16 Oct 2019</b>				
<b>Council</b>	<b>20 Nov 2019</b>				
<b>Cabinet</b>	<b>07 Oct 2019</b>	<b>Council Tax Discount Determination 2020/21</b>	Eric Seward	Lucy Hume Chief Technical Accountant 01263 516246	
<b>Scrutiny</b>	<b>16 Oct 2019</b>				
<b>Cabinet</b>	<b>07 Oct 2019</b>	<b>Medium Term Financial Strategy</b>	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	<i>Pre-scrutiny</i>
<b>Scrutiny</b>	<b>18 Sep 2019</b>				
<b>Council</b>	<b>20 Nov 2019</b>				
<b>Cabinet</b>	<b>07 Oct 2019</b>	<b>Digital Transformation Update</b>	Sarah Butikofer	Sean Kelly Head of IT & Digital Transformation 01263 516276	
<b>Scrutiny</b>	<b>18 Sep 2019</b>				
<b>Scrutiny</b>	<b>18 Sep 2019</b>	<b>Draft Corporate Plan</b>	Sarah Butikofer	Heads of Paid Service	
<b>Cabinet</b>	<b>07 Oct 2019</b>				
<b>Council</b>	<b>tbc</b>				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

**North Norfolk District Council**  
**Cabinet Work Programme**  
For the Period 01 September to 30 November 2019

November 2019					
<b>Cabinet</b>	<b>04 Nov 2019</b>	<b>Budget Monitoring P6</b>	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
<b>Scrutiny</b>	<b>13 Nov 2019</b>				
<b>Cabinet</b>	<b>29 Oct 2017</b>	<b>Treasury Management Half Yearly report</b>	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
<b>Scrutiny</b>	<b>14 Nov 2018</b>				
<b>Upcoming</b>					
<b>Cabinet</b>	<b>TBC</b>	<b>New Road, North Walsham – options</b>	Greg Hayman	Renata Garfoot	



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

\* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>June 2019</b>				
Scrutiny	<b>Sheringham Primary School Parking Interim Report</b>	Matt Stembrowicz	To seek approval for the Task & Finish Group to continue	
Cabinet Scrutiny Council	<b>Out-turn report</b>	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny Council	<b>Treasury Management Annual Report</b>	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny	<b>Performance Management Q4</b>	Sarah Bütikofer Helen Thomas	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Market Towns Initiative Working Group Update</b>	Matt Stembrowicz	To update the Committee on the progress of the Task and Finish group	
<b>July</b>				
Cabinet Scrutiny Council	<b>Debt Management Annual Report</b>	Eric Seward Sean Knight	To review the Report and make any necessary recommendations to Council	Annual
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report 2018/19</b>	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Cabinet Scrutiny	<b>Enforcement Board Update</b>	Nick Baker Nigel Lloyd	To receive an update on the work of the Enforcement Board	Six Monthly
Scrutiny	<b>Work Programme Setting</b>	Matt Stembrowicz Nigel Dixon	To agree non-statutory items on the Committee's Work Programme	Annual
<b>September</b>				
Cabinet Scrutiny	<b>Budget Monitoring P4</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
Cabinet Scrutiny Council	<b>Pre-Scrutiny of the Corporate Plan's Emerging Themes</b>	Sarah Bütikofer	To review Cabinet's Corporate plan and consider any recommendations	Requested by Committee
Scrutiny Cabinet	<b>O&amp;S Scrutiny Guidance Report</b>	Matt Stembrowicz Nigel Dixon	To consider the statutory scrutiny guidance from the Ministry of Housing & Local Government	

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>October</b>				
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis		Annual in advance of the Budget setting for 2020/21
Scrutiny	<b>Customer Service Briefing</b>	David Williams Sarah Bütikofer	To brief on the complaints procedure, no. of complaints resolved / outstanding and consider any recommendations	Requested by the Committee
Cabinet Scrutiny Council	<b>Pre-Scrutiny of Waste Contract</b>	Nigel Lloyd Steve Hems	To scrutinise the new waste contract and consider any recommendations for Cabinet	Requested by the Committee
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
Scrutiny	<b>Rural Transport Briefing</b>	??	To identify service gaps and lack of access to services to identify potential recommendations	Requested by the Committee
Scrutiny	<b>Crime &amp; Disorder Briefing – Rural Policing</b>	Nigel Dixon Matt Stembrowicz	To invite the PCC and district Superintendent to provide a briefing on policing of rural communities	Annual (topic requested by Committee)
<b>December</b>				
Cabinet Scrutiny	<b>Performance Management Q2</b>	Sarah Bütikofer Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Duncan Ellis		
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring Report</b>	Maxine Collis Greg Hayman	To monitor the success of implemented recommendations from the O&S Beach Huts & Chalets T&F Group	Requested by the Committee



## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>January 2020</b>				
Cabinet Scrutiny Council	<b>2019/20 Base Budget and Projections for 2021/22 to 2022/23</b>	Eric Seward Duncan Ellis		Annual
Scrutiny Cabinet?	<b>Itteringham House/Shop Review &amp; Commercialisation Strategy</b>	Greg Hayman Duncan Ellis	To review the success of the Itteringham house/shop and consider recommendations for Cabinet for the commercialisation strategy	Requested by the Committee
Cabinet Scrutiny	<b>Enforcement Board Update</b>	Nick Baker Nigel Lloyd	To receive an update on the work of the Enforcement Board	Six-monthly
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2019/20</b>	Eric Seward Lucy Hume		Annual
Cabinet Scrutiny Council	<b>Capital Strategy</b>	Eric Seward Lucy Hume		Annual
Cabinet Scrutiny Council	<b>Investment Strategy</b>	Eric Seward Lucy Hume		Annual
<b>March</b>				
Cabinet Scrutiny	<b>Performance Management Q3</b>	Eric Seward Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
<b>April</b>				
Cabinet Scrutiny Council	<b>Annual Action Plan</b>	Sarah Bütikofer Helen Thomas		Annual
Scrutiny	<b>Market Towns Initiative Monitoring/Process Review</b>	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>Outstanding/ TBC</b>				
Cabinet Scrutiny Council	<b>Affordable Housing Strategy</b>			
Scrutiny	<b>Declaration of Climate Emergency</b>	Nigel Lloyd		
	<b>Economic Development Briefing</b>	Richard Kershaw	To inform the Committee of alternatives to Tourism across the district and	
Scrutiny	<b>Emergency Responders - Ambulance Service Response Times</b>			

**Overview & Scrutiny 17 July 2019  
Outcomes & Action List**

**ACTION BY**  
*(Additional comments in italics)*      **PROGRESS / COMPLETION**

<p><u>ITEM 10: ENFORCEMENT UPDATE</u></p> <p><b>RESOLVED</b></p> <p>1. To note the continued progress of the Enforcement Board and the Combined Enforcement Team.</p> <p>2. To receive further updates on a six monthly basis.</p>	<p>O&amp;S/Enforcement Board</p>	<p>July O&amp;S Meeting</p>
<p><u>ITEM 11: DEBT RECOVERY 2018-19</u></p> <p><b>RESOLVED</b></p> <p>To recommend to Full Council:</p> <p>1. To approve the Annual Report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and Performance in relation to revenues collection.</p> <p>2. To approve the updated Debt Write-Off Policy.</p> <p>3. To approve the updated Benefit Overpayment Policy and the use of High Court Enforcement Agents if considered necessary.</p>	<p>Council</p>	<p>Full Council July 2019</p>
<p><u>ITEM 12: OVERVIEW &amp; SCRUTINY ANNUAL REPORT 2018/19</u></p> <p><b>RESOLVED</b></p> <p>To note the Overview &amp; Scrutiny Committee Annual Report 2018/19.</p>	<p>O&amp;S Committee</p>	<p>July O&amp;S Meeting</p>

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