

# Overview & Scrutiny Committee



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Tuesday, 5 November 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, 13 November 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 J Toye, Mr A Varley, Mr D Baker, Ms P Bevan Jones, Mr D Birch, Mr A Brown, Mrs S Bütikofer, Mr C Cushing, Mr P Fisher, Mrs A Fitch-Tillett, Mr T FitzPatrick, Mr V FitzPatrick, Ms V Gay, Mrs P Grove-Jones, Mr G Hayman, Mr C Heinink, Mr R Kershaw, Mr N Lloyd, Mrs M Millership, Mrs G Perry-Warnes, Mr J Punchard, Mr J Rest, Mr E Seward, Dr C Stockton, Ms K Ward and Mr A Yiasimi

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  
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## A G E N D A

### **1. TO RECEIVE 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 16<sup>th</sup> October 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:

At its meeting on 4<sup>th</sup> November 2019, Cabinet considered the Committee's recommendations on the Draft Framework of the Corporate Plan. Recommendations 1 to 6 were accepted and had already been implemented. Recommendation 7 was not accepted, as it was deemed that a better name for the Customer Focus Theme had not been forthcoming. Recommendations 8 to 10 were accepted and had either already been implemented, or would be at the appropriate time.

**10. CRIME & DISORDER BRIEFING - RURAL POLICING**

To receive a briefing from the Police and Crime Commissioner for Norfolk on the challenges of tackling rural crime in the district.

**11. BUDGET MONITORING REPORT 2019/20 - PERIOD 6**

9 - 48

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

**Options considered:** Not applicable.

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

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

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

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

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

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

System budget monitoring reports

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

Contact Officer, telephone number and email:

Duncan Ellis,  
01263 516330,  
[Duncan.ellis@north-norfolk.gov.uk](mailto:Duncan.ellis@north-norfolk.gov.uk)

**12. SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - NOVEMBER 2019**

49 - 52

To receive a briefing on the progress of the Splash Leisure Centre Project.

Summary: This report is to update members on the procurement process undertaken to let a new contract for various services including the collection of household waste, trade waste, street cleansing services and grounds maintenance.

Options considered: Not applicable to this report.

Conclusions: There is a statutory duty to provide waste collections and to separately collect recycling. The award of this contract for waste and recycling collection will ensure the statutory duty is met.

A full OJEU procurement process has been followed for this procurement and all legal obligations have been met. External legal support was provided by Bevan Brittan for the procurement and preparation of the contract.

Recommendations: **1. That members agree the frequency that Overview & Scrutiny Committee receive updates on contract performance and management from Officers.**

**2. That members request officers arrange wider briefing sessions for all Members during the mobilisation period and before contract start as appropriate.**

Reasons for Recommendations: To enable members to adequately monitor the performance of the contract against the specification and be aware of any matters around management or governance of the contract which arise from the regular partnership meetings.

To allow all Members opportunities to gain a better understanding of the contract arrangements, particularly around mobilisation of the contract and to get to know the new contractor so they are able to respond to resident questions that arise appropriately.

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

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

Cabinet Member(s): Cllr Nigel Lloyd      Ward(s) affected: All

Contact Officer, telephone number and email:  
Steve Hems, Head of Environmental Health 01263 516182  
[steve.hems@north-norfolk.gov.uk](mailto:steve.hems@north-norfolk.gov.uk)

## WORK PROGRAMMES

- 14. THE CABINET WORK PROGRAMME** 71 - 72
- To note the upcoming Cabinet Work Programme.
- 15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 73 - 80
- 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.
- 16. 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.”
- 17. TO CONSIDER ANY EXEMPT MATTERS ARISING FROM CONSIDERATION OF THE PUBLIC BUSINESS OF THE AGENDA**

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## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 16 October 2019 at the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN at 9.30 am

### Committee

**Members Present:** Mr N Dixon (Chairman)  
Mrs W Fredericks  
Mr N Housden  
Mr N Pearce  
Mrs E Spagnola  
Mr A Varley

Mr H Blathwayt  
Mr P Heinrich  
Mr G Mancini-Boyle  
Miss L Shires  
Mr J Toye

### Members also attending:

Mr A Brown (Observer)  
Mr N Lloyd (Observer)  
Mr E Seward (Observer)  
Mrs A Fitch-Tillett (Observer)

Mr J Rest (Observer)  
Ms V Gay (Observer)

### Officers in

**Attendance:** Democratic Services and Governance Officer Scrutiny (DS&GOS), Housing Options Manager (HOM), Revenues Manager (RM), Head of Economic and Community Development (HECD) and Democratic Services Manager (DSM)

### Also in

**attendance:** Press

### 1 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies received from Cllr T Adams.

### 2 SUBSTITUTES

None.

### 3 PUBLIC QUESTIONS & STATEMENTS

None received.

### 4 MINUTES

The minutes of the meeting held on 18<sup>th</sup> September were approved as a correct 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 received.

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

The DS&GOS informed Members that at their meeting on Monday 7<sup>th</sup> October, Cabinet had agreed to the Committee's recommendation to develop an Executive-Scrutiny Protocol, and that work was now underway.

**10 DETERMINATION OF COUNCIL TAX DISCOUNTS 2020/21**

Cllr E Seward (PH for Finance) introduced the Report, and informed Members that the RM was in attendance to answer any specific revenue related questions.

Questions and Discussion

Cllr E Seward informed Members that the Report had been approved by Cabinet on 7<sup>th</sup> October, and outlined that the key changes were to Council Tax premiums charged on empty properties. It was noted that this charge had been a 50% premium for empty properties, whereas now the premiums could be raised to 100% for properties empty for two years or more, and 200% for properties empty for five years or more.

It was reported that there were currently 146 properties in the district that had been empty for two or more years, and 49 that had been empty for five or more years. Cllr E Seward stated that the Council Tax premiums were a maximum inducement to bring down the number of empty properties in the district.

The RM stated that he and the Combined Enforcement Team Leader considered all options to encourage owners of empty properties to bring them back into use. He added that discretion would now also be available to annul charges in cases of development or difficulties. In response to a question from the Chairman, the RM confirmed that this discretion had not yet been utilised, as it was a new policy. He added that in some cases a 200% premium would discourage developers, but this discretion to relax premiums could encourage development by allowing limited flexibility in special cases.

The Chairman asked for the definition of an empty property, which the RM defined as unoccupied and unfurnished, with long-term being defined as six months or more. He added that in addition to the proposed premiums identified in the Report, it was expected that next year a further penalty could be introduced on properties unoccupied for ten or more years.

Cllr N Pearce asked for clarification on whether there was any leeway on the changeover period for bringing a property back into use. It was confirmed that new owners would be liable for payments from the first day of ownership, though properties would not be considered unoccupied if furnished. The RM reminded



Members that single occupants were still entitled to a 25% discount.

Cllr L Shires referred to revenue data on properties in Eccles, and asked what could be done to bring these properties back into use. Cllr E Seward replied that these properties were not unoccupied, but paid lower Council Tax rates as a result of discounts applied due to poor road surfaces.

Cllr H Blathwayt asked for clarification on chalet and beach hut rates collection. The RM replied that whilst the Council acted as the collection authority, the rates themselves were set by the Valuation Office. He added that the difference between the two was a planning issue, as the Chalets were likely built prior to the implementation of seasonal planning regulations, meaning seasonal exemptions did not apply. The HECD provided further clarification that beach huts and chalets were not dwelling properties, but leased and licensed with no overnight stays permitted, meaning they were not subject to dwelling rates.

Cllr N Pearce proposed to commend the Report to Council and Cllr J Toye seconded the proposal.

## **RESOLVED**

**To commend the Report to Council.**

### **11 HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2019 – 2024**

Cllr A Brown (PH for Housing & Planning) introduced the Report, and stated that rough sleeping was a national plight that posed a serious risk to life. He outlined that the aim of the strategy was to achieve earlier identification of those at risk of becoming homeless, and to avoid a return to homelessness for those that had found accommodation. It was explained that the strategy would take a multi-agency approach to tackle all aspects of homelessness and rough sleeping.

#### Questions and Discussion

The HOM informed Members that the strategy was renewed every five years and reviewed annually. This year the strategy was due for renewal, and had been approved for public consultation with responses required by 4<sup>th</sup> November. She added that feedback had already been received from NCC and that the Council was looking into providing additional temporary accommodation. It was confirmed that the strategy would go to Cabinet in December for final approval.

In response to a question from Cllr G Mancini-Boyle, it was confirmed that statistics on the number of homeless coming into the district was limited to those with a connection to North Norfolk.

The Chairman raised concerns regarding resource implications, and asked what the strategy would mean for the Council's resources. The HOM replied that the strategy did not imply that there would be any increase in resources beyond the existing Housing Services Team, though funding had been previously secured for four additional fixed term posts. The Chairman asked a subsequent question on the cost implications of the strategy, to which the HOM replied that the Council would always incur costs in this area due to its duty of care. She added that due to the variable number of people in need of assistance, it was difficult to quantify a cost at this stage. The Chairman asked whether the fixed costs such as staff salaries were reported transparently in the strategy, to which the HOM replied that this had not

been included previously, but could be taken into consideration as part of the consultation.

The Chairman asked whether collaborative working had been considered as part of the strategy e.g. shared services. The HOM replied that the Council did work closely with its partners, but had to focus primarily on the need in North Norfolk. She added that the Council had worked extensively with NCC to help vulnerable young people. The Chairman asked whether there was any statutory reason why the Council could not share its services. It was confirmed that there was no specific reason not to share services, though Councils often took a different approach to one another that could make this difficult. Members were informed that all seven Councils in Norfolk did work collaboratively on specific issues such as helping domestic abuse victims.

An individual case was discussed and it was confirmed that whilst NNDC was not the principal authority handling the case, accommodation would be offered in circumstances of extreme weather, and assistance would be offered after the principal authority's 56 day duty of care period.

A question was asked regarding the rising costs of temporary accommodation, to which the HOM replied that due to the limited accommodation available in North Norfolk, it was often necessary to seek accommodation outside of the district which incurred additional costs.

Cllr J Toye expressed his thanks to the Housing Strategy Team for developing the Strategy and asked what could be done to offer the biggest help to the Team. The HOM replied that more homes to take complex individuals with specialist needs was the top priority. Cllr J Toye asked what could be done to support individuals or organisations that offer this type of accommodation, to which the HOM replied that the Council currently employed a Tenancy Sustainment Officer on a fixed term basis that fulfilled this role. It was confirmed that the officer provided support to landlords in these circumstances.

It was proposed by the Chairman that the Committee should respond to the consultation with the following recommendations:

1. To recommend that costings and resource implications be included in the Strategy.
2. To recommend that the Strategy demonstrates that all potential areas for collaborative working have been taken into consideration.

The proposal was seconded by Cllr E Spagnola.

## **RESOLVED**

**That the Committee submit the following recommendations to the Homelessness and Rough Sleeping Strategy Consultation:**

- 1. To recommend that costings and resource implications be included in the Strategy.**
- 2. To recommend that the Strategy demonstrates that all potential areas for collaborative working have been taken into consideration.**

## **12 SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - OCTOBER 2019**

Cllr V Gay (PH for Culture & Well-Being) introduced the briefing and informed

Members that the briefing had been requested following a recommendation at Council for the O&S Committee to provide additional monitoring of the SLC project after £2m of additional funding was approved.

### Questions and Discussion

Cllr V Gay stated that whilst the budget position on the project remained unchanged, all Members had a responsibility to continue to monitor the project. It was confirmed that the remaining sum of the Sport England grant should be delivered by November.

Cllr V Gay informed Members that risks associated with the project were ranked on a scale of 1-16k, calculated by multiplying the impact by the likelihood, and that at present, there were only medium risks ranging from 2-4k.

Communications of the project was discussed, and the Committee were reminded of the SLC event held in September to introduce new Members to the project. It was confirmed that the HECD had also attended a meeting of Sheringham Town Council to update them on the project.

The Committee agreed, in response to a question from Cllr V Gay, that the update was useful for Members to keep track and monitor the progress of the SLC project. The Chairman stated that all Councillors had a duty to help monitor the project, and added that Members must remain vigilant. He then asked whether the Committee wished to continue receiving monthly updates in the same format or consider alternate arrangements. Cllr N Housden suggested that it would be helpful to see actual spend alongside the budget, including details of any cost overruns with concerns highlighted in red. Cllr V Gay replied that the budget monitoring of the project had been included in the Report to Council, but agreed that it could be useful in the updates. The HECD stated that the budget would not change unless either significant problems were encountered or changes to the design were requested. He added that cash-flow monitoring was not necessarily needed, but agreed that it could be useful to see quarterly budget updates.

Cllr N Pearce expressed his appreciation of the Committee's role in increased monitoring of the project, and suggested that the same level of scrutiny should have been applied from the start. He added that there were still many potential risks within the project, and that the Committee must therefore continue to monitor its progress.

The Chairman stated that a budget profile should be included in updates, as opposed to cash flow information. The HECD agreed and added that new governance arrangements had been set in place to closely monitor the budget.

Cllr J Rest reminded Committee Members that as Chairman of GRAC, he had requested that the Internal Audit Team undertake a review of the project that would include an explanation for the overspend. It was expected that the Report would be presented to the December GRAC meeting.

The Committee agreed that the SLC updates should continue at their current frequency until the Committee was satisfied that the project no longer presented a significant risk to the Council.

Cllr N Housden proposed that a budget profile be provided quarterly as part of the SLC project updates, and Cllr N Pearce seconded the proposal.

## **RESOLVED**

**For a budget profile to be provided quarterly as part of the SLC project updates.**

### **13 CONSIDERATION OF RECOMMENDATIONS FROM THE REVIEW OF THE DRAFT FRAMEWORK OF THE CORPORATE PLAN**

The Chairman introduced the item and informed Members that the Committee was required to formalise recommendations raised at the additional O&S meeting, held on 9<sup>th</sup> October, to review the Draft Framework of the Corporate Plan. It was agreed that the recommendations would be taken en bloc once agreed.

#### Questions and Discussion

In reference to the first recommendation, Cllr J Toye stated that mobile libraries should be included when distributing hard copies of the Corporate Plan across the district. The HECD suggested that the distribution should be as broad as possible, taking into account areas that bordered the district, such as Aylsham and Wroxham. It was agreed, following a question from Cllr N Housden, that the distribution must also include all Parish and Town Councils.

On the second recommendation, the Chairman expressed disappointment that the residents' survey used to inform the key themes of the Corporate Plan had not yet been shared with Members of the Committee. It was suggested that these concerns could be added to the recommendation, alongside a request to share the survey with Committee Members as soon as possible. Cllr L Shires stated that the Corporate Plan's key themes echoed concerns that had been raised by the public when canvassing. Members discussed the distribution of the survey, and it was agreed that the request for further distribution and return metrics would remain, despite suggestions that further data may not be shared.

Recommendation three, to consider the renaming of the affordable housing theme was discussed, and concerns were raised that the proposed 'local homes for local people' could affect property values. The Chairman replied that the suggestion had to be seen in context as a generic title, that reflected the Council's desire to build homes for local residents, which in itself was not a policy that would affect property values.

Members agreed that the content of the fourth recommendation was satisfactory.

On recommendation five, it was suggested that reference to specific areas should be changed to specific barriers faced when doing business in North Norfolk.

Members agreed that the content of the sixth recommendation was satisfactory.

On recommendation seven, to suggest that the customer focus theme be renamed, Cllr H Blathwayt suggested that the term customer could be patronising to individuals receiving fines or rejected applications. Cllr L Shires stated that customer focus suggested a quality of service that the Council should aspire to. It was agreed that the recommendation would remain open for Cabinet's consideration.

Cllr N Lloyd (PH for Environment) referred to the eighth recommendation, and stated that several suggestions had been made to place greater emphasis on coastal issues within the environment theme. He informed Members that he would look to

amend the theme title to reflect this.

Members agreed that the ninth recommendations should remain unchanged.

On recommendation ten, Cllr V Gay stated that whilst the Corporate Plan was still in its early stages, success descriptors had been considered and would likely be included in the final version of the Corporate Plan.

The recommendations were proposed by Cllr P Heinrich and seconded by Cllr G Mancini-Boyle, to be taken en bloc.

## **RESOLVED**

**To make the following recommendations to Cabinet:**

- 1. To share with Overview & Scrutiny Committee Members as soon as possible, the residents' survey used to inform the Corporate Plan, together with relevant distribution and return metrics. The Committee agreed that Cabinet should be notified of their concerns that the survey had not been shared in time for the drafting of the recommendations below and thus wasn't available to support validation of the 6 themes.**
- 2. That two copies of the final version of the Corporate Plan be placed in all public libraries (including mobile libraries) across the district and a copy sent to every parish clerk, to provide accessibility for members of the public without internet access.**
- 3. That consideration be given to renaming the 'Affordable Housing' theme 'Local Homes for Local People', as this has broader application.**
- 4. That consideration be given to including a reference to the 'sustainability' of existing businesses, both in the heading and underlying content of the 'Boosting Business Growth' theme of the Corporate Plan. The revised title of "Boosting Business Sustainability and Growth" was supported.**
- 5. That consideration be given to identifying the specific barriers faced when doing business in North Norfolk within the Business theme of the Corporate Plan.**
- 6. To share a summary of the feedback from the environmental consultation undertaken at the Greenbuild event held in September.**
- 7. To give consideration to renaming the 'Customer Focus' theme to encompass everyone who used the Council's services. The options discussed included: People Focus, Resident Focus, Service User Focus, etc, but 'Customer Focus' gained most support.**
- 8. To consider adding an additional descriptor to the Environment theme title - such as "Protecting the Environment"; the Cabinet Member had advised 'Climate Change, Coast and Environment' could be an option.**
- 9. To remove the high level challenge statements from future documents, as they had now served their purpose.**
- 10. To consider developing progress/success descriptors for each theme**

**alongside performance monitoring and management targets/indicators as part of the delivery and action work stage.**

**14 THE CABINET WORK PROGRAMME**

The DSM informed Members that the previously discussed Homelessness and Rough Sleeping Strategy would go to December Cabinet to be considered for final approval, once the public consultation had closed.

The DS&GOS informed Members that the Digital Transformation Update was expected to slip, and would subsequently not be on the November Scrutiny agenda.

**RESOLVED**

**To note the Cabinet Work Programme.**

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

The DS&GOS provided an update on the Committee's Work Programme, and reminded Members that the waste contract and crime & disorder briefing on rural policing were expected at the next meeting. Members were informed that the waste contract was now in its final stages, which meant that further amendments could not be made. Members were reassured that the Committee had been given ample opportunity to comment on the contract options during its development.

The DS&GOS encouraged Members to submit questions in advance of the next meeting once the agenda had been published, for more detailed responses to be given at the meeting, and to make better use of the available time.

**RESOLVED**

**To note the Overview & Scrutiny Work Programme.**

**16 EXCLUSION OF THE PRESS AND PUBLIC**

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

The meeting ended at 11.36 am.

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Chairman

## **BUDGET MONITORING REPORT 2019/20 – PERIOD 6**

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

**Options considered:** Not applicable.

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

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

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

### **Reasons for**

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

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

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

System budget monitoring reports

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

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

## 1. Introduction

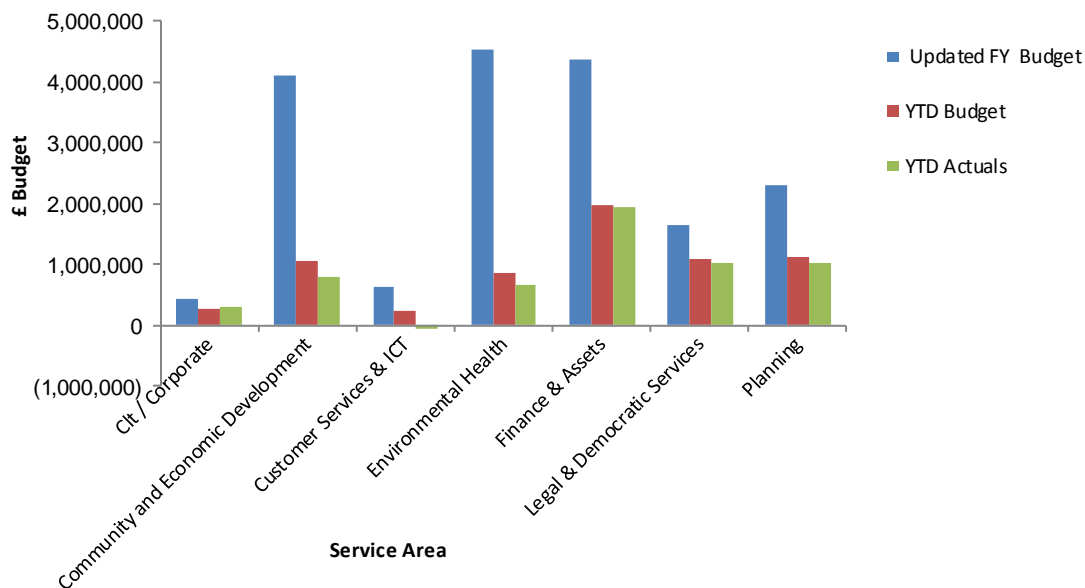
This report compares the actual expenditure and income position at the end of September 2019 to the Updated budget for 2019/20. The Original Base Budget as agreed by Full Council in February 2019 has been updated to reflect approved budget virements.

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

## 2. Budget Monitoring Position – Revenue Services

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

### Variance by Service area



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

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



<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>CLT and Corporate</b>		
<b>Registration Services</b> – Expenses in relation to the May elections. This will be reclaimed from grant funding and recharges to Town and Parish councils.	50,642	0
<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.	10,716	17,330
<b>Economic and Community Development</b>		
<b>Car Parking</b> – (£62,978) Car Park income higher than anticipated. Car Park income is received in arrears therefore an estimate for period 6 figures has been included. (£12,465) Rents – Other Commercial premises. (£40,098) Invoice for the Car Park management fee has not been received from Kings Lynn and West Norfolk Borough Council. These savings have been offset by a number of smaller variances including credit card charges and consultancy services linked to introducing electrical charging points.	(95,055)	(50,000)
<b>Other Sports</b> - (£6,070) Outdoor Strategy undertaken as part of the Local Plan review process. (£18,250) Entry fees for the Mammoth Marathon taking place next May, this will be offset by additional costs associated with holding and promoting this event.	(24,370)	0
<b>Housing Strategy</b> - (£34,831) Vat Shelter agreement with Victory Flagship Housing Group. This will be offset by a contribution to the Capital Projects reserve (CPR).	(37,116)	0
<b>Customer Services and ICT</b>		
<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.	(246,750)	0
<b>Customer Services Corporate</b> - The service shows a year to date saving of £4,489, this is	(4,489)	19,935

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

<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>
£14,589 Recharges for facilities not yet invoiced.		
<p><b>Corporate and Democratic Core – (£34,968)</b> EU exit preparation grant received from Ministry for Housing, Community and Local Government, (MHCLG). The balance is made up of bank charges and staff turnover savings.</p> <p>There is an anticipated full year effect of £5,000 in relation to bank charges incurred in relation to garden bin payments.</p>	(51,796)	5,000
<b>Legal and Democratic Services</b>		
<p><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.</p> <p>A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.</p>	(85,753)	0
<b>Planning</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>£31,587 Planning application fee income down - this has been partially offset by (£17,824) income received in relation to pre-application advice. No full year effect has been flagged but the position will continue to be monitored and an update provided as part of the ongoing monitoring position.</p>	21,039	20,000
<p><b>Planning Policy -</b> Expenditure relating to Local Plan. It is anticipated that this will not be required until 2020/21.</p> <p>The Local Plan has been funded from the New Homes Bonus reserve and therefore this underspend will not create a Full Year Effect.</p>	(57,275)	0

<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>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.	(22,041)	0
<b>Property Information</b> – Norfolk County Council search fees accrued from 2018/19 were less than anticipated - this is likely to result in a saving of £10,000.	(15,504)	(10,000)
<b>TOTALS</b>	<b>(667,012)</b>	<b>(12,735)</b>

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

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

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

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

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

<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 P6 Monitoring Position</b>	<b>2019/20 Movement from the Base Budget at P6</b>
	£	£	£
Growth – New Homes and Business Rates	0	0	0

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

#### 4 Non Service Variances to Period 6 2019/20

##### Investment Interest

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

##### Borrowing Interest

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

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

### **Retained Business Rates**

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

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

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

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

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

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

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

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

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

## 7 Conclusion

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

## **8 Financial Implications and Risks**

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

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

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

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

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

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



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

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

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## Service Area Summaries P6 2019/20

## CLT / Corporate

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

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## Service Area Summaries P6 2019/20

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

## Service Area Summaries P6 2019/20

## Community, Econ Dev &amp; Coast

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

## Service Area Summaries P6 2019/20

## Community, Econ Dev &amp; Coast

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

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## Service Area Summaries P6 2019/20

## Customer Services &amp; ICT

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

## Service Area Summaries P6 2019/20

## Customer Services &amp; ICT

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

## Service Area Summaries P6 2019/20

## Environmental Health

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

## Service Area Summaries P6 2019/20

## Environmental Health

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

**Service Area Summaries P6 2019/20**  
**Finance & Assets**

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

**Service Area Summaries P6 2019/20**  
**Finance & Assets**

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

**Service Area Summaries P6 2019/20**  
**Finance & Assets**

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

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## Service Area Summaries P6 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	451,610	449,810	(1,800)	1,574	457,154	Staff savings offset by additional Software costs.
Gross Direct Income	(375,193)	0	(83,953)	(83,953)	0	(291,240)	A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and will be offset by increased expenditure.
Capital Charges	11,500	5,748	5,748	0	0	5,752	
Support Service Charges	549,050	274,548	274,548	0	0	274,502	
	<b>1,093,895</b>	<b>731,906</b>	<b>646,153</b>	<b>(85,753)</b>	<b>1,574</b>	<b>446,168</b>	
<b>Members Services</b>							
Gross Direct Costs	514,647	255,938	264,446	8,508	4,196	246,005	£7,569 - General training - Members. Planning Training; Induction and member training (Local govt. finance essentials). No overspend is anticipated as the majority of the training has been delivered.
Gross Direct Income	(400)	(198)	(29)	169	0	(371)	No Major variances.
Support Service Charges	58,250	29,148	29,148	0	0	29,102	
	<b>572,497</b>	<b>284,888</b>	<b>293,565</b>	<b>8,677</b>	<b>4,196</b>	<b>274,735</b>	
<b>Legal Services</b>							
Gross Direct Costs	689,194	344,593	350,174	5,581	3,344	335,676	(£3,308) - Salaries and on costs. £2,743 - Generic training. £3,422 - Mileage allowances.
Gross Direct Income	(329,946)	(77,570)	(85,742)	(8,172)	0	(244,204)	(£3,451) - Income from legal fees. No variance is anticipated. (£3,745) - Client disbursements - recharged land registry fees etc.
Support Service Charges	(359,248)	(179,628)	(179,628)	0	0	(179,620)	
	<b>0</b>	<b>87,395</b>	<b>84,804</b>	<b>(2,591)</b>	<b>3,344</b>	<b>(88,148)</b>	
<b>Total Legal &amp; Democratic Svs</b>	<b>1,666,392</b>	<b>1,104,189</b>	<b>1,024,523</b>	<b>(79,666)</b>	<b>9,114</b>	<b>632,755</b>	

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## Service Area Summaries P6 2019/20

## Planning

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

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**General Fund Summary**  
**Service Area Summaries P6 2019-20**

**Corporate Leadership Team /Corporate**

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

**Community, Econ Dev & Coast**

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

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

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

**Environmental Health**

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

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

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

**Legal & Democratic Svs**

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

**Planning**

Cost Centre Name	Updated Budget	YTD Updated Budget	YTD Actuals	Variance YTD	Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	864,702	438,380	459,419	21,039	138,885	266,398
Planning Policy	700,047	324,092	266,817	(57,275)	5,744	427,486
Conservation, Design & Landscap	171,151	82,374	76,378	(5,996)	19,479	75,293
Major Developments	381,925	190,956	192,323	1,367	321	189,281
Building Control	132,599	67,953	45,912	(22,041)	3,247	83,440
Head Of Planning	0	1,662	(8,476)	(10,138)	5,811	2,665
Property Information	59,150	18,375	2,917	(15,458)	43,200	13,033
<b>Planning Policy</b>	<b>2,309,574</b>	<b>1,123,792</b>	<b>1,035,291</b>	<b>(88,501)</b>	<b>216,687</b>	<b>1,057,595</b>
	<b>18,063,016</b>	<b>6,569,701</b>	<b>5,810,428</b>	<b>(759,273)</b>	<b>5,465,607</b>	<b>6,786,981</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
Better Broadband for Norfolk	1,000,000	0	1,000,000	1,000,000	0	0	0
Local Property Investment Fund	1,000,000	0	1,000,000	0	0	0	0
Property Investment Company	2,000,000	0	1,000,000	0	1,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0	0	0
Deep History Coast	592,973	318,050	274,923	288,669	0	0	0
Fair Meadow House Improvements	50,000	16,235	33,765	0	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0	0	0
Collectors Cabin	25,000	652	24,348	0	0	0	0
Cornish Way	170,000	0	170,000	1,770	0	0	0
Fakenham Connect	100,000	0	100,000	332	0	0	0
Lifeguard Hut	25,000	0	25,000	0	0	0	0
Bacton Car Park	30,000	0	30,000	10,450	0	0	0
Holway Road Roundabout	100,000	0	100,000	0	0	0	0
North Walsham Heritage Action Zone	1,950,000	0	1,950,000	0	0	0	0
Public Convenience Improvements	600,000	45,741	554,259	151,245	0	0	0
	<b>7,835,057</b>	<b>463,012</b>	<b>6,372,045</b>	<b>1,452,465</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	424,318	1,000,000	1,000,000	1,000,000
Parkland Improvements	100,000	12,996	87,004	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,654	184,846	0	0	0	0
Shannoeks Hotel	477,887	51,638	426,249	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	0	20,000	0	0
Community Housing Fund	2,198,262	416,760	1,781,502	141,974	0	0	0
Provision of Temporary Accommodation	610,000	0	610,000	0	0	0	0
Fakenham Extra Care	215,500	0	215,500	0	0	0	0
	<b>4,161,649</b>	<b>972,047</b>	<b>4,507,732</b>	<b>566,292</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	1,119,805	1,119,299	506	34,897	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	145,130	4,371	627	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,305,389	3,516,611	17,650	0	0	0

Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0	0
Coastal Adaptations	410	0	410	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	45,786	3,175,214	5,806	0	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	54,781	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,143,954	382,869	761,085	543,335	0	0	0
Beach Access	201,514	182,742	18,772	40,202	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	353,965	146,035	500,000	0	0	0
Countryside Tractors	29,495	26,895	2,600	0	0	0	0
	<b>18,128,761</b>	<b>10,316,172</b>	<b>7,783,846</b>	<b>1,142,516</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	376,698	373,000	0	0
North Walsham Artificial Grass Pitch	860,000	3,018	856,982	8,117	0	0	0
Splash Leisure Centre Reprovision	12,697,000	1,060,709	5,272,791	427,327	4,333,500	2,030,000	0
	<b>14,723,120</b>	<b>1,073,626</b>	<b>6,887,994</b>	<b>812,142</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	551,778	0	0	0
Council Chamber and Committee Room Improvements	89,000	76,679	12,321	69,187	0	0	0
Environmental Health IT System Procurement	150,000	114,988	35,012	2,000	0	0	0
Document and Records Management System	60,000	36,157	23,843	10,950	0	0	0
Purchase of Bins	612,800	292,800	80,000	70,269	80,000	80,000	80,000
User IT Hardware Refresh	275,000	59,146	50,854	14,640	55,000	55,000	55,000
Storage Hardware	60,000	0	60,000	14,643	0	0	0
Members IT	65,000	0	65,000	29,027	0	0	0
Aerial Photography	15,000	0	15,000	0	0	0	0
Back Scanning of Files	200,000	109,176	90,824	50,541	0	0	0
Electric Vehicle Charging Points	248,600	0	248,600	0	0	0	0
Housing Options System	20,000	650	19,350	0	0	0	0
	<b>3,097,970</b>	<b>1,609,343</b>	<b>1,083,627</b>	<b>813,034</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>

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

Grants		9,590,874	487,976	1,028,743	1,000,000	1,000,000	
Other Contributions		450,000	0	0	0	0	0
Asset Management Reserve		270,000	2,102	0	0	0	0
Capital Project Reserve		2,229,655	999,669	373,000	0	0	0
Other Reserves		5,335,761	1,293,219	1,000,000	0	0	0
Capital Receipts		7,901,972	1,995,367	180,000	135,000	135,000	
Internal / External Borrowing		856,982	8,117	4,333,500	2,030,000	0	0
<b>TOTAL FINANCING</b>		<b>26,635,244</b>	<b>4,786,450</b>	<b>6,915,243</b>	<b>3,165,000</b>	<b>1,135,000</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 P6 Savings /Income	2019/20 P6 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 P6 Savings /Income	2019/20 P6 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)	(13,162)	5,427
CSIT3	CUSTOMER SERVICES & ICT	Revision of Reprographics Services	2 Digital Transformation	Alter the service delivery approach of the Reprographics Service to reduce the requirement for printing hardware and reduce costs of print & mail activity by accessing web based services.	S	(58,648)	(58,648)	0
<b>SUB TOTAL CUSTOMER SERVICES &amp; ICT</b>						<b>(77,237)</b>	<b>(71,810)</b>	<b>5,427</b>
<b>ENVIRONMENTAL HEALTH</b>								
EH3	Environmental Health	Staffing Costs	2. Digital Transformation	Reduction in staffing costs re rationalization of staffing structures following Business Process Review.	S	(50,110)	(50,110)	0
EH4	Environmental Health	Waste & related Services Review	6. Maximising Income and Reducing Costs	Additional Income from Garden Waste Service subscription charge and trade waste lifts in addition to direct arrangement of the night soil collection service.	S	(66,720)	(66,720)	0
EH6	Environmental Health	Civil Contingencies budget savings	6. Maximising Income and Reducing Costs	Reduction in Civil Contingencies budget	S	(2,800)	(2,800)	0
<b>SUB TOTAL ENVIRONMENTAL HEALTH</b>						<b>(119,630)</b>	<b>(119,630)</b>	<b>0</b>
<b>FINANCE</b>								
F2	Finance	Vacant Post Review	7. Other Efficiencies and Savings	Review and rationalisation of vacant posts within the revenues and benefits services.	S	(106,435)	(106,435)	0
<b>SUB TOTAL FINANCE</b>						<b>(106,435)</b>	<b>(106,435)</b>	<b>0</b>

**Savings 2019/20  
Monitoring**

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2019/20 Savings/ Income Updated	2019/20 P6 Savings /Income	2019/20 P6 Variance
<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>(722,153)</b>	<b>5,427</b>
<b>SUB TOTAL BY WORKSTREAM</b>								
		1. Growth - New Homes and Business Rates		Sub total		0	0	0
		2. Digital Transformation		Sub total		(160,679)	(160,679)	0
		3. Property Investment & Asset Commercialisation		Sub total		(190,996)	(190,996)	0
		4. Shared Services/Selling Services		Sub total		(26,800)	(26,800)	0
		5. Collaboration and Localism		Sub total		0	0	0
		6. Maximising Income and Reducing Costs		Sub total		(83,211)	(83,211)	0
		7. Other Efficiencies and Savings		Sub total		(265,894)	(260,467)	5,427
						<b>(727,580)</b>	<b>(722,153)</b>	<b>5,427</b>

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## Sheringham Leisure Centre: project update November 2019

Detailed information relating to any aspect of the project can be obtained from Robert Young (Senior Reporting Officer) or Kate Rawlings (Project Manager) and clarification of any aspect of the table's content can be provided at or following the meeting.

	Forecast/ expected position	Current position	Notes/ comments
<b>Time</b>	Completion date: 29 <sup>th</sup> Aug 2021	Enabling works completed Aug 2019 Construction started 16 Sept 2019	Good progress being made against contract programme. Contractor site established
<b>Budget</b>	£12,697,139	£12,697,139	Sport England Grant agreed (£1m) – discharge of conditions to draw down 97% of funds expected by end Nov 2019
<b>Issues log</b>		<ul style="list-style-type: none"> <li>• Pre-commencement planning conditions are expected to be resolved imminently for the next project phase</li> <li>• A plan has now been agreed for signposting of the temporary car park and addressing traffic management concerns and it is anticipated that suitable measures will be in place <b>before the end of November</b></li> <li>• A buried 'concrete slab' was discovered on site, which has hampered the piling operation</li> <li>• Gas main diverted during the enabling works was wrongly located – impacting on the build programme</li> </ul> <p>Resource capacity in NNDC communications team. Revision of the web pages is yet to be completed</p>	<ul style="list-style-type: none"> <li>• This is being progressed by the project team</li> <li>• A plan and works have been agreed to remedy this</li> <li>• Any additional costs incurred will be covered by the project contingency budget</li> <li>• This will incur additional cost but it is expected that this will be recovered from the contractor responsible for the initial work. The main contractor is working hard to minimise any impact on the build programme; however this will depend on the availability of the specialist contractor</li> <li>• The project team can cover some communication activities but there will be a loss of continuity and a hiatus. The website will be a critical method of continuous communication and this needs to be prioritised</li> </ul>

<b>Risk log</b>	A risk log is being maintained. These are routinely monitored and revised and controls are introduced to manage/mitigate risks and provide assurance	<p>A continual risk item for the Council is the potential ‘failure’ of the existing facility, prior to the new one being completed, which would adversely impact financially on the Council. The maintenance and life-cycle log for Splash will remain under review in order to flag any likely issues. Contractual provisions are in place to help mitigate any impact and the fact that the new facility is now being built should address any reputational impacts.</p> <p>The principal risks to the construction project at this time are:</p> <ul style="list-style-type: none"> <li>• Ongoing ground works risk (further unforeseen ground conditions issues) impacting on build programme</li> <li>• Delays in completion impacting on operational contract</li> <li>• Outstanding value engineering items not confirmed (£47k savings to be found)</li> </ul>	The Portfolio Holder will have access to the Risk Log and will be notified of all risks. These will also be reported via GRAC in the usual manner.
<b>Project Governance</b>	The Portfolio Holder (PH) is Cllr Virginia Gay, the Council’s Senior Reporting Officer (SRO) is Robert Young and the internal Project Manager is Kate Rawlings. Various other technical experts from within the Council are involved in the project as appropriate ways. The	<ul style="list-style-type: none"> <li>• Project governance for the construction phase has been established and the first two monthly cycles of meetings have been held.</li> <li>• An audit of the project to-date is being undertaken</li> <li>• The revised Project Initiation Document will be kept under review</li> </ul>	<p>Routine meeting and briefing procedures are now being followed (including those agreed by O&amp;S Committee)</p> <p>The outcome of the audit will be reported through the usual procedures and the project team will take note and respond accordingly to any relevant recommendations</p>



<p><b>Communications</b></p>	<p>The Communications Plan covers:</p> <ul style="list-style-type: none"> <li>• Planned activities at key milestones</li> <li>• Responses to issues and events as they occur</li> <li>• Routine communications to interested</li> </ul>	<ul style="list-style-type: none"> <li>• Official ‘spade in the ground’ ceremony in held 29 October 2019 received coverage in EDP and North Norfolk News and on social media</li> <li>• Communications plan enhanced by activities planned in conjunction with Metnor</li> </ul>	<p>The revised communication plan will be shared with members once complete.</p> <p>Concerns regarding resources and capacity in the Council’s Communications team are of concern.</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 November 2019 to 31 January 2020




Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
<b>December 2019</b>					
<b>Cabinet</b>	<b>06 Dec 2019</b>	<b>Digital Transformation Update</b>	Sarah Butikofer	Sean Kelly Head of IT & Digital Transformation 01263 516276	
<b>Scrutiny</b>	<b>13 Nov 2019</b>				
<b>Scrutiny</b>	<b>16 Oct 2019</b>	<b>Homelessness &amp; Rough Sleeping Strategy (consultation)</b>	Andrew Brown	Lisa Grice Housing Options Manager 01263 516164	
<b>Cabinet</b>	<b>06 Dec 2019</b>				
<b>Cabinet</b>	<b>06 Dec 2019</b>	<b>Medium Term Financial Strategy</b>	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	<i>Pre-scrutiny</i>
<b>Scrutiny11</b>	<b>17 Dec 2019</b>				
<b>Council</b>	<b>13 Nov 2019</b>	<b>Award of Waste Contract</b>	Nigel Lloyd	Steve Hems Head of Environmental Health	 <i>Pre-scrutiny</i>
<b>Scrutiny</b>	<b>13 Nov 2019</b>				
<b>Cabinet</b>	<b>06 Dec 2019</b>				
<b>Cabinet</b>	<b>06 Dec 2019</b>	<b>Homelessness &amp; Rough Sleeping Strategy (approval)</b>	Andrew Brown	Lisa Grice Housing Options Manager 01263 516164	



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 November 2019 to 31 January 2020

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Council	06 Dec 2019 17 Dec 2019	Enabling Land at Sheringham		Renata Garfoot Estates & Assets Strategy Manager 01263 516086	
Cabinet Scrutiny	06 Dec 2019 11 Dec 2019	Treasury Management Half Yearly report	Wyndham Northam	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet Council	06 Dec 2019 17 Dec 2019	Fees & Charges	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	
Cabinet	06 Dec 2019	North Walsham – temporary accommodation	Andrew Brown	Nicky Debbage Housing Strategy & Delivery Manager 01263 516027	
<b>Upcoming</b>					
Cabinet	TBC	New Road, North Walsham – options	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>Council Tax Discount Determinations</b>	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Scrutiny Cabinet	<b>Review of CP Framework: Recommendations</b>	Matt Stembrowicz/Nigel Dixon	To agree recommendations from the O&S Review of the Draft Corporate Plan Framework	Requested by the Committee
Scrutiny	<b>Splash Project Update</b>	Rob Young/Virginia Gay	To provide an update on the progress of the Splash project	Requested by the Chairman
Scrutiny Cabinet	<b>Homelessness and Rough Sleeping Strategy 2019 – 2024</b>	Lisa Grice/Andrew Brown	To review the strategy and consider any response to the public consultation	
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Cabinet Scrutiny Council	<b>Joint Waste Contract Procurement Briefing</b>	Nigel Lloyd Steve Hems	Pre-scrutiny of the terms & development of the new waste contract/consideration of costed options prior to approval	Requested by the Committee
Scrutiny	<b>Crime &amp; Disorder Briefing – Rural Policing</b>	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on rural policing	Annual
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
<b>December</b>				
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Duncan Ellis	To consider the treasury management activities	Six Monthly
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring</b>	Maxine Collis Greg Hayman	To monitor & review outcomes of O&S T&F Group recommendations	Requested by the Committee
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
Scrutiny	<b>Rural Transport Briefing</b>		To identify service gaps and lack of access to services to identify potential recommendations	Requested by the Committee
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2020/21 Budget



## 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>2020/21 Base Budget and Projections for 2021/22 to 2022/23</b>	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny Cabinet?	<b>Itteringham House/Shop Review &amp; Commercialisation Strategy</b>	Greg Hayman Duncan Ellis/Emma Duncan	To review the Itteringham house/shop and feed findings into the Council's 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
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
Cabinet Scrutiny	<b>Performance Management Q2</b>	Sarah Bütikofer Helen Thomas	To monitor performance of the Council & make any necessary recommendations to Cabinet	Quarterly
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2019/20</b>	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	<b>Capital Strategy</b>	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	<b>Investment Strategy</b>	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
<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	
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman

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

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<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
Scrutiny	<b>Splash Project Update</b>	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Committee
<b>Outstanding/ TBC</b>				
Scrutiny	<b>Customer Service Briefing (TBC)</b>	David Williams Sarah Bütikofer	To brief on the complaints procedure, no. of complaints resolved/outstanding	Requested by the Committee
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	
Scrutiny	<b>Emergency Responders - Ambulance Response Times</b>			
Scrutiny	<b>Pay Phone Removal Consultation</b>	Steve Blatch	To respond to the consultation	

**Overview & Scrutiny 16 October 2019  
Outcomes & Action List**

	<b>ACTION BY</b> <i>(Additional comments in italics)</i>	<b>PROGRESS / COMPLETION</b>
<p><u>10: DETERMINATION OF COUNCIL TAX DISCOUNTS 2020/21</u></p> <p><b>RESOLVED</b></p> <p><b>To commend the Report to Council.</b></p>	Council	November Council Meeting
<p><u>ITEM 11: HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2019 – 2024</u></p> <p><b>RESOLVED</b></p> <p><b>That the Committee submit the following recommendations to the Homelessness and Rough Sleeping Strategy Consultation:</b></p> <ol style="list-style-type: none"> <li><b>1. To recommend that costings and resource implications be included in the Strategy.</b></li> <li><b>2. To recommend that the Strategy demonstrates that all potential areas for collaborative working have been taken into consideration.</b></li> </ol>	Housing Options Manager	Submitted to consultation

<p><u>ITEM 12: SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - OCTOBER 2019</u></p> <p><b>RESOLVED</b></p> <p><b>For a budget profile to be provided quarterly as part of the SLC project updates.</b></p>	<p>Head of Economic &amp; Community Development</p>	<p>December O&amp;S Meeting</p>
<p><u>ITEM 13: CONSIDERATION OF RECOMMENDATIONS FROM THE REVIEW OF THE DRAFT FRAMEWORK OF THE CORPORATE PLAN</u></p> <p><b>RESOLVED</b></p> <p><b>To make the following recommendations to Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1. To share with Overview &amp; Scrutiny Committee Members as soon as possible, the residents' survey used to inform the Corporate Plan, together with relevant distribution and return metrics. The Committee agreed that Cabinet should be notified of their concerns that the survey had not been shared in time for the drafting of the recommendations below and thus wasn't available to support validation of the 6 themes.</b></li> <li><b>2. That two copies of the final version of the Corporate Plan be placed in all public libraries (including mobile libraries) across the district and a copy sent to every parish clerk, to provide accessibility for members of the public without internet access.</b></li> <li><b>3. That consideration be given to renaming the 'Affordable Housing' theme 'Local Homes for Local People', as this has broader application.</b></li> <li><b>4. That consideration be given to including a reference to the 'sustainability' of existing businesses, both in the heading and underlying content of the 'Boosting Business Growth' theme of the Corporate Plan. The</b></li> </ol>	<p>Cabinet</p>	<p>November Cabinet Meeting</p>

<p>revised title of “Boosting Business Sustainability and Growth” was supported.</p> <ol style="list-style-type: none"> <li>5. That consideration be given to identifying the specific barriers faced when doing business in North Norfolk within the Business theme of the Corporate Plan.</li> <li>6. To share a summary of the feedback from the environmental consultation undertaken at the Greenbuild event held in September.</li> <li>7. To give consideration to renaming the ‘Customer Focus’ theme to encompass everyone who used the Council’s services. The options discussed included: People Focus, Resident Focus, Service User Focus, etc, but ‘Customer Focus’ gained most support.</li> <li>8. To consider adding an additional descriptor to the Environment theme title - such as “Protecting the Environment”; the Cabinet Member had advised ‘Climate Change, Coast and Environment’ could be an option.</li> <li>9. To remove the high level challenge statements from future documents, as they had now served their purpose.</li> <li>10. To consider developing progress/success descriptors for each theme alongside performance monitoring and management targets/indicators as part of the delivery and action work stage.</li> </ol>		
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