

Overview & Scrutiny Committee



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Tuesday, 7 January 2020

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, 15 January 2020** at **9.30 am**.

At the discretion of the Chairman, a short break will be taken after the meeting has been running for approximately one and a half hours

Members of the public who wish to ask a question or speak on an agenda item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516047, Email: matthew.stembrowicz@north-norfolk.gov.uk.

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

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

Emma Denny
Democratic Services Manager

To: Mr 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 and Mr A Varley

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



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

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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 11th December 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:

1. At its December 2019 meeting, Council voted to request that the Overview & Scrutiny Committee review the Council's Diversity & Equality Policy.
2. Please refer to Consideration of Ambulance Response Times Motion report, with regards to resolutions made at the November 2019 meeting of Council.

10. **2020/21 BASE BUDGET AND PROJECTIONS FOR 2021/22 TO 2022/23** 9 - 46

Summary: This report presents for consideration the draft 2020/21 budget. It is being provided to the Overview and Scrutiny Committee for initial consideration and pre-scrutiny discussion ahead of the final budget papers being presented to Cabinet and Full Council in February 2020.

Options considered: The budget for the forthcoming financial year must be set annually. Whilst there are options around the individual budgets presented for approval i.e. what is included in the budget for 2020/21, these will be considered in more detail in February.

Conclusions: The Council's budget is set for approval each year in February; since last year it has been presented to Overview and Scrutiny for pre-scrutiny before going to Cabinet, with recommendations then being made to Full Council for approval. The report currently presented provides a **draft** of the 2020/21 budget position for consideration and discussion by the Overview and Scrutiny Committee. The draft budget to date has been produced based on a number of assumptions as detailed within the main body of the report and now reflects the provisional finance settlement announced on 20 December 2019. The report is for information and discussion.

Recommendations: **It is recommended that the Overview and Scrutiny Committee note the contents of the report and the ongoing work to support the preparation of the 2020/21 budget and make any recommendations to Cabinet as required.**

Reasons for Recommendations: N/A

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Outturn Report 2018/19, Medium Term Financial Strategy 2020/21 - 2019/20 budget monitoring reports.

Cabinet Member(s):
Cllr Eric Seward

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

11. **NORTH NORFOLK DISTRICT COUNCIL: EXECUTIVE-SCRUTINY PROTOCOL** 47 - 52

Summary: This report seeks to establish and agree a protocol to clearly define the working relationship between the Executive and the Overview & Scrutiny Committee. This comes as a result of the Statutory Guidance on Overview & Scrutiny in Local and Combined Authorities (released May 2019), from the Ministry of Housing Communities and Local Government.

Options considered: To approve the attached protocol or maintain the status-quo of an undefined relationship.

Conclusions: The Protocol offers clear guidance on the expected working relationship, and the expectations of both the Executive and the Overview & Scrutiny Committee. It also clarifies purpose of the Scrutiny Committee as stated in the Local Government Act 2000, and the Scrutiny Committee's 'Call-in' procedure as outlined in the Constitution.

Recommendations: **1. That the Committee review the protocol and recommend it for approval by Cabinet and Council.**

Reasons for Recommendations: To establish and clarify a clear working relationship between the Executive and the Overview & Scrutiny Committee.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Sarah Bütikofer	N/a

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

12. **OVERVIEW & SCRUTINY COMMITTEE - CONSIDERATION OF AMBULANCE RESPONSE TIMES MOTION** 53 - 58

Summary: This report is written for the Committee to consider its response to resolutions reached by Council with regards to an 'Ambulance Response Times' motion. It will identify the key issues and responsibilities that require consideration, with an aim to establish a recommended course of action for the Committee.

Options considered: Options considered include establishing a Working Group to monitor and review ambulance response times, requesting that NHOSC continue to closely monitor ambulance response times for North Norfolk, to invite representatives of EEAST and the North Norfolk CCG to explain service deficiencies, consider how best to support community first responders, or do nothing.

Conclusions: This report suggests that whilst it is not the responsibility of the NNDC Overview & Scrutiny Committee to monitor ambulance response times, which is a core responsibility of NCC's NHOSC Committee, it is still within the public's interest for the Committee to invite representatives to provide an explanation for service deficiencies. Furthermore, the Committee may be able to identify steps to help support and improve the work of Community First Responders to help alleviate issues caused by waiting times.

Recommendations:

- 1. That the Committee invite representatives of EEAST and the North Norfolk CCG to provide a briefing on the poor performance of ambulance response times and the efforts being made to address the issue.**
- 2. That the Committee works closely with NHOSC and the NNDC appointed representative to monitor and review ambulance response times.**
- 3. That the Committee consider the role of Community First Responders and options to support/improve the service.**

Reasons for Recommendations: To provide guidance to the Committee on the most appropriate course of action

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Contact Officer, telephone number and email:
Matt Stembrowicz, Democratic Services & Governance Officer
(Scrutiny), 01263 516047, Matthew.Stembrowicz@north-norfolk.gov.uk

**13. SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - 59 - 62
JANUARY 2020**

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

WORK PROGRAMMES

14. THE CABINET WORK PROGRAMME 63 - 66

To note the upcoming Cabinet Work Programme.

15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 67 - 72

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**

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 11 December 2019 in the Council Chamber - Council Offices, Holt Road, Cromer, NR27 9EN at 9.30 am

Committee Mr N Dixon (Chairman) Mr T Adams (Vice-Chairman)
Members Present:

Mr H Blathwayt	Mrs W Fredericks
Mr P Heinrich	Mr N Housden
Mr G Mancini-Boyle	Mr N Pearce
Mrs E Spagnola	Mr J Toye

Members also attending: Mr J Rest (Observer) Mr E Seward (Observer)

Officers in Attendance: Democratic Services and Governance Officer (Scrutiny) (DS&GOS), Head of Legal & Monitoring Officer (HLS), Head of Finance and Asset Management/Section 151 Officer (HFAM), Leisure & Locality Services Manager (LLSM) and Head of Economic and Community Development (HECD)

Also in attendance:

34 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr L Shires and Cllr A Varley.

35 SUBSTITUTES

None.

36 PUBLIC QUESTIONS & STATEMENTS

None received.

37 MINUTES

Minutes of the meeting held on Wednesday 13th November were agreed as a correct record and signed by the Chairman.

The Chairman noted for the record, that the Crime and Disorder Briefing, for which public questions had been submitted in advance of the meeting, had been very successful and that had debate continued outside of the meeting between officers and the public.

38 ITEMS OF URGENT BUSINESS

None received.

39 DECLARATIONS OF INTEREST

None declared.

40 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

41 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

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

The DS&GOS noted that the ambulance response times motion passed at November Full Council requested that the Committee review response times via a Working Group. He stated that the issue was already on the Committee's Work Programme, and a report to determine the best course of action would come to the January meeting.

43 MEDIUM TERM FINANCIAL STRATEGY – 2020/21 TO 2023/24

Cllr E Seward – Portfolio Holder for Finance introduced the report, and referred Members to the income forecasts on page 42. He noted that a budget surplus of £430k had now been projected for the 2020/21 financial year, on the basis that Central Government funding reviews had not been completed, hence funding would remain unchanged from the current year. It was reported that deficits were still on the horizon, but legacy payments for new homes bonuses would continue to help. It was suggested that Members should remain cautious of the surplus, as it was based on models and could change once the financial settlement was known.

Questions and Discussion

The Chairman reminded Committee Members of the importance of the MTFs, then asked to what extent it reflected the financial burden of the new Corporate Plan, and how developed its financial forecasts were. The HFAM replied that officers were working on the delivery plan, and once complete, they would have a clearer picture of the financial burden of the Corporate Plan. He added that the MTFs remained at this stage a forecast, and would remain so until February, when the settlement figures were known. It was stated that work was ongoing on efficiency savings and income generation, and that the Council had reserves to cover short-term funding deficits if required. Cllr E Seward noted that he was anxious to identify savings and begin generating income for the Council where possible. The Chairman asked that the Committee be notified of any emerging trends in the Council's finances as soon as possible, so that any issues could be investigated.

Cllr G Mancini-Boyle asked if there were any changes regarding the NHS business rates appeal, to which the HFAM replied that there had been no change, but the outcome was expected in February. He added that the Council did have provisions in place for the worst case scenario, and that the reserves would be held until the final outcome was known. It was stated that if the case was won but appealed, then a risk assessment would be completed.

Cllr N Housden noted that a Central Government budget was expected in February, and asked if this would have any impact on the delivery of the Corporate Plan. The HFAM replied that it was generally expected that any additional funding in the

budget would either go to the NHS or social care, neither of which would bring any significant benefits for District Councils.

The Chairman stated that it was hard to overstate the importance of the MTFS, as it set out the Council's finances for the next four years. The DS&GOS informed Members that further financial training would be provided in January prior to the Committee scrutinising the draft budget.

Cllr N Housden referred to the recently awarded waste contract, and asked whether the related costings had been factored into the report, and whether there would be any additional data to add. The HFAM replied that the figures would be updated in the budget, and that the current figures within the MTFS were predicted.

Recommendation one was proposed by Cllr N Pearce and seconded by Cllr P Heinrich. Recommendation two was proposed by Cllr G Mancini-Boyle and seconded by Cllr H Blathwayt.

RESOLVED

- 1. That Members consider and note:**
 - a) The current high-level financial forecast for the period 2020/21 to 2023/34;**
 - b) The current capital funding forecasts;**
- 2. The revised reserves statement as included at Appendix 2 to the financial strategy**

44 TREASURY MANAGEMENT HALF YEARLY REPORT 2019/20

The HFAM introduced the report, and informed Members that the Council was generating in excess of £1m per annum from its investments, with an average target of 3.3%. He added that in the past year, some unexpected income was placed in short-term investments, which had lowered the average rate of return. It was confirmed that Arlingclose still provided good, reliable advice to the Council on its investments, and worked closely with the Chief Technical Accountant.

Questions and Discussion

The Chairman stated that a reduction in interest rates had made treasury management more challenging, but noted that briefings with the external investment advisors had been very helpful, and asked if they could be run again in the future. The HFAM replied that the briefing sessions were still offered, and that he could look to arrange a session in the new year.

The Chairman noted that the Council relied on effective treasury management in order to maintain its financial liquidity, and asked if there were any indicators used to monitor this. The HFAM replied that it was useful to have access to short-term borrowing, which was generally cheap, though a 1% increase in rates was significant. He then stated that intra-authority borrowing was an additional option that remained relatively cheap. The Chairman repeated his question regarding a liquidity indicator, and the HFAM replied that in terms of the liquidity target identified on page 69 of the agenda, the Council had not complied. He added that due to the current low cost of borrowing, the Council's liquidity did not raise any immediate concerns. In addition, the longer the Council could maintain its long-term investments the better, such as those in the LAMIT property fund, with returns of approximately 6%.

The Chairman referred to the Council not meeting its liquidity target, and questioned the importance of the target. The HFAM replied that the target would be reviewed in February, alongside a similar CIPFA review. It was reported that the investment training from Arlingclose could also cover these issues. Cllr N Housden referred to page 68 of the agenda, where it was noted that the Council's credit score had been reduced due to a lack of liquidity, and asked what figure would have to be reached to improve this. The HFAM replied that he would seek clarification and provide a written response.

The Chairman referred to table 4 on page 67 of the agenda, noted the underperformance, and asked if this would lead to general underperformance for the Council's investments. The HFAM replied that these figures were symptomatic of the short-term investments made as a result of unexpected influx in cash-flow.

Cllr J Rest referred to loans of £3.1m given to housing associations on page 66 of the agenda, and asked whether all funds had been drawn. The HFAM replied that they had, and that the Council was now receiving repayments. It was suggested that the loans could potentially be extended to increase returns.

It was proposed by Cllr G Mancini-Boyle and seconded by Cllr T Adams that the report be commended to Council.

RESOLVED

To commend the report to Full Council.

45 BEACH HUTS & CHALETS MONITORING REPORT

The LLSM introduced the report and informed Members that a review had been undertaken in 2018 to assess the stock, pricing and practice of the Council's beach huts and chalets facilities. A summary of the review's recommendations included, a move to an online booking system, moving annual let chalets from one to five year licenses, and the formation of a new pricing matrix based on location, amenities and desirability.

Questions and Discussion

The LLSM informed Members that unfortunately weekly lets were down £3k on the previous year, which could be due to people not knowing about or struggling with the online booking system. He added that it could also be the result of lower visitor numbers to the district's beaches this year compared to last.

It was reported that increasing the annual let leases from one to five years had drastically reduced the workload required to manage the huts and chalets, whilst the pricing index, which calculated cost based on the merits of the unit, had increased revenue by approximately £25k. This had resulted in a reduction of the waiting list numbers, though not enough to present any risk to the Council, with a nine year wait still required for Sheringham. The LLSM informed Members that the new licensing arrangements allowed for the license holder to relinquish annually, and for a license review to take place after three years.

The LLSM reported that conditions surveys had been undertaken, and that any work required had gone out to tender for urgent repairs. He added that overall the review had brought good progress, but there was still work to be done in areas such as improving the marketing strategy. Cllr N Housden asked whether the maintenance

costings would be seen by the Committee, and whether any significant improvements were made when repairs were undertaken. The LLSM replied that he could bring maintenance costs to a future meeting, and that improvements to the huts could be considered in the future, such as installing solar panels. Cllr G Mancini-Boyle asked if any preventative maintenance surveys had taken place, and suggested that it was a more cost-effective way to manage maintenance. The LLSM replied that repairs were not made on a preventative basis at present, though redecoration of the huts and chalets was done in groups.

Cllr H Blathwayt referred to the nine year waiting list, and asked if there was any chance of increasing the estate. The LLSM replied that there had been some increases over the past few years, but space for further expansion was limited.

Cllr E Spagnola asked how many huts and chalets were accessible, and whether changing places were available to users. The LLSM replied that from his personal experience, he had found the beach huts to have good accessibility. The HFAM added that the Council had recently received funding for improvements to be made to the Edwardian Block adjacent to the disabled parking area, which would include improvements to accessibility, and adding electricity provision.

Cllr N Housden asked if any beach huts had been considered for removal as a result of landslips. The LLSM replied that none were being considered for removal at present. The Corporate Director (SB) added that the resilience of the Council's assets was under review, as some facilities could be relocated at a cost of approximately £8k-10k, which was generally considered to be cheaper than repair or replacement. It was reported that the movement of leased beach huts was discretionary, as the leaseholders had to bear the costs involved. Members were informed that the Council did lose some chalets as a result of the 2013 storm surge, though this had allowed for an increase in disabled parking spaces. The Corporate Director (SB) stated that beach huts and chalets remained a discretionary area of service for the Council, and whilst investment in the provision had not been directly offset before, it may become a future requirement.

Cllr W Fredericks stated that she had given up her chalet recently due to cost, but understood the need for price increases. She then asked if there would be any further price increases during the five year lease period, and it was confirmed that the prices would be reviewed after three years. Cllr W Fredericks referred to Mundesley specifically, where facilities were only available May to October, and asked if there would be any difference in price as a result. The HFAM replied that rates were cheaper in Mundesley, as the pricing matrix took into account differences in the level of facilities.

Cllr W Fredericks suggested that the Council should advertise its beach huts and chalets on the Visit North Norfolk website.

The Chairman stated that it was good to hear that the Council had avoided any major issues with its beach huts, then asked if the service ran a surplus after taking into account maintenance costs, and whether the financials were available. The HFAM replied that the figures would be included in budget monitoring reports at a high level, and that generally speaking, the beach huts had very little liability as it was now mandatory for leaseholders to insure their huts. He added that income from chalets was more marginal due to higher maintenance costs. The HECD stated that the review did consider a cost-benefit analysis of providing the beach huts and chalets, as it was important that they were self-sustaining, as with all assets. The LLSM added that in the 2017/18 financial year, the beach huts and chalets provided

a net surplus of approximately £30k.

The Chairman asked officers if they found the Task and Finish Group review helpful, to which the LLSM replied that he had found it to be a very thorough review with fresh eyes that had been very helpful.

The Chairman asked Committee Members if they felt it would be necessary to undertake an annual review of the service to ensure its ongoing sustainability. The Corporate Director (SB) suggested that if an annual review were to take place, then it should be pre-season, to allow for any marketing recommendations to be implemented. It was proposed by Cllr W Fredericks and seconded by Cllr H Blathwayt that an annual monitoring report on the Council's beach huts and chalets be provided to the Committee in April.

RESOLVED

That an annual monitoring report on the Council's beach huts and chalets be provided to the Committee in April.

46 SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - DECEMBER 2019

The DS&GOS introduced the item and read out a statement that had been provided by the Cabinet Portfolio Holder for Culture and Well-being – Cllr V Gay, which is included below for reference:

“Chairman, Ladies and Gentlemen

I am sorry that I cannot be with you this morning to report on the Sheringham Leisure Facility Project. Members will know that I was asked to report to Full Council on the progress of this project and that I did so. There were no outstanding matters from that night. I would like to thank Rob Young who is with you this morning to answer any questions which you may have.

You will note from the report which appears at Item 13 (p.73) of your agenda that the timetable for the work on the new facility remains on track and that the budget is unchanged. You will know too that North Norfolk District Council is due to draw down 97% of the money promised by Sport England and that the important risks to the project - the possibility that Splash might not last until the new facility is working or that there might be delays to the date of completion - also remain unaltered.

At our last meeting, we discussed a gas main which had been found in a place where it was not expected - the cost for the relocation of which was met by the original contractor responsible (with no impact on the budget or contingency). There has been another case of this kind, but the re-siting cost will be met from the construction contingency fund. Rob will explain to you that we are reaching a stage of the project at which calls on this particular contingency fund are likely to tail off. The client contingency fund remains untouched.

In closing, I would add that the Internal Audit Report which was agreed for this project at Full Council in the summer will soon be complete. I have not yet seen the final draft, but I do not expect that the report will contain any surprises for members.

Thank you.”

Questions and Discussion

The HECD reiterated Cllr V Gay's comments that the budget remained unchanged. On the gas main issues, it was reported that there was a review of liability underway, but the Council would still have had to cover re-siting costs even if its location was known. Members were informed that at present, the gas main has been sleeved so that work could continue until it could be relocated, hence there had not yet been any delays or additional costs, but the full picture would be known by Christmas. The HECD reported that the original gas main had now been fully re-sited with costs covered by the contractor.

The HECD reported that meetings were now taking place on site, and that further communications were in the process of being agreed, with the contractor having completed a promotional document to show progress. He added that the newsletter circulated amongst Members would provide a good update on progress, and that there were also plans to update the website to include video footage from the site.

In reference to the cost summary in appendix A of the update, the HECD stated that from his perspective, there was no cause for concern, as any additional costs and professional fees had been covered by the contingency. Reference was made to the current overspend of £1890, and the HECD stated that the project was at early stage and the figure could go up and down throughout the project.

Cllr G Mancini-Boyle noted that approximately £504k had been spent on professional fees, and asked if there would be any further costs. The HECD replied that no further costs were expected, and that all professional fees were now included in the budget.

It was confirmed, following a question from Cllr N Housden that costs outlined in the report had been factored into the £126k contingency. He then asked whether collateral damage would be covered in the contract, if the project were to overrun. The HECD confirmed that this was the case, with any costs to be covered by the service provider. The Chairman referred to the remaining construction contingency, and asked how comfortable officers were that it would be enough to cover any remaining risks. The HECD replied that the majority of unknown risks would arise from the site conditions, and hopefully these were now all known.

It was confirmed, following a question from Cllr N Housden that there had not yet been any delays due to poor weather, although cold could affect concrete once the project reached that stage. It was stated that any delays would be reported.

The Chairman asked Committee Members to consider whether they wished to continue to receive monthly updates on the project. Cllr N Pearce suggested that there was a cautious sense of optimism about the project, but recommended that monitoring should continue for the time being.

It was proposed by Cllr N Pearce and seconded by Cllr G Mancini-Boyle that monitoring reports should continue to be received on a monthly basis for the next quarter.

RESOLVED

That monthly project monitoring reports continue for the next quarter.

The DS&GOS informed Members that the waste contract had now been awarded and was in the standstill phase. It was reported that the Homelessness and Rough Sleeping Strategy had also been agreed, and that the Committees recommendations had been taken into account, with one of two being implemented.

RESOLVED

To note the Cabinet Work Programme.

48 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DS&GOS informed Members that the draft budget and delivery plan would both come to the Committee in the new year, and it was crucial that they be thoroughly scrutinised. In order to improve Members understanding of the former, it was reported that training would be arranged for the week prior to the budget meeting, to allow Members to formulate questions in advance.

Cllr J Rest asked if the budget training could be made compulsory, to which the HLS replied that the Members Development Group were looking to arrange skills burst training on areas of need. The Chairman reminded Members that financial accountability was the responsibility of all Councillors, and that this should be remembered when scrutinising the draft budget.

The DS&GOS referred to the ambulance response times motion passed at Full Council, and informed Members that a report would come to the January meeting, to help the Committee determine its response to the motion.

RESOLVED

To note the Committee Work Programme.

49 EXCLUSION OF THE PRESS AND PUBLIC

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

The meeting ended at 11.15 am.

Chairman

DRAFT - 2020/19 BUDGET REVIEW

Summary: This report presents for consideration the draft 2020/21 budget. It is being provided to the Overview and Scrutiny Committee for initial consideration and pre-scrutiny discussion ahead of the final budget papers being presented to Cabinet and Full Council in February 2020.

Options considered: The budget for the forthcoming financial year must be set annually. Whilst there are options around the individual budgets presented for approval i.e. what is included in the budget for 2020/21, these will be considered in more detail in February.

Conclusions: The Council's budget is set for approval each year in February; since last year it has been presented to Overview and Scrutiny for pre-scrutiny before going to Cabinet, with recommendations then being made to Full Council for approval. The report currently presented provides a **draft** of the 2020/21 budget position for consideration and discussion by the Overview and Scrutiny Committee. The draft budget to date has been produced based on a number of assumptions as detailed within the main body of the report and now reflects the provisional finance settlement announced on 20 December 2019. The report is for information and discussion.

Recommendations: **It is recommended that the Overview and Scrutiny Committee note the contents of the report and the ongoing work to support the preparation of the 2020/21 budget and make any recommendations to Cabinet as required.**

Reasons for Recommendations: N/A

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Outturn Report 2018/19, Medium Term Financial Strategy 2020/21 – 2023/24, 2019/20 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

Executive summary

This report presents an **initial high level draft** of the 2020/21 revenue budget for consideration and discussion by the Overview and Scrutiny Committee. Members should treat the figures as **draft and provisional** at the present time ahead of the final budget papers being presented to Cabinet and Full Council in February but this report provides an **early indication** of the forecast position for next year.

The budget for the forthcoming financial year must be set annually. Whilst there are options around the individual budgets presented for approval i.e. what is included in the budget for 2020/21, these will be considered in more detail in February.

For the first time last year an early draft of the budget was presented to the Overview and Scrutiny committee in January for pre-scrutiny ahead of the papers going on to Cabinet for consideration and recommendation to Full Council for approval and this process has been continued this year.

The draft budget to date has been produced based on a number of assumptions as detailed within the main body of the paper but does now reflect the provisional finance settlement announced on 20 December 2019.

This paper has been informed by the 2019/20 Base Budget, the 2018/19 Outturn Report, the 2019/20 budget monitoring reports and the Medium Term Financial Strategy 2020/21 – 2023/24.

The budget is fundamentally linked to the Corporate Plan, a summary of which can be found on the Council's website [here](#). The following diagram provides an overview of the financial processes undertaken by the Council to ensure value for money for the tax payers.



The updated **draft** forecasts for 2020/21 build on previous figures from the 2019/20 budget setting exercise, which were forecasting future year deficits in the region of £2m. The updated forecasts below differ significantly from this, in the main this is due

to postponement of the Fair Funding Review, Business Rates Review and the Spending Review, all of which have been impacted by the ongoing Brexit negotiations and have led to a one-year Settlement which has meant the continuation of the previous funding regime for a further year.

	2019/20 Base Budget	2020/21 Projection	2021/22 Projection	2022/23 Projection
	£000	£000	£000	£000
(Surplus)/Deficit forecast Feb 2019	-	2,078	2,061	1,945
(Surplus)/Deficit forecast Feb 2020	-	(158)	1,876	1,941
Variance/Movement	-	2,236	185	4

As can be seen from the table above there has been a significant improvement in the previous position of c£2,078k in the current forecast for 2020/21 with a projected surplus now of around **(£158k)**.

A summary of the General Fund is provided at Appendix A and Appendix B contains a high level variance analysis of the budget movements between the 2019/20 base budget and the current forecasts for 2020/21. This also includes an analysis of the movements at the Net Cost of Service Level with further explanations of the more significant variances.

The report provides a high level budget position for Overview and Scrutiny Committee to consider ahead of the full detailed budget papers being present to Cabinet in February.

1 Introduction

- 1.1 This report presents an **initial draft** of the 2020/21 revenue budget for consideration and discussion by the Overview and Scrutiny Committee and includes a high level General Fund Summary along with an updated position in terms of reserve movements. Members should treat the figures as **draft and provisional** at the present time as there is still a further month before the budgets will be finalised but this report provides an early indication of the forecast position for next year.
- 1.2 An updated Capital Programme has also been included covering the periods 2019/20 to 2022/23 which takes account of anticipated slippage of schemes between financial years.
- 1.3 The final budget report in February 2020 will go through the following process;
- Cabinet 3 February
 - Full Council 26 February

2 Corporate Plan

- 2.1 In May 2019 a new Council was elected and has now adopted a new Corporate Plan which sets out the intent and ambition of the authority for the period 2019 – 2023. The Corporate Plan details the Council's vision for the next four years. It will provide the framework and context for the Council's service provision, project interventions and resource allocation (financial and staffing) for the period through to 2023. The Plan will be subject to annual review to ensure that it continues to reflect the Council's priorities and objectives throughout the next four years in response to emerging trends, policy developments and legislation.
- 2.2 It reflects the essential needs and aspirations of our customers and communities and how we feel the Council can best use its resources to deliver services and outcomes that make a positive difference for everyone who lives in, works in or visits North Norfolk.
- 2.3 However, despite the District having a number of very positive attributes we also have some big challenges: – responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population.
- 2.4 The Corporate Plan identifies six key themes where we would propose developing actions and allocating resources to respond to the challenges our district faces in the years to come as detailed below;
- Local Homes for Local Need
 - Boosting Business Sustainability and Growth
 - Climate, Coast and the Environment
 - Quality of Life
 - Customer Focus
 - Financial Sustainability

- 2.5 Planning for the future is challenging, especially given the broad range of services we provide, and the competing demands for increasingly scarce resources. All our services are committed to making improvements and finding savings, so that the Council remains efficient, effective and meets the day to day needs of the communities we serve. The purpose of the Corporate Plan is to focus on those priorities where we need to give specific attention. It will help us target better our dwindling capital and revenue resources and help direct and focus any bids for external grant support. The Plan also provides a framework against which we can assess our progress to support the needs of our customers and communities.
- 2.6 The Delivery Plan, which will support the objectives contained within the Corporate Plan, is scheduled to be approved by Full Council in February 2020. This will detail how we will judge our performance; it will also be the means by which the Council agrees its improvement objectives. It will include the expected outcomes from each of the six key themes and be supported by a set of priority actions and measures through which the Council will undertake a self-assessment of the level of improvement made.
- 2.7 Underpinning the Corporate Plan is the day to day business that departments undertake and which will be reflected in departmental Service Plans. All Service Plans are linked to the Corporate Plan. These plans also include the performance measures by which the delivery of wider improvement activity can be managed. The Corporate Plan is a living document and will be regularly reviewed throughout its life to reflect changes in the local, regional and national context.
- 2.8 The priorities within the Corporate Plan were developed by talking with, and listening to the community, Elected Members, staff and other key stakeholders all of whom have helped to shape the content of the Plan.

Our Strategic Priorities 2019 - 2023

- 2.9 The Delivery Plan is still under development but is expected to include a series of priority actions and measures that we will monitor to assess if we have made a difference. Progress and tracking against the identified actions and delivery of the outcomes will form a key part of the Council's performance management framework.

Investment in Priority Areas

- 2.10 Whilst the overall level of the Council's resources is reducing it is important that a clear focus is maintained on matching funding to priorities. This will remain a key focus over the coming years to ensure the aspirations contained within the new Corporate Plan and the projects contained within the Delivery Plan are realised.

Our Vision

- 2.11 In order to develop a long term plan, every organisation needs to set an aspiration of where the organisation is aiming to be in the future. This enables everyone to be united in a shared direction and purpose. The Council's aspiration is as follows:

North Norfolk District Council – putting our customers at the heart of everything we do

Our Values

- 2.12 Our values represent the beliefs and expected behaviour of everyone working for North Norfolk District Council. Our values, which aim to support quality services, we;
- Respect everyone and treat everyone fairly
 - Are open and honest and listen
 - Strive to offer the best value for money service
 - Welcome new challenges and embrace change

'One Team' Team Approach

- 2.13 In order to deliver high quality services, we need to have excellent teams to deliver them. We recognise that our staff are our most important resource at the heart of the services we provide. We are committed to investing in staff and their development so that we have well trained and supported employees, providing professional services and who are happy and motivated in their work. The One Team approach also includes Members to ensure we work closely together to deliver our priority outcomes and that their training needs are also met as part of their ongoing development.

3 Medium Term Financial Strategy (MTFS)

- 3.1 The Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan outcomes. The MTFS establishes how the Council's priorities will be achieved by setting out the framework within which resources are available over the medium term and the financial challenges facing the Council in terms of future funding gaps. It is the method by which the Council plans translates its long-term goals into action by considering;
- Where the Council is now
 - Where the Council wants to be
 - What the Council's plans are to get there
- 3.2 The MTFS helps to ensure that the Council is 'doing the right thing' while taking account of internal strengths/weaknesses and external threats/opportunities. It should also provide a link between the Council's long-term service objectives and its financial capacity, which effectively asks the question 'can the strategic objectives be achieved within the available financial envelope?'

3.3 The MTFS covering the period 2020/21 to 2023/24 was approved by Full Council in December. At that time there was a small surplus of £430k projected for 2020/21 but with budget gaps of c£1m for 2021/22 onwards.

3.4 This was in the context of national pressures, local pressures, inflation, funding changes, income streams and savings. A full copy of the final MTFS can be found within the Full Council agenda papers [here](#) from page 85.

4 Revenue Account Base Budget

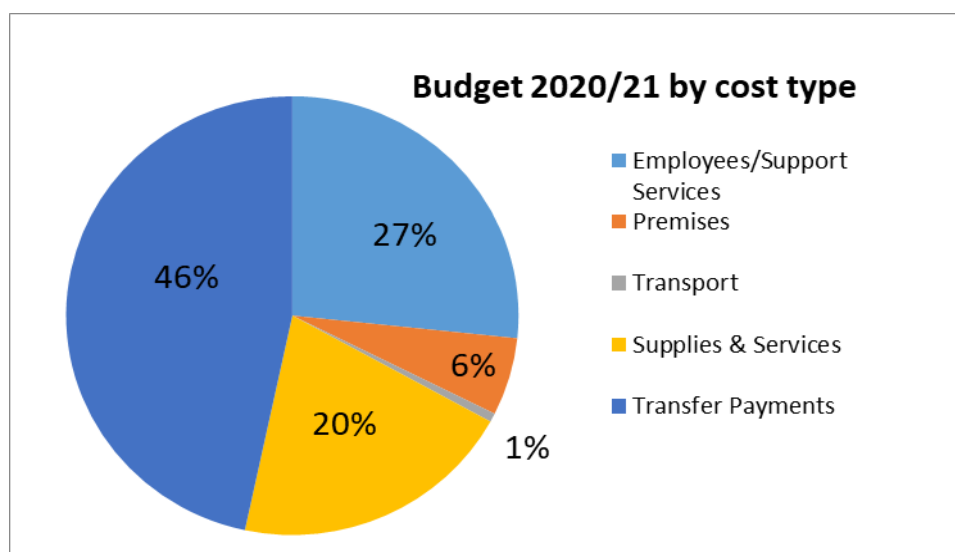
4.1 The current **draft** forecast budget surplus for 2020/21 as at the start of January 2020 is (£158k) as shown in Table 1 below, the detail can be found within the General Fund Summary contained within Appendix A.

4.2 Any additional revenue growth bids for things such as staffing or extended service provision will be considered in more detail in February and are not considered as part of this report.

4.3 Appendix B provides a high level variance analysis (Table 1) compared with the 2019/20 base budget. Appendix B also contains a high level variance analysis based on the movements within the Net Cost of Services excluding notional charges which can be seen in the chart below.

Table 1 – Current Forecast 2020/21

	£000
Total District amount to be met from Government Grant & Local Taxation (excluding parish precepts)	12,897
Less:	
District call on Collection Fund (excluding Parish Precepts)	(6,397)
Business Rates Retained & S31 Grants	(5,192)
Revenue Support Grant	(90)
New Homes Bonus (NHB)	(892)
Rural Services Delivery Grant	(484)
Current projected surplus	(158)



Assumptions

- 4.4 The revenue budget for 2020/21 makes a number of assumptions, the more significant ones are as follows:
- a) **Council Tax** – The draft budget currently assumes a **Council Tax increase** for the district element of Council Tax in 2020/21 and is based on the tax base of 41,602 (40,621 for 2019/20). This would mean that the district element of the council tax would increase by £4.95 from £148.77 to £153.77 (**£143.82 to £148.77** for 2018/19). **This is however a decision for Full Council in February and will be decided at the time the budget is set.**
 - b) **Employee budgets** – The budget has now been updated to take account of the national pay review and annual increments. As a guide a 0.5% sensitivity to the pay award equates to approximately £54k per annum. An allowance has been made to reflect vacancy savings of 2% as in previous years and where annual increments are due these have continued to be factored into the budget.
 - c) **Fees and Charges** – The impact of the fees and charges approved by Full Council on 18 December have now been factored in to the budget forecasts.
 - d) **Contract inflation** – The largest of the Council's contracts is the waste contract. Following the successful procurement exercise which has just been completed, the new contract will commence from April 2020. The budget has therefore been updated to reflect the new contract prices for all waste, cleansing and grounds maintenance services. The revenue implications of the borrowing for the new waste vehicles are also included for future years.
 - e) **Investment income** – The net interest receivable is currently forecast to be £0.95m for 2020/21 and is based on gross interest of £1.3m less borrowing costs for capital schemes of £358k. This includes income derived from Treasury investments and loans to Housing Associations under the Local Investment Strategy. The Council ensures that priority is given to security and portfolio liquidity when investing treasury management funds in line with the CIPFA Treasury Management Code. The average investment rate anticipated in the forward year is 3.3% (based on forecast available balances of £40.1m) compared with the budgeted rate of 3.5% for the current estimates for 2019/20 (based on forecast available balances of £38.4m). As at period 6 (September) the average return was 3.08% although this was based on actual cash balances of £43.8m. This has had the effect of bringing the overall average level of return down as this additional cash has had to be invested overnight at low levels of return.
 - f) **Big Society Fund/Second Homes Funding** – The budget assumes the continuation of the Big Society Fund (now called the Communities Fund) and related costs and grant scheme funded by the second homes income which was previously returned to districts, although this arrangement stopped in 2018/19. The budget set aside for 2020/21 of £240k is funded from the Communities Fund reserve. The continuation of this funding from the reserve is however a decision for Full Council in February.
 - g) **Splash** – the revenue impacts and associated borrowing costs of this scheme have now been built into the future year's forecasts based on current capital spending assumptions.

5 Provisional Settlement figures

- 5.1 In terms of the latest information we have regarding the provisional funding Settlement for 2020/21 this has now been included within the budget forecasts. The business rates and Fair Funding reviews have been delayed due to the ongoing Brexit negotiations and a one-year settlement has been agreed. This has had an extremely positive impact on the financial position for 2020/21 and indeed future years as it has effectively delayed all of the anticipated funding reductions by a year.
- 5.2 The previous future years' deficit forecast identified as part of the 2019/20 budget setting process in February 2019 was around £2m. Now that we have more information regarding the provisional funding Settlement the budget projections have been updated and can be seen within the General Fund summary (appendix A) which shows the future year's deficit reducing slightly to c£1.88m in 2021/22 and c£1.94m in 2022/23. The significant caveat with this however is that these projections are still based on future year's forecasts which have not as yet been finalised although it is unlikely to now change.
- 5.3 On 8 January the chancellor Sajid David confirmed that his budget announcements would be made on 11 March 2020. Unfortunately, this will be after the budget has been set but if there is any additional funding forthcoming for district authorities we can take account of it as part of the 2020/21 budget monitoring process and include it within the update of the MTFS.

Key changes to budget projections

- 5.4 The Settlement review update has had a significant impact on the future budget projections. The key changes are highlighted below;

Council tax – This is based on a £4.95 increase in council tax although the referendum principles have not as yet been confirmed. Not increasing the council tax by this amount next year would see a reduction of just over £200k next year and in each of the following years.

Retained business rates (£625k) – projections for future years have increased due to a 1-year delay in the Business Rates Baseline Reset (now 1st April 2021) and a reduced impact predicted from the Fair Funding Review.

Revenue support grant (£90k) - this will be rolled forward into 2020/21 as part of the 1 year Spending Round, adjusted for inflation. We had assumed as part of the 2019/20 budget process that this funding would be removed in 2020/21.

New Homes Bonus (NHB) (£892k) – the NHB forecast at the time the MTFS was set was £1,234k but unfortunately the allocation made as part of the Provisional Settlement in December was £892k. However, this is still very positive news as the 2019/20 budget projections had assumed that we would lose all of this funding. The current projections also assume that we will still receive legacy payments for NHB whereas we'd previously been working on the assumption that the payments would all cease at the end of 2019/20. The payments are now forecast to end in 2022/23 which means nearly £2m of funding which we weren't expecting.

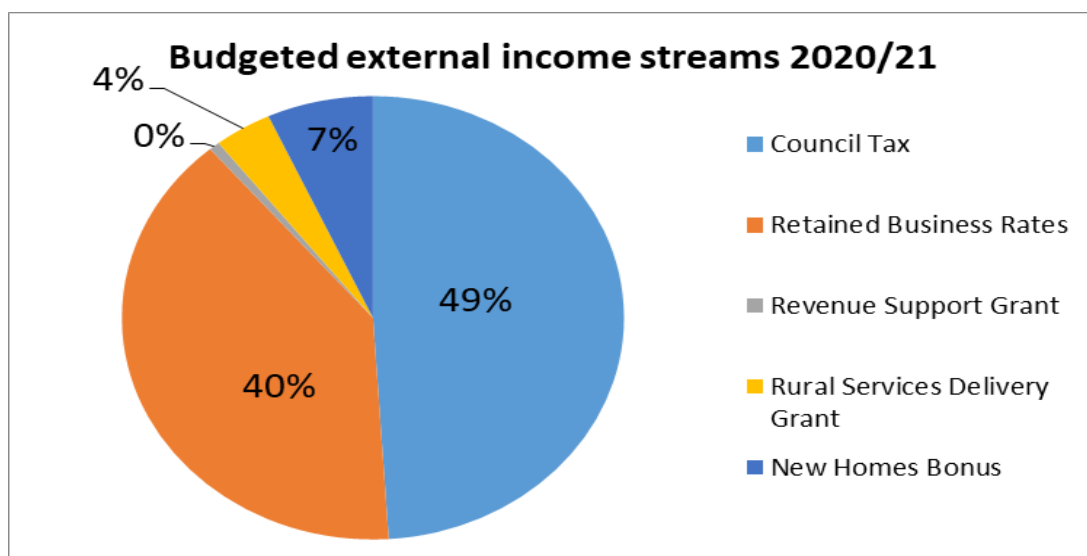
Rural Services Delivery Grant (£484k) - this will be rolled forward into 2020/21

as part of the 1 year Spending Round, adjusted for inflation. As with a number of the other funding streams we had assumed as part of the 2019/20 budget process that this funding would be removed in 2020/21.

- 5.5 The overall impact of all of these changes is significant for the next financial year and will see approximately £2m of additional resources being made available to help support the budget, based on the assumptions, caveats and projections outlined above.

6 Income Streams

- 6.1 The assumptions in relation to Council tax, business rates and the New Homes Bonus are considered in more detail below. The chart below highlights the relative proportions of each of the various external income streams (excluding fees and charges which are contained with the services).

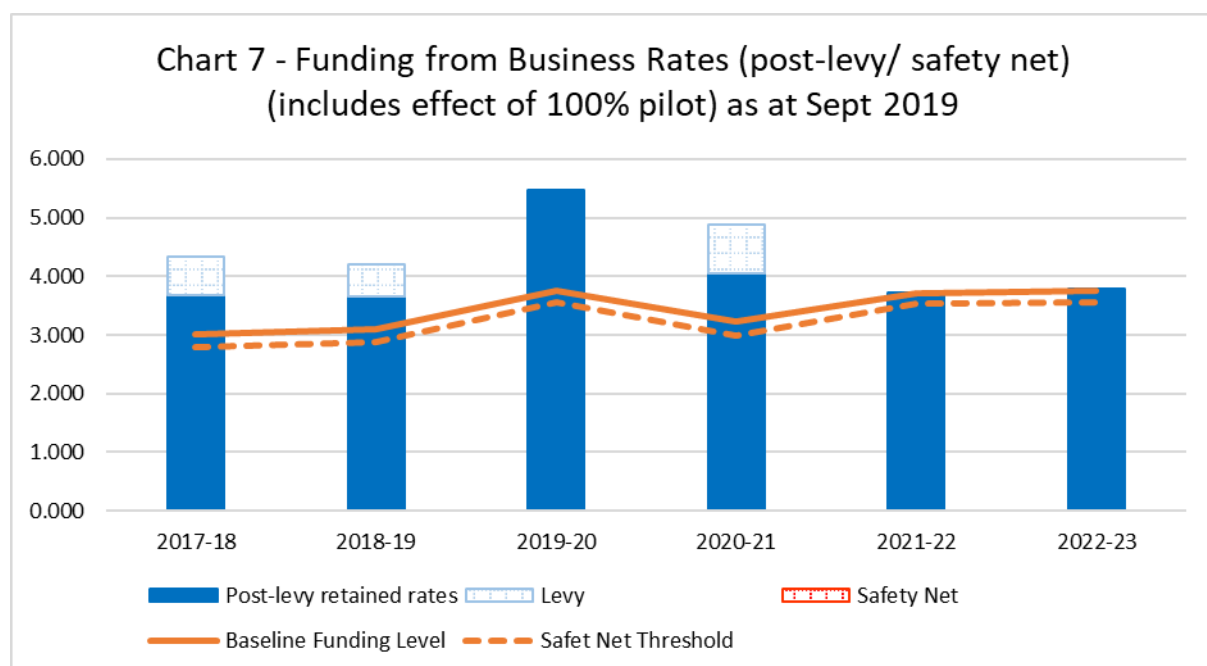


Business Rates

- 6.2 Since the 2013/14 financial year, local government has been able to retain 50% of the growth in the local business rates income to support services. As part of a manifesto commitment, the Government had pledged to allow Councils more control locally over their finances, and as part of this began to plan for an eventual system of 100% local retention of business rates growth. In exchange for this, Councils would have to forgo certain grants received from Central Government.
- 6.3 Following the snap General Election in 2017 and a period of uncertainty around the new Business Rates Retention Scheme, the Ministry of Housing, Communities and Local Government (MHCLG) have now confirmed a local 75% share. This was due to be implemented from April 2020 but due to the ongoing Brexit negotiations this has now slipped a year.
- 6.4 The income from the current system is shared on the basis of 50% being returned to Central Government, 40% being retained by NNDC with 10% going to the County (although these shares are likely change once the current business rates review is completed). However, while technically NNDC's share is projected to be around £12.9m (£12.7m 2019/20), after the tariff payment is made the net income to NNDC reduces to around £5.2m for

2020/21 (£4.7m 2019/20). The chart below shows the anticipated funding for the Council from the Business Rates Retention Scheme.

- 6.5 During December the High Court rejected a case brought by NHS hospital trusts in which they argued they should be granted business rates relief from councils worth £1.5bn. A total of 45 local authorities should be spared the cost of paying rebates of 80% to 17 hospital trusts as a result of the ruling. The claimants said that they should be given a charitable status and therefore receive a discount on the business rates. Justice Morgan rejected this argument on the grounds that the trusts were not “established for charitable purposes only” and did not meet the definition of a charity under the Local Government Finance Act 1988 or the Charities Act 2011.
- 6.6 This decision should mean that Local government will not have to pay £1.5b to NHS Trusts and Foundation Trusts in backdated business rates relief nor see them eligible for 80% relief going forward. This is very good news for us and the local government sector as a whole, the only caveat that is currently still outstanding is that we don’t know yet if the NHS will appeal this element of the provisional judgement, while it is very likely that they will, that doesn’t mean to say the courts will accept it and if they do we should know the timescales for this over the next few weeks.



* Please note: the chart above excludes income from renewable energy and designated areas (Enterprise Zones).

New Homes Bonus (NHB)

- 6.7 The New Homes Bonus was introduced in 2011/12 to incentivise and reward Councils and Communities that build new homes in their area. The bonus was originally paid as an un-ringfenced grant for six years and was paid based on the net additional¹ homes plus an additional supplement of £350

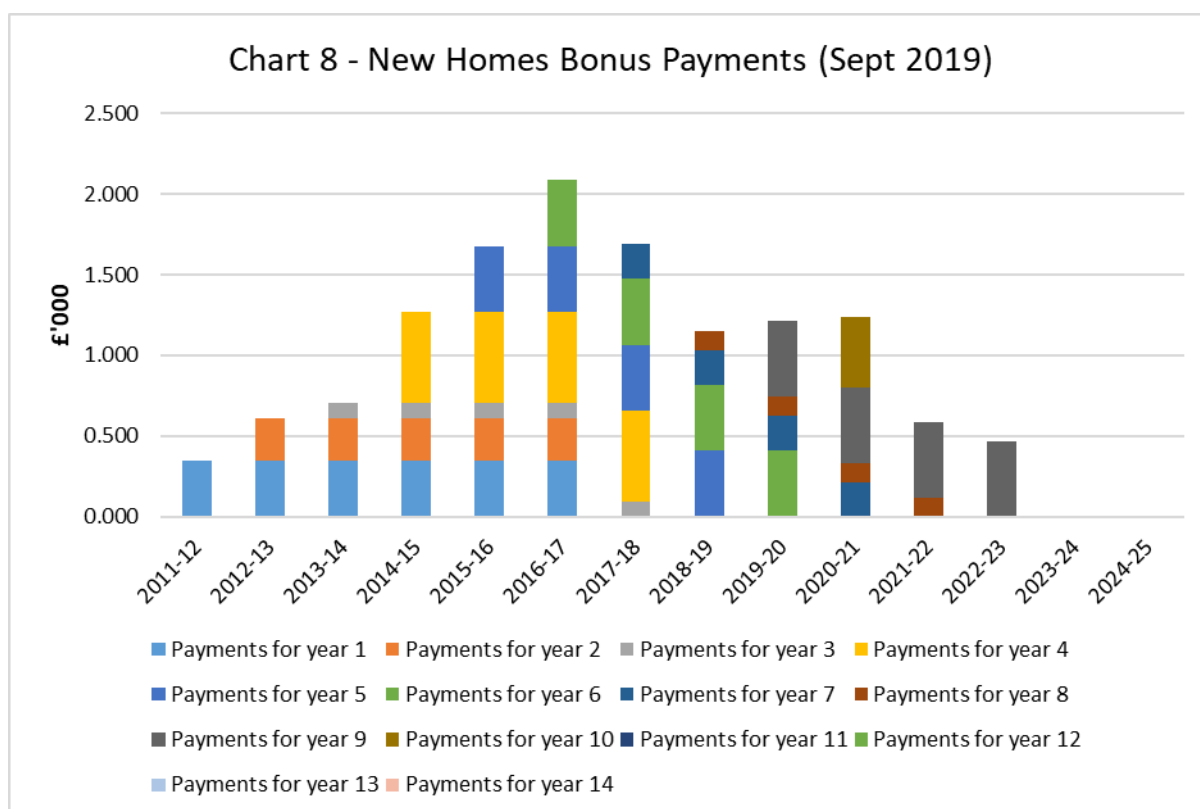
¹ Net additional homes as recorded on the council tax base return (submitted October annually) takes into growth in property numbers, demolitions and movement in empty properties.

per affordable dwelling. The payment is then split between local authority tiers: 80% to the lower tier (NNDC) and 20% to the upper tier (NCC).

6.8 Since its initial introduction the payment mechanism has undergone two fundamental changes which have significantly impacted on the income received by NNDC. The first was the transition from payments rolled up over a 6-year period up to 2016/17 (for which the Council received £2.1m) to 5 years in 2017/18 to the new 'floor' of 4 years from 2018/19 onwards. The second was in 2017/18 when a national baseline of 0.4% (based on property numbers within the district) was introduced. The combined effect of these two changes was forecast to see income decrease from the highest point in 2016/17 of £2.1m to the previous projection of £1.2m in 2019/20.

6.9 Last year's discussions around the Fair Funding Review and recent comments from the Treasury and MHCLG suggested that ministers didn't feel that the NHB has achieved its original objective of increasing housing numbers and that they might be looking to replace the scheme with something else in the future. It was also clear at the time that there was no funding allocated for the NHB from 2020/21 onwards. This has the effect of removing £801k in 2020/21, £587k in 2021/22 and £469k in 2022/23 from the previous forecasts and while it was anticipated that some new form of incentive scheme would probably be introduced it was impossible to predict at the time what this might look like and to what extent (if at all) the Council would benefit from it in financial terms so no income was forecast in this respect.

6.10 The chart below now shows the updated projections following the Provisional Settlement announcements from December which are far more favourable.



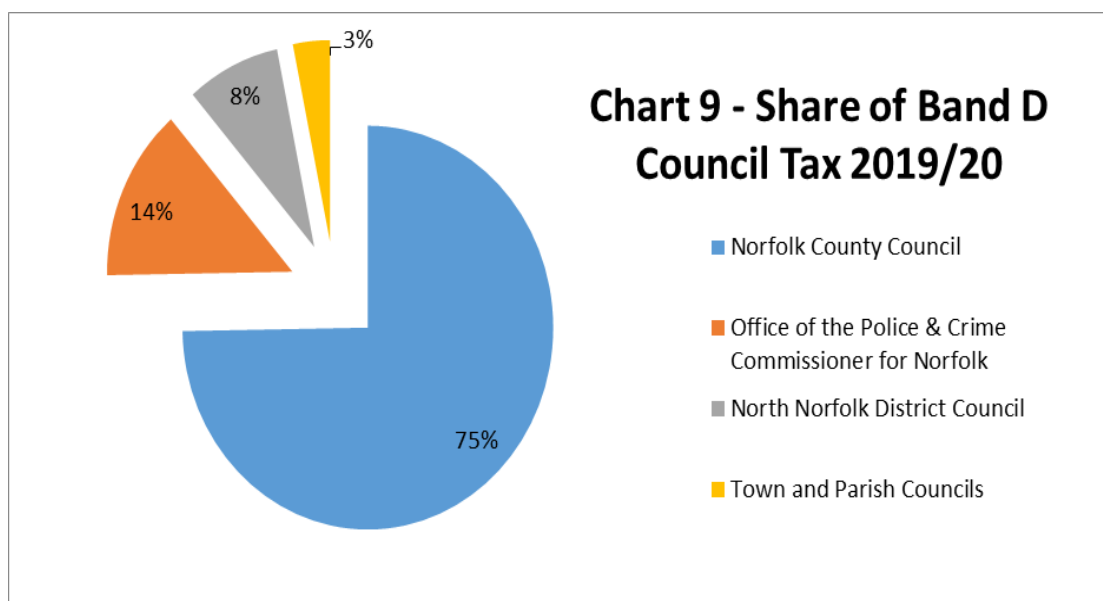
6.11 The legacy payments to be paid under the scheme from 2020/21 to 2022/23 in Table 2 below are £0.892m, £0.586m and £0.469m respectively, totalling £1.947m which significantly supports the previously projected budget deficit. Unfortunately, the forecasts made at the time the MTFs was produced for 2020/21 were c£342k higher than the Provisional Settlement and this has now been adjusted within the General Fund summary.

Table 2 – New Homes Bonus Legacy payment projections as at Jan 2020

2020/21	2021/22	2022/23
0.214		
0.118	0.118	
0.469	0.469	0.469
0.91	0.000	0.000

Council Tax

6.12 NNDC is the billing authority for the district of North Norfolk. This means that NNDC send out the Council Tax bills to residents and collect the Council Tax, but most of this is then distributed to the County Council and Norfolk Police Authority with a further element then going to town and parishes councils.



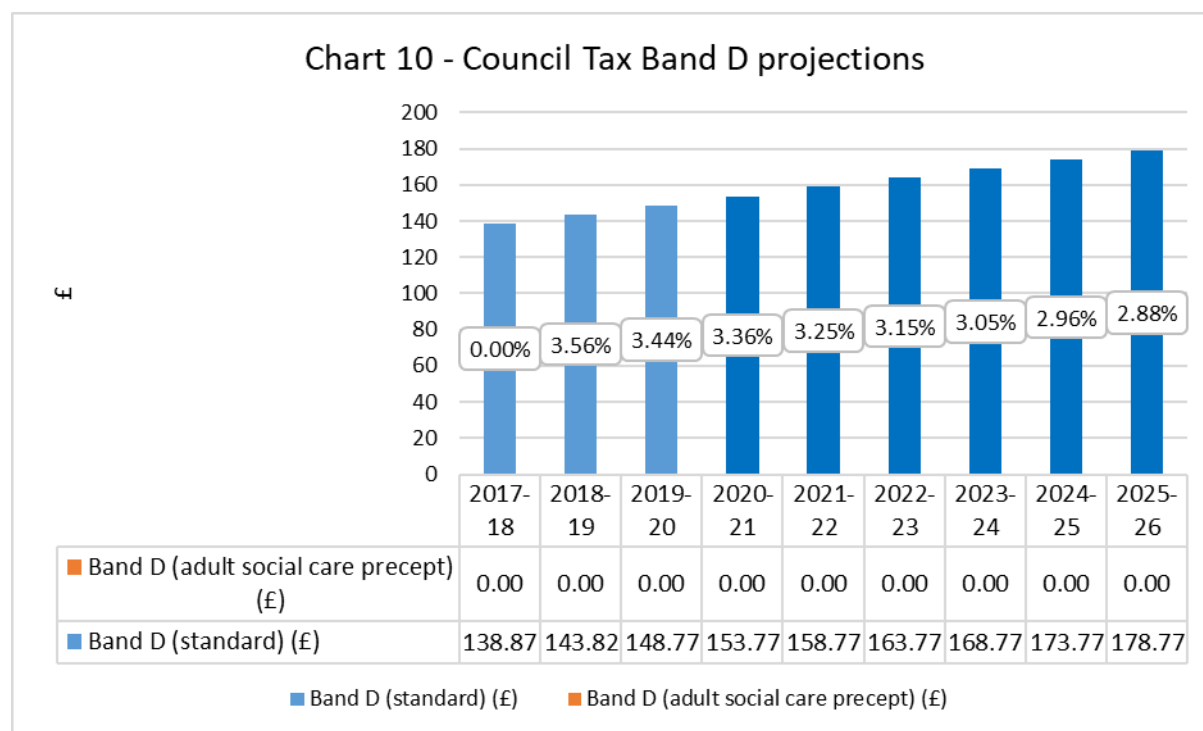
6.13 The charge on a Band D property which is retained by NNDC is currently £148.77 (£143.82 2018/19) based on a tax base of 40,621 (39,844 2018/19). Any increases on this amount are restricted by a cap put in place by the Government, which means that NNDC cannot increase its precept by more than 2% or £5 for next year, whichever is the greater.

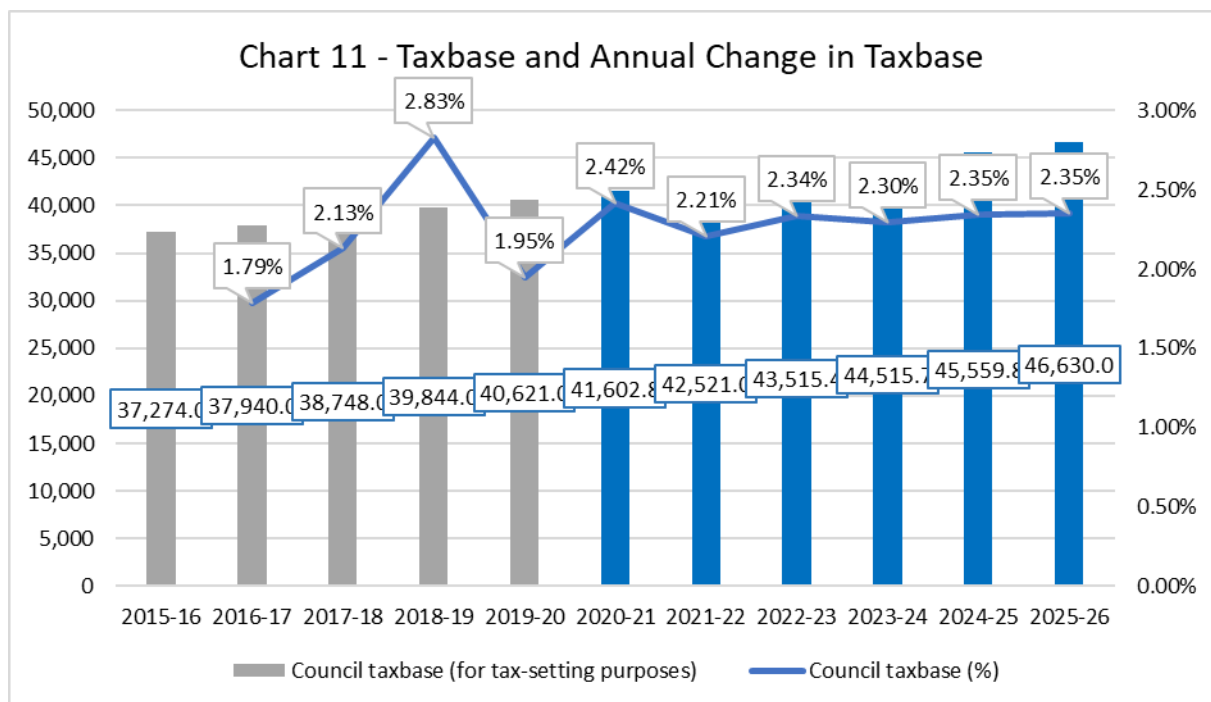
6.14 It has been assumed that NNDC will increase its precept annually by the maximum amount to partly offset the reduction in grant funding from Central Government but as mentioned above **this a decision for Full Council in February and will be decided at the time the budget is set.** The table below highlights the impact of the assumed increases.

Table 3 – Projected council tax income growth

Council Tax	2020/21	2021/22	2022/23
Council taxbase (for council tax setting purposes)	41,602.8	42,521.0	43,515.4
Band D (standard) (£)	£153.77	£158.77	£163.77
Band D (adult social care precept) (£)	£0.00	£0.00	£0.00
TOTAL Band D (incl ASC precept, excl local precepts)	£153.77	£158.77	£163.77
Council Tax (standard)	£6.397m	£6.751m	£7.127m

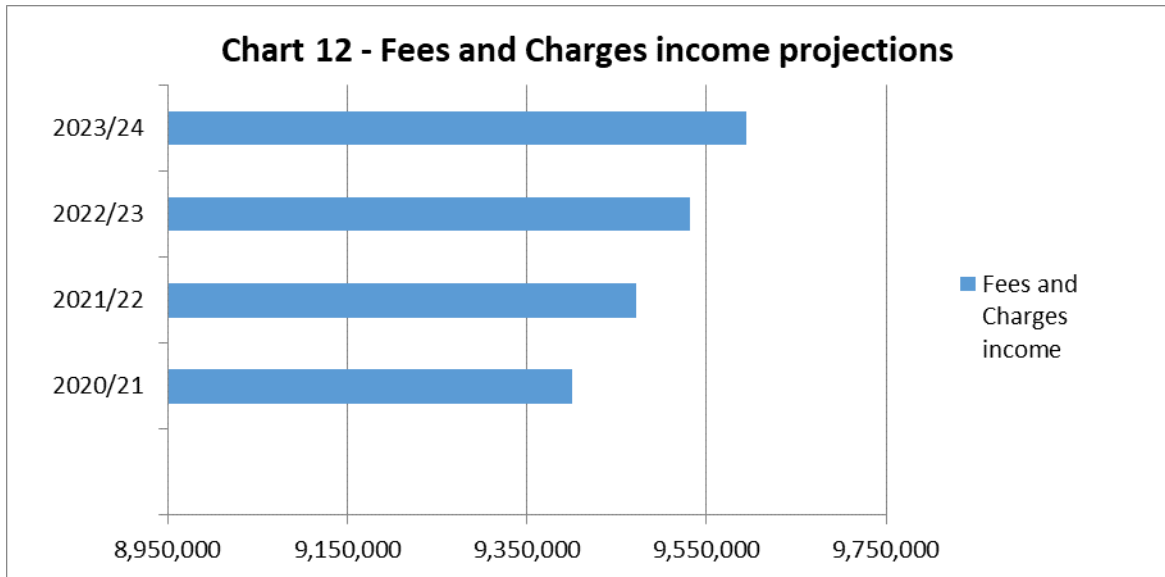
6.15 The first chart below shows the projected Band D charges for future years assuming the maximum increases currently available are applied, while the second chart shows the forecast growth in the taxbase.





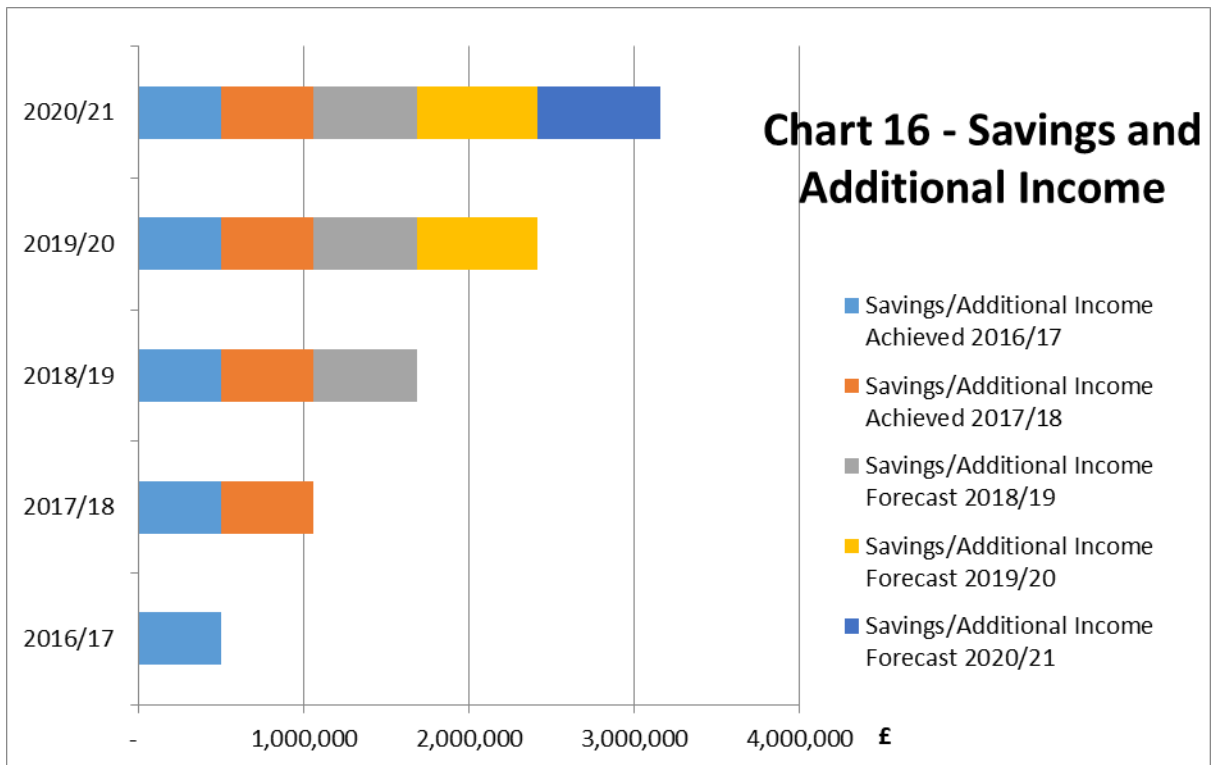
Fees and charges

- 6.16 The Council has limited means to charge for some of the services it provides. Some of these charges are set by central government, but the Council has discretion over the levels of others. The latest projections for fee income are shown below.
- 6.17 Of the c£9.4m gross income forecast for 2020/21, the most significant areas include waste and recycling (£3.4m) which includes things such as garden bins and commercial waste collection, car parking income (£2.7m) and planning income (£0.8m).
- 6.18 It should however be noted that there are also significant costs associated with generating some of this income, such as the car park maintenance and management contract, the waste contract etc.
- 6.19 As part of the Council's Financial Sustainability theme within the new Corporate Plan we will be undertaking a fundamental review of the fees and charges structure within our control as part of the 2021/22 budget setting process. This is to ensure that we are at least covering our costs in all areas while looking to develop and increase income streams wherever possible to help make the budget position more sustainable in the medium to long term and to protect frontline services.



7 Savings and Additional Income 2020/21 onwards

- 7.1 The financial strategy provided an update in relation to a number of work streams and priorities to be delivered over the length of the medium term financial strategy as previously approved as part of the budget process. No separate savings exercise has been undertaken as part of the 2020/21 budget process.
- 7.2 The Council has had a number of work streams in place since 2016/17 which have been designed and implemented to create sustainable cashable savings and to help achieve a balanced budget. The chart below shows the savings achieved since 2016/17 and the savings projections for 2019/20 onwards. Each of the work stream areas are discussed in more detail below.



Financial sustainability

- 7.3 Financial sustainability is one of the six key themes within the Corporate Plan and is fundamental to this strategy and setting balanced budgets in future years. The Delivery Plan that will underpin the various projects and initiatives and support the delivery of the outcomes within the Corporate Plan, is still, under development, and is currently scheduled to be agreed by Full Council in February 2020. Some of the initiatives will include reviews of the way we currently budget and giving consideration to zero based budgeting whilst also undertaking a fundamental review of our fees and charges structure. The aspiration is to have a balanced medium term budget which does not rely on reserves to balance the position.

Our investment approach

- 7.4 There is therefore an ever increasing need for Councils to take a more commercial and business-like approach to all elements of their business. Our '*Investing Approach*' is currently under development, the successful delivery and implementation of this strategy will ultimately require a step change in the way that the Council thinks, acts and works in the future.
- 7.5 A more commercial approach will directly support the Council's objective of becoming financially sustainable for the future and will form part of the Delivery Plan for this key theme. Part of the strategy development process will involve the identification and prioritisation of a number of internal and external projects which will consider income generation, efficiency and doing things differently. The focus will be on making every pound count for our residents, improving efficiency, investment and increasing social value.
- 7.6 The Local Government Association (LGA) are encouraging Councils to move towards a more commercial culture as a way of developing sustainable self-funding streams that reflect Council's individual priorities and place shaping aspirations. Consequently, the Council needs to think about how it can maximise revenue and efficiencies moving forwards – our '*Investing Approach*' is a key part of this in order to deliver managed change that is right for North Norfolk. Any strategy needs to be considered in the context of our key corporate objectives, flowing from the new Corporate Plan and giving consideration to Member aspirations, our geographical location and demographics.

Property Investment

- 7.7 Opportunities for investment in property, whether direct or indirect, continue to be considered to achieve either a direct income stream from the asset or improved returns on investment and this is fundamentally linked to the Council's Asset Management Plan and the MTFs. A programme of asset valuations and condition surveys are currently underway. This will help us better understand the challenges faced in terms of maintaining and improving our asset base over the medium to long term to ensure that it remains fit for purpose, delivering income for the Council where appropriate.
- 7.8 Opportunities for the most efficient utilisation of the Council's assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the

value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the LAMIT Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment.

- 7.9 In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset investment which aims to deliver long-term revenue streams for the Council and work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is, however, more resource intensive to manage than externalising these investments.

Digital Transformation

- 7.10 Building upon the Business Transformation project that commenced in 2014 savings continue to be identified from changes to service delivery from the implementation of new technology and changes to business processes. The overall programme will be delivered over a number of years and as projects have been rolled out there have been changes to working practices which have helped to deliver efficiencies. Phase 1 of the Digital Transformation programme is currently being closed down, having achieved annual savings of £427,000 by the end of 2018/19. Phase 2 of the project is in the planning and early delivery stages, and is being funded by a £940,000 contribution from the Invest to Save reserve.
- 7.11 It is recommended that further consideration is given to this work stream area in the future in terms of both the title and the focus which has historically been savings driven with customer benefits attached in terms of increasing digitisation. However, the key to this work in the future should really be refocussed on ‘putting our customers at the heart of everything we do’. This will undoubtedly still lead to further efficiencies and potential cashable savings but the direction of travel should be to improve our services for our customers first and foremost because that’s the right thing to do. It will also mean that staff can spend longer prioritising ‘added value activities’ rather than getting bogged down with inefficient paper based processes.
- 7.12 The previous high level saving assumptions for Phase 2 of the programme can be seen within the table below. However, at the present time these have been removed until we have a clear delivery plan of projections with savings identified for each project where appropriate.

Table 4 – Previous Digital Transformation savings assumptions

	2019/20	2020/21	2021/22	2022/23
Savings to be removed (£)	83,750	167,500	335,000	335,000

Shared Services, collaboration and selling services

- 7.13 Creating efficiencies through shared services continues to be a priority for central government. Identifying such opportunities must therefore continue at a local level, ensuring that realistic and deliverable benefits can be achieved. This could include joint procurement opportunities such as the new waste contract, shared service delivery where appropriate and selling services via arrangements such as East Law.
- 7.14 Identifying opportunities to work alongside other public sector partners and organisations to deliver services, such as our successful partnerships with NCC Children's Services, the Early Help Hub and the DWP in terms of shared office space and the One Public Estate agenda.

Growing Business Rates and NHB

- 7.15 Under the previous allocation method of New Homes Bonus (NHB) there was a direct financial benefit to the Council from growth in homes through the NHB funding and through increasing the council tax base and additional income generated from council tax. Whilst new housing growth has an impact on the demand for local services, there will still be a net gain in terms of overall income for delivery while the NHB remains and subject to potential changes to the baseline. It does however seem increasingly likely that we will only receive legacy payments for the next 3 years before this scheme is ultimately replaced by something else.
- 7.16 For similar reasons growing the business rates base will have a direct impact on the level of business rates income retained locally. Equally, maintaining existing business rates remains a priority in that decline in business rates will reduce the amount of income retained.

Council Tax

- 7.17 The increased flexibilities around council tax discounts and increases following the removal of the tax freeze grant in 2016/17 provides a further potential income stream. Further review of the current level of discounts can also provide additional income, recommendations on the level of council tax discounts will be reported for approval as part of the budget reports for 2020/21.

New opportunities

- 7.18 Given the current uncertainties around issues such as Brexit and changes to the Local Government funding mechanisms it will be essential to identify new opportunities to either increase income, increase efficiency through the redesign of services, explore new partnership models for service delivery etc and this will be one of the main challenges over the medium term. The Council's commercialisation approach and the projects stemming from this will be key to this.
- 7.19 While the Council's reserves do provide some level of comfort over the short term and could be used to address budget deficits this is not a sustainable financial strategy for the medium to long term.

Lobbying and consultation

7.20 The Council will continue to lobby central government in terms of increased funding allocations and relaxation/increased flexibility in terms of the council tax referendum principles which will be one of the things required if income raising and decision making is ever to be truly local. We will also continue to respond to all relevant consultations, in particular at the present time on relation to the business rates and Fair Funding reviews.

8 Reserves

8.1 The Council holds a number of 'useable' reserves both for revenue and capital purposes which fall within one of the following categories:

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

8.2 The *General Reserve* is held for two main purposes:

- To provide a working balance to help cushion the impact of uneven cashflows and avoid temporary borrowing and;
- A contingency to help cushion the impact of unexpected events or emergencies.

8.3 As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared.

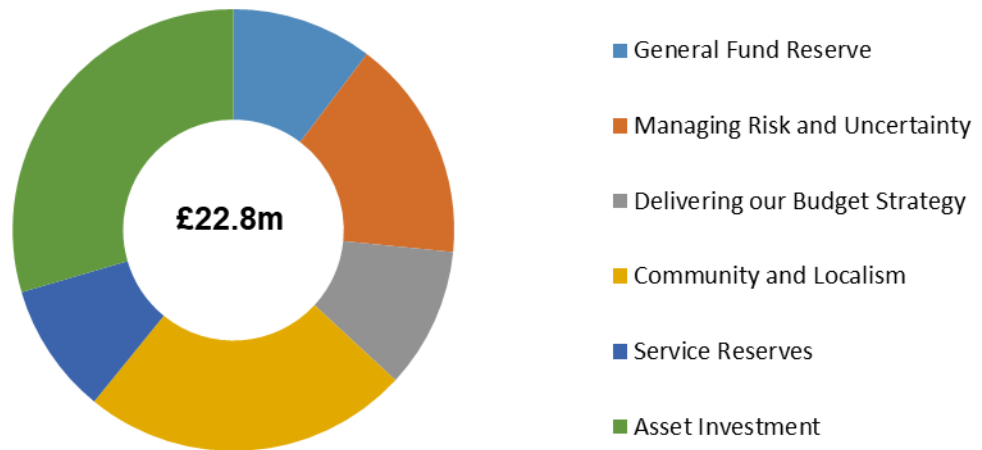
8.4 *Earmarked Reserves* provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce the impact on Council Tax payers of future uncertain events such as business rate appeals or clawback of benefit subsidy.

8.5 As part of the final budget setting process all reserves, general and earmarked, are reviewed, with a view that where commitments have not been identified and funds or reserve balances are no longer required these are re-allocated to specific reserves to address other requirements as applicable.

8.6 Use of reserves to balance a budget provides only a short term solution as the funds can only be used once. They can however be used to smooth the impact of funding gaps over the short to medium term and to allow for planning and implementing projects and work streams that will deliver a longer term financial benefit through reduced costs and/or additional income.

8.7 The reserves balance as at 1 April 2019 stood at £22.8m, the updated budgeted use of reserves for the 2019/20 financial year is £5.7m which leaves a forecast balance as at 1 April 2020 of £17.2m. This strategy predicts a fall in the levels of Reserves held from £22.8m to £8.8m by April 2024.

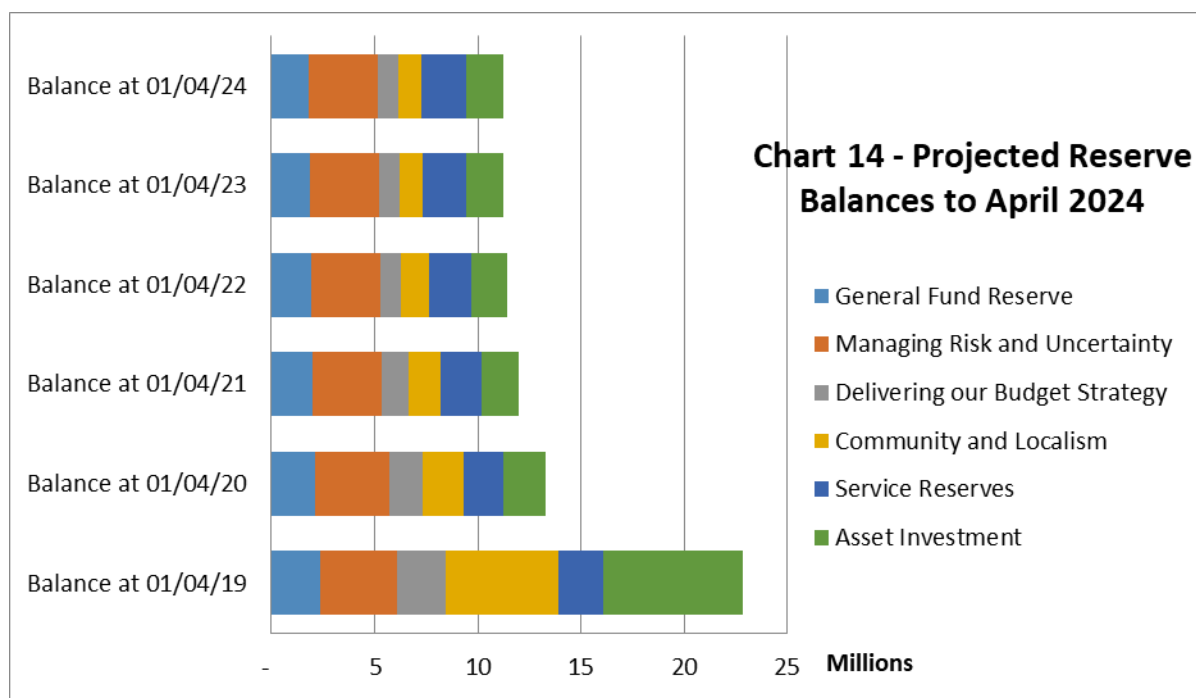
Chart 13 - Reserves Balances as at 01/04/19



8.8 Reserves can be used to fund one-off costs for projects that will deliver a longer-term benefit. For example the use of the Restructuring and Invest to Save reserve to fund one-off restructuring costs, where a restructuring will deliver a longer term saving for a service and for some of the implementation and project costs for the Business Transformation programme that will deliver future savings. The use of reserves in this way will be considered as part of the full business case for individual project proposals, taking into account the payback period of the project along with indirect financial implications, for example, reduced balances available for investment and the associated loss of investment income.

8.9 The Capital Receipts Reserve consists of capital receipts from the disposal of assets and land and is used to fund the capital programme. Capital receipts can't ordinarily be used to fund revenue expenditure.

Chart 14 - Projected Reserve Balances to April 2024

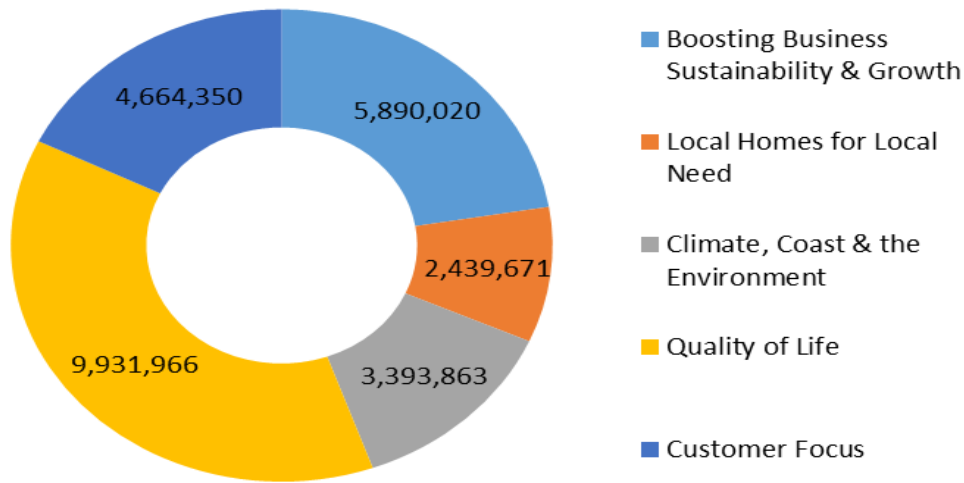


- 8.10 The current position and forecast on the General and Earmarked Reserves is attached at Appendix C. The statement provides the latest proposals for use of reserves in the current financial year along with the budgeted movements in 2019/20, and proposed movements in the following three financial years. The current recommended minimum balance on the general reserve is £1.9 million.

9 Capital

- 9.1 The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years. As capital expenditure is incurred, a source of finance must be identified. This can be done through capital receipts, grants and other revenue resources or alternatively through borrowing.
- 9.2 Any expenditure that is financed through borrowing increases the Council's 'Capital Financing Requirement' (CFR). Each year a revenue charge (one that impacts on the bottom line of the budget) called the Minimum Revenue Provision (MRP) is made to reflect the funding of the CFR by the taxpayer, it is required to be set aside to cover the repayment of debt caused by the need to borrow for capital purposes. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.
- 9.3 Any new projects included in the programme in the future will need to be financed by MRP if no capital resources such as capital grants or capital receipts from future asset sales are available. Alternatively, existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge.
- 9.4 Future external borrowing is assumed to finance a portion of the Sheringham Leisure Centre replacement project and could also be used to finance future capital projects. Short-term borrowing rates are currently very low, meaning it may be preferable to undertaking long-term borrowing at the current time.
- 9.5 An updated capital programme can be found at Appendix D which shows slippage in schemes to future years.

**Chart 15 - Capital Programme
2020/21**



9.6 The capital programme has been realigned at a very high level to match with the new Corporate Plan priorities but this will be fundamentally reviewed as part of setting the 2020/21 budget.

10 Financial Implications and Risks

10.1 A comprehensive financial risk assessment is undertaken for the revenue and capital budget setting process to ensure that all risks and uncertainties affecting the Council's financial position are identified. These are reviewed each year as part of the refresh of both the MTFs and the budget. The key strategic financial risks to be considered in developing the budget for 2020/21 are included within the table below.

10.2 Medium term financial planning, set against a backdrop of severe reductions in Government funding, carries with it a significant element of risk. Many factors may impact on the figures presented here and themes have been highlighted where appropriate. Most significant are the potential revisions in Local Government finance policy, continual cuts to general grant and significant revisions to the New Homes Bonus and its ultimate replacement (if anything does eventually come forward). Should there be a change in emphasis, particularly around the assessment of need (Fair Funding Review) and Business Rates funding, there may be further reductions above those presented within the budget projections that would place further pressure on the council to deliver balanced budgets, without impacting on frontline services.

10.3 The effects that Brexit will have on the budget cannot be underestimated. Whilst there is still much uncertainty, not least around the terms of the UK's exit from the EU, we have already seen a worsening of long term interest rate projections and challenges in terms of contract procurement. A recession would present further risk, in particular significant areas of income such as lettings income, planning fees and car park income that are linked directly to economic demand.

- 10.4 Beyond this, further policy announcements from the Government may have effects on our finances in the coming years following the election of a new Government in December 2019.
- 10.5 Despite these risks, we will continue to plan effectively to strengthen our culture of strong financial management so that the Council can continue to meet its Corporate Plan priorities and provide the best possible services to the district.

Risk	Likelihood	Impact	Risk Management
1. Future available resources less than assumed.	Possible	High	Annual review of reserves and reserves policy to identify future resources. Assumptions on funding for 2020/21 and beyond are based on best estimates at this time. A prudent approach has been adopted based on previous years' experience as well as using regional network contacts to inform modelling.
2. Volatility of Business Rates funding given uncertainty around impact of appeals	Likely	High	Volatility of funding stream outside of council control but impact mitigated by establishment of specific earmarked reserve and financial monitoring framework. Modelling of potential impacts is used to inform internal financial planning. Positive initial outcome in respect of NHS case.
3. Pay Awards, fee increases and price inflation higher than assumed	Possible	Medium	Impact of potential increases mitigated by central contingency budget for pay, price increases and care fees. Where pay awards have been agreed these will be factored into the future estimates.
4. Future spending plans underestimated	Possible	Medium	Service planning process identifies future budget pressures and these will inform the indicative budget forecasts. An effective budget monitoring framework is in place to identify in year and potential future cost pressures.
5. Anticipated savings/ efficiencies not achieved	Possible	High	Regular monitoring and reporting takes place but the size of the funding cuts increase the likelihood of this risk. Non-achievement of savings would require compensating reductions in planned spending within services. Greater scrutiny of savings has taken place since 2016/17 through the revenue monitoring process.

6. Revenue implications of capital programmes not fully anticipated	Unlikely	Low	Capital bid approval framework identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning.
7. Income targets not achieved	Possible	Medium	Current economic climate likely to impact. Regular monitoring and reporting takes place. Full review of fees and charges scheduled for 2021/22 along with an annual review process.
8. Budget monitoring not effective	Unlikely	Medium	Regular monitoring and reporting in line with corporate framework. Action plans developed to address problem areas. Regular reports to Cabinet and to O&S. Track record of delivering budget.
9. Exit strategies for external funding leasing/tapering not met	Possible	Medium	Regular monitoring and reporting. Government policy to remove ring fencing provides greater flexibility.
10. Loss of principal deposit	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which balance security of deposit over returns. Impact limited due to the strategy of a diverse portfolio with top rated institutions.
11. Interest rates lower than expected	Unlikely	Low	Regular review, monitoring and reporting on interest rates. Prudent assumptions on likely interest rates for 2020/21 will be incorporated into the budget.
12. Collection rates for retained business rates and council tax lower than anticipated	Possible	High	Impact mitigated by the review of bad debt provisions and availability of reserves. Monitoring of Collection Fund is formally incorporated into the revenue monitoring process.
13. Financial budget impacts of UK's vote to leave the European Union (Brexit)	Likely	Medium /High	Continue to work collaboratively with treasury advisors and central government departments to assess potential budget impacts whilst the Government attempts to ensure an effective transition to a new economic relationship between the U.K. and the EU, including clarifying the procedures and broad objectives that will guide the process.
14. Devolution/Unitary status –	Possible	Medium	As the devolution deal has been rejected locally no further work is ongoing in respect of this and no changes have been factored in to the budget or future year

			projections as a result. The Unitary issue will undoubtedly be discussed further again in the future following the recent General Election. Officers and Members will keep a watching brief in respect of this but again at present no budgetary impact is being assumed.
15. All MTFs risks not adequately identified	Unlikely	Low	Council's Risk Management Framework ensures all operational and strategic risks are identified as part of the annual service planning process.

11 Conclusions

- 11.1 Previous budget forecasts made back in February 2019 were made at a time of significant uncertainty in terms of future Government finances due to the Fair Funding Review, Business Rates Review and the Spending Review. This uncertainty was further heightened by the ongoing Brexit negotiations which added an additional level of complexity in terms of future forecasts and potential impacts on the economy, inflation, suppliers, contracts etc.
- 11.2 The updated high level funding forecasts contained within the MTFs built on previous figures from the 2019/20 Budget setting exercise in February which were made within this context, at which time we were forecasting future year deficits in the region of £2m.
- 11.3 The updated **draft** budget forecasts now differ significantly from this, in the main this is due to postponement of the various reviews outlined above, all of which have been impacted by the ongoing Brexit negotiations which have led to a one-year Settlement which has meant the continuation of the previous funding regime for a further year.
- 11.4 As outlined above the key changes within the Settlement, mainly around retained business rates, New Homes bonus and the Rural Service Delivery grant, will see approximately £2m of additional resources being made available to help support next year's budget, based on the assumptions, caveats and projections outlined above. It should be noted that the Provisional Settlement figures for 2020/21 are still subject to final agreement so there is still an element of risk around these but it is the best information currently available.
- 11.5 The Council is still currently projecting a deficit position from 2021/22 onwards but due to the funding changes announced as part of the Provisional Settlement in December the budget gap has reduced slightly to around £1.86m. Forecasting the deficit allows the Council time to plan mitigating actions more effectively, meaning we are more likely to be successful.
- 11.6 In conclusion, while the additional income has had an extremely beneficial impact on the future year's projections it is still not clear how the various reviews will impact on local government funding and what impact the election of the new Government in December will have. While the Provisional

Settlement figures announced were positive they are still provisional until finally agreed so there remains an element of risk that these may still change although it is unlikely to change for next year. We do however have the benefit of reserves should these be required to support and short term funding requirements.

12 Sustainability

12.1 There are no sustainability issues as a direct consequence of this report.

13 Equality and Diversity

13.1 The Council is required to consider the equality duty in its decision-making and this includes the budget process. As part of any savings or investments the Council must consider how it can:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity between different groups; and
- Foster good relations between different groups by tackling prejudice and promoting understanding.

13.2 Following the savings exercise undertaken in 2016/17 there have been no further submissions for 2019/20 and therefore no equality issues potentially affecting the proposals at present.

14 Section 17 Crime and Disorder considerations

14.1 There are no crime and disorder considerations as a direct consequence of the report.

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General Fund Summary 2020/21 Base Budget

2018/19 Actuals	Service Area	2019/20 Base Budget	2019/20 Updated Base Budget	2020/21 Base Budget	2021/22 Projection	2022/23 Projection	2023/24 Projection
£		£	£	£	£	£	£
295,871	Corporate Leadership Team/Corporate	440,608	440,608	314,973	324,491	333,658	494,023
3,911,821	Community & Economic Development	3,811,316	4,114,350	4,456,448	4,484,423	4,435,399	3,567,086
685,120	Customer Services & ICT	772,005	573,327	769,811	1,013,892	999,219	1,011,903
3,572,655	Environmental Health	4,536,023	4,536,023	3,902,129	4,025,579	4,145,530	4,232,178
3,395,066	Finance and Assets	4,305,907	4,392,665	3,883,103	3,437,857	3,500,273	3,468,785
1,505,314	Legal and Democratic Services	1,511,556	1,522,056	1,606,069	1,666,182	1,726,837	1,751,569
2,308,124	Planning	2,234,605	2,143,188	2,379,017	2,341,545	2,377,153	2,427,989
0	Service Savings to be Identified (DT)	(83,750)	(83,750)	0	0	0	0
15,673,971	Net Cost of Services	17,528,270	17,638,467	17,311,550	17,293,969	17,518,069	16,953,533
2,210,432	Parish Precepts (Estimate from 2020/21 onwards)	2,390,634	2,390,634	2,420,382	2,523,481	2,630,456	2,630,456
(2,040,480)	Capital Charges	(1,308,233)	(1,308,233)	(1,819,204)	(2,262,450)	(2,211,070)	(1,990,760)
(348,224)	Refocus	(1,425,000)	(1,425,000)	(842,667)	(527,167)	(527,167)	0
(1,285,418)	Interest Receivable	(1,330,685)	(1,330,685)	(1,310,977)	(1,310,159)	(1,286,611)	(1,290,263)
1,938	External Interest Paid	10,000	10,000	358,100	387,800	364,600	341,400
1,536,638	Revenue Financing for Capital:	4,643,249	4,233,455	4,892,728	767,167	627,167	0
0	Minimum Revenue Provision	0	0	0	144,000	144,000	144,000
	MRP - Waste Contract	0	0	0	600,000	600,000	600,000
(804,099)	IAS 19 Pension Adjustment	252,210	252,210	260,290	265,496	270,806	276,222
14,944,758	Net Operating Expenditure	20,760,445	20,460,848	21,270,202	17,882,137	18,130,250	17,664,588
2018/19	Contributions to/(from) Earmarked Reserves:	2019/20 Base Budget	2019/20 Updated Base Budget	2020/21 Base Budget	2021/22 Projection	2022/23 Projection	2023/24 Projection
(969,772)	Capital Projects Reserve	(1,426,249)	(1,606,353)	(636,302)	0	0	0
698,232	Asset Management	(92,000)	(56,502)	(27,000)	(5,000)	(15,000)	(5,000)
44,951	Benefits	(12,838)	(12,838)	(253,801)	0	0	0
0	Broadband	(1,000,000)	(1,000,000)	0	0	0	0
31,645	Building Control	0	0	(44,441)	(44,441)	(44,441)	(44,441)
(68,241)	Business Rates Reserve	(38,241)	(562,166)	(27,068)	(18,000)	(18,000)	(18,000)
(21,921)	Coast Protection	(42,302)	(42,302)	(37,958)	0	0	0
57,661	Communities	(242,000)	(285,563)	(242,000)	(242,000)	(242,000)	0
50,000	Economic Development & Tourism	(10,000)	(10,000)	(10,000)	0	0	0
40,000	Elections	(120,000)	(120,000)	40,000	40,000	40,000	(120,000)
(59,759)	Enforcement Board	0	0	0	0	0	0
28,943	Environmental Health	(40,000)	(40,000)	0	0	0	0
1,882	Grants	(44,416)	(14,655)	(57,066)	(14,655)	(14,655)	(14,655)
33,714	Housing	(97,999)	(71,253)	(488,585)	(611,672)	(548,293)	0
15,330	Land Charges	0	0	0	0	0	0
302	Legal	0	0	(25,446)	(16,964)	0	0
0	LSVT	0	(435,000)	0	0	0	0
(1,494,234)	New Homes Bonus Reserve	(596,558)	(286,723)	(225,460)	0	0	0
(26,372)	Organisational Development	(78,246)	(78,246)	(97,885)	(23,083)	(18,629)	0
0	Pathfinder	(40,076)	(40,076)	(20,500)	(20,500)	(3,417)	0
53,330	Planning Revenue	0	50,000	50,000	50,000	50,000	50,000
2,000,000	Property Investment Fund	(1,000,000)	0	(3,000,000)	0	0	0
(407,644)	Restructuring/Invest to save	(624,819)	(561,541)	(732,950)	(240,000)	(100,000)	0
(6,511)	Sports Facilities						
259,160	Contribution to/(from) the General Reserve	(26,690)	(59,619)	(116,528)	(69,109)	(50,000)	(50,000)
15,205,454	Amount to be met from Government Grant and Local Taxpayers	15,228,011	15,228,011	15,317,212	16,666,713	17,165,815	17,462,492
2018/19	Actuals	2019/20 Base Budget	2019/20 Updated Base Budget	2020/21 Base Budget	2021/22 Projection	2022/23 Projection	2023/24 Projection
(2,210,812)	Collection Fund – Parishes	(2,390,634)	(2,390,634)	(2,420,382)	(2,523,481)	(2,630,456)	(2,630,456)
(5,909,655)	Collection Fund – District	(6,240,604)	(6,240,604)	(6,397,258)	(6,751,054)	(7,126,515)	(7,126,515)
(4,886,974)	Retained Business Rates	(5,385,617)	(5,385,617)	(5,191,823)	(4,958,845)	(5,028,223)	(5,028,223)
(535,619)	Revenue Support Grant	0	0	(89,799)	0	0	0
(1,149,592)	New Homes bonus	(1,211,156)	(1,211,156)	(892,194)	(586,071)	(468,536)	(468,536)
(483,771)	Rural Services Delivery Grant	0	0	(483,771)	0	0	0
(29,031)	Non ring fenced Government Grants	0	0	0	0	0	0
(15,205,454)	Income from Government Grant and Taxpayers	(15,228,011)	(15,228,011)	(15,475,227)	(14,819,451)	(15,253,730)	(15,253,730)
(0)	(Surplus)/Deficit	0	0	(158,015)	1,847,262	1,912,085	2,208,762

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Subjective variance analysis - 2019/20 Base to 2020/21 Base

Table 1 – Variance of 2019/20 to 2020/21 Base Budget

	2019/20 Base Budget £000	2020/21 Base Budget £000	Variance £000
Net cost of services (incl. Parishes)	19,919	19,732	(187)
Non service expenditure/ income	(4,691)	(4,415)	276
Net budget requirement	15,228	15,317	89
Funded by:			
Local Taxpayers - Parishes	(2,391)	(2,420)	(30)
Local Taxpayers - District Council	(6,241)	(6,397)	(157)
Retained Business Rates	(5,386)	(5,192)	194
Revenue Support Grant	0	(90)	(90)
Rural Services Delivery Grant	0	(484)	(484)
New Homes Bonus	(1,211)	(892)	319
Total Income	(15,228)	(15,475)	(247)
(Surplus)/ Deficit	0	(158)	(158)

Non-Service Expenditure and Income includes the adjustments for notional items that are required to be charged within Net Cost of Services, for example, International Accounting Standard 19 (IAS19) pension costs and capital charges. Table 2 provides a summary of the main movements in Net Cost of Services across the standard expenditure headings, with notional charges being shown separately.

Table 2 - Variance 2019/20 to 2020/21 Base Budgets (excl. notional charges)

	2019/20 Base Budget £000	2020/21 Base Budget £000	Variance £000	Percentage Movement %
Employees/Support Services	12,142	12,810	668	5.50
Premises	2,482	2,731	249	10.03
Transport	305	304	(1)	(0.35)
Supplies & Services	10,475	9,691	(784)	(7.49)
Transfer Payments	23,514	22,208	(1,305)	(5.55)
Income (External)	(33,871)	(32,834)	1,036	(3.06)
Total Direct Costs and Income	15,047	14,910	(137)	(0.91)
Notional Charges:				
Capital Charges	1,308	1,819	511	39.06
IAS19 Notional Charges ²	(252)	(260)	(8)	3.20
Reffcus ²	1,425	843	(582)	142,500.00
Total Notional Charges	2,481	2,402	(79)	(3.20)
Total Net Costs	17,528	17,312	(217)	(1.24)

The following provides a high level summary of the more significant variances between the 2019/20 base budget and the 2020/21 base.

Employee £668,136

- £466,917 Pay award
- £153,000 Increase in pensions deficit funding
- (£30,361) Fixed term salaries offset by grant (Community Housing Fund)
- £551,722 One-off use of reserves in 2020/21
- (£564,756) One-off use of reserves in 2019/20 ceasing
- £64,011 Growth including Planning Policy and Environmental Protection staffing
- £23,750 DT savings yet to be identified

Premises £248,951

- £203,351 Grounds maintenance contract inflation
- £14,042 NNDR Inflation
- (£6,480) Reduced Premises insurance (fire/general) & Factory Units
- £20,000 Temporary accommodation (PSL) / Hire of buildings
- £14,326 IDB Levy inflation
- (£25,675) Transfer from R & M reactive to Playgrounds repairs
- £35,900 Transfer from Cleansing contract to separate cleaning contract (Cromer Office)

Supplies and Services (£784,148)

- (£526,444) Reduced waste and cleansing contract costs across various service areas
- £16,716 Contract inflation – Norfolk Environmental Waste Services (NEWS) and IT
- (£160,000) District Elections funded from Reserves – one-off cost
- (£40,000) One-off procurement costs for waste/cleansing contract
- £49,800 Commercial waste disposal
- £60,000 Professional fees - Conservation & Landscape (funded from reserves);
Property services - Vertas - to be offset by Feed in Tariff - credit due direct from Central Government
- £27,000 Asset Valuation Programme - to be funded from Asset Management Reserve
- £20,665 Mammoth marathon
- £40,000 Extension of travellers sites leases
- £15,000 Bank charges and brokerage fees and general growth for software licenses and support costs
- (£16,668) Management fee – Pier Theatre
- (£61,237) No further discretionary grants to Parish Councils
- (£11,123) Branding exercise - one-off bid in 2019/20
- (£250,370) New contract for managing the Sports Halls
- (£38,760) One-off professional fees re homelessness (County money)

- (£19,000) One-off Sporting centre of excellence
- £25,675 Transfer from R & M reactive to Playground repairs
- (£35,900) Transfer from Cleansing contract to separate cleaning contract (Cromer Office)
- £77,578 Transfers into Homelessness and Temporary Accommodation budgets
- (£40,453) Balance of money from NN Community pot

Transfer payments (£1,305,199)

- (£1,341,651) Benefit Subsidy in line with reduction in benefit payments made, this is offset by a reduction in benefit subsidy made
- £35,270 Internal service charges

Income £1,036,158

- £1,341,651 Benefit subsidy based on rent allowance payments Mid-year estimate 2019/20
- £253,801 Funding from Benefits Reserve re 2017/18 likely overpayment repayment
- (£264,039) Fee Income – Garden bins, Commercial waste, Bulky waste collections
- (£28,025) Recycling credit income
- (£30,000) Other recoverable income – Homelessness/Temporary Accommodation
- £124,863 Non recurring grant income – Housing (Health & Wellbeing) grants ceasing - offset by reduced staff costs
- £30,390 Community Housing Fund - Other LA grant income
- (£254,752) Homelessness grant income
- (£38,163) Income transfer Housing (Health & Wellbeing)
- (£72,648) Grant Income – Electoral Registration & Health & Communities (2 link workers)
- (£52,838) Service Charges
- £30,000 Reduced DWP admin grant
- (£9,608) Increased capitalised salaries from Property Services

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Reserves Statement 2020-21 Onwards Draft

Reserve	Purpose and Use of Reserve	Balance 01/04/19	Updated Budgeted Movement 2019/20	Balance 01/04/20	Budgeted Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24
		£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £1.9 million.	2,360,755	(59,619)	2,301,136	(116,528)	2,184,608	(69,109)	2,115,499	(50,000)	2,065,499	(50,000)	2,015,499
Earmarked Reserves:												
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	2,480,010	(1,606,353)	873,657	(636,302)	237,355	0	237,355	0	237,355	0	237,355
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	1,556,673	(56,502)	1,500,171	(27,000)	1,473,171	(5,000)	1,468,171	(15,000)	1,453,171	(5,000)	1,448,171
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	1,340,308	(512,838)	827,470	(253,801)	573,669	0	573,669	0	573,669	0	573,669
Broadband	Earmarks £1million for superfast broad band in North Norfolk. (600k was transferred from the BSF reserve and £400k from NHB reserve)	1,000,000	(1,000,000)	0	0	0	0	0	0	0	0	0
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	191,428	0	191,428	(44,441)	146,987	(44,441)	102,546	(44,441)	58,105	(44,441)	13,664
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	2,438,428	(562,166)	1,876,262	(27,068)	1,849,194	(18,000)	1,831,194	(18,000)	1,813,194	(18,000)	1,795,194
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	180,595	(42,302)	138,293	(37,958)	100,335	0	100,335	0	100,335	0	100,335
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	1,651,796	(785,563)	866,233	(242,000)	624,233	(242,000)	382,233	(242,000)	140,233	0	140,233
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	170,621	(10,000)	160,621	(10,000)	150,621	0	150,621	0	150,621	0	150,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	123,000	(120,000)	3,000	40,000	43,000	40,000	83,000	40,000	123,000	(120,000)	3,000

Reserves Statement 2020-21 Onwards Draft

Reserve	Purpose and Use of Reserve	Balance	Updated	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/19	Budgeted Movement 2019/20	01/04/20	Movement 2020/21	01/04/21	Movement 2021/22	01/04/22	Movement 2022/23	01/04/23	Movement 2023/24	01/04/24
		£	£	£	£	£	£	£	£	£	£	£
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	137,354	0	137,354	0	137,354	0	137,354	0	137,354	0	137,354
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	323,332	(40,000)	283,332	0	283,332	0	283,332	0	283,332	0	283,332
Grants	Revenue Grants received and due to timing issues not used in the year.	536,670	(14,655)	522,015	(57,066)	464,949	(14,655)	450,294	(14,655)	435,639	(14,655)	420,984
Housing	The balance of the Housing Community Grant funding received in 2016/17. It also includes Central Government Grants for Homelessness Prevention initiatives, this is drawn down across financial years.	2,534,316	(71,253)	2,463,063	(488,585)	1,974,478	(611,672)	1,362,806	(548,293)	814,513	0	814,513
Land Charges	To mitigate the impact of potential income reductions.	289,280	0	289,280	0	289,280	0	289,280	0	289,280	0	289,280
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	128,691	0	128,691	(25,446)	103,245	(16,964)	86,281	0	86,281	0	86,281
LSVT Reserve	To meet the cost of successful warranty claims not covered by bonds and insurance following the housing stock transfer.	435,000	(435,000)	0	0	0	0	0	0	0	0	0
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	512,183	(286,723)	225,460	(225,460)	0	0	0	0	0	0	0
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	314,475	(78,246)	236,229	(97,885)	138,344	(23,083)	115,261	(18,629)	96,632	0	96,632
Pathfinder	To help Coastal Communities adapt to coastal changes.	143,168	(40,076)	103,092	(20,500)	82,592	(20,500)	62,092	(3,417)	58,675	0	58,675
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	109,684	50,000	159,684	50,000	209,684	50,000	259,684	50,000	309,684	50,000	359,684
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	2,000,000	1,000,000	3,000,000	(3,000,000)	0	0	0	0	0	0	0
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	1,882,870	(561,541)	1,321,329	(732,950)	588,379	(240,000)	348,379	(100,000)	248,379	0	248,379
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	5,682	0	5,682	0	5,682	0	5,682	0	5,682	0	5,682
Total Reserves		22,846,317	(5,667,837)	17,178,480	(5,952,990)	11,225,490	(1,215,424)	10,010,066	(964,435)	9,045,631	(202,096)	8,843,535

GENERAL FUND CAPITAL PROGRAMME - 2019/20

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/19 Actual Expenditure	Updated Budget 2019/20	Current Expenditure and Commitments 2019/20	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23
	£	£	£	£	£	£	£
Boosting Business Sustainability and Growth							
Rocket House	77,084	37,334	0	0	39,750	0	0
Better Broadband for Norfolk	1,000,000	0	1,000,000	1,000,000	0	0	0
Local Property Investment Fund	1,000,000	0	0	0	1,000,000	0	0
Property Investment Company	2,000,000	0	0	0	2,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	0	0	15,000	0	0
Deep History Coast	692,973	318,050	374,923	288,669	0	0	0
Fair Meadow House Improvements	50,000	16,235	0	0	33,765	0	0
Fair Meadow House Annexe	55,000	0	0	0	55,000	0	0
Collectors Cabin	25,000	652	0	0	24,348	0	0
Cornish Way	170,000	0	1,770	1,770	168,230	0	0
Fakenham Connect	100,000	0	332	332	99,668	0	0
Bacton Car Park	30,000	0	30,000	10,450	0	0	0
Holway Road Roundabout	100,000	0	0	0	100,000	0	0
North Walsham Heritage Action Zone	1,950,000	0	0	0	1,950,000	0	0
Public Convenience Improvements	600,000	45,741	150,000	151,245	404,259	0	0
	7,910,057	463,012	1,557,025	1,452,465	5,890,020	0	0
Local Homes for Local Need							
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	0	0	87,004	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,654	184,846	0	0	0	0
Shannocks Hotel	477,887	51,638	426,249	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	100,000	0	0	0	0
Community Housing Fund	2,198,261	416,760	200,000	141,974	527,167	527,167	527,167
Provision of Temporary Accomodation	610,000	0	0	0	610,000	0	0
Fakenham Extra Care	215,500	0	0	0	215,500	0	0
	4,377,148	972,047	2,033,726	566,292	2,439,671	1,527,167	1,527,167
Climate, Coast and the Environment							
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
Cromer West Prom Chalets	62,000	0	62,000	0	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	145,130	4,371	627	0	0	0
Cromer Coast Protection Scheme	8,822,001	5,305,389	30,000	17,650	1,743,306	1,743,306	0
Coastal Erosion Assistance	90,000	41,203	0	0	48,797	0	0
Coastal Adaptations	410	0	0	0	410	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	45,786	30,000	5,806	1,572,607	1,572,607	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,143,954	382,869	761,085	543,335	0	0	0
Beach Access	201,514	182,742	18,772	40,202	0	0	0
Sea Palling Ramp	10,000	0	10,000	0	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	353,965	146,035	500,000	0	0	0

	18,116,267	10,289,058	1,117,433	1,142,516	3,393,863	3,315,913	0
Quality of Life							
Splash Roof Repairs	63,120	9,866	0	0	53,254	0	0
Holt Country Park Play Area	52,000	0	52,000	0	0	0	0
Cromer Sports Hall	102,000	0	102,000	0	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	0	0	27,467	0	0
Fakenham Gym	62,500	0	0	0	62,500	0	0
Splash Gym Equipment	1,013,000	0	376,698	376,698	636,302	0	0
North Walsham Artificial Grass Pitch	860,000	3,018	100,000	8,117	756,982	0	0
Splash Leisure Centre Re provision	12,697,000	1,060,709	1,611,355	427,327	8,395,461	1,629,475	0
	14,877,120	1,073,626	2,242,053	812,142	9,931,966	1,629,475	0
Customer Focus and Financial Sustainability							
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	150,090	114,988	25,102	2,000	10,000	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
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
Waste vehicles	4,500,000	0	0	0	4,500,000	0	0
Housing Options System	20,000	650	0	0	19,350	0	0
	7,583,060	1,609,343	1,039,367	813,034	4,664,350	135,000	135,000
	52,863,652	14,407,087	7,989,604	4,786,450	26,319,870	6,607,555	1,662,167
Capital Programme Financing							
Grants			1,987,252	487,976	6,368,453	4,315,913	1,000,000
Other Contributions			450,000	0	0	0	0
Asset Management Reserve			2,102	2,102	0	0	0
Capital Project Reserve			1,606,353	999,669	636,302	0	0
Other Reserves			1,350,000	1,293,219	3,931,426	527,167	527,167
Capital Receipts			2,493,897	1,995,367	3,488,228	135,000	135,000
Internal / External Borrowing			100,000	8,117	11,895,461	1,629,475	0
TOTAL FINANCING			7,989,604	4,786,450	26,319,870	6,607,555	1,662,167
			0	0	0	0	0
	<i>check</i>	<i>check</i>	<i>check</i>	<i>check</i>	<i>check</i>	<i>check</i>	<i>check</i>

NORTH NORFOLK DISTRICT CCOUNCIL: EXECUTIVE-SCRUTINY PROTOCOL

Summary: This report seeks to establish and agree a protocol to clearly define the working relationship between the Executive and the Overview & Scrutiny Committee. This comes as a result of the Statutory Guidance on Overview & Scrutiny in Local and Combined Authorities (released May 2019), from the Ministry of Housing Communities and Local Government.

Options considered: To approve the attached protocol or maintain the status-quo of an undefined relationship.

Conclusions: The Protocol offers clear guidance on the expected working relationship, and the expectations of both the Executive and the Overview & Scrutiny Committee. It also clarifies purpose of the Scrutiny Committee as stated in the Local Government Act 2000, and the Scrutiny Committee's 'Call-in' procedure as outlined in the Constitution.

Recommendations: **1. That the Committee review the protocol and recommend it for approval by Cabinet and Council.**

Reasons for Recommendations: To establish and clarify a clear working relationship between the Executive and the Overview & Scrutiny Committee.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Sarah Bütikofer	N/a

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

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Overview & Scrutiny Committee

Executive-Scrutiny Protocol



1. Aims

- 1.1 The aim of the Protocol is to clarify the relationship between the Executive (Cabinet) and the Overview & Scrutiny Committee, in order to ensure the smooth conduct of business and maintain effective communication between Scrutiny and Executive Members. This will promote an effective role for Scrutiny and foster a good working relationship between the Committee and the Executive that will ensure the Committee makes a valuable contribution to the effective running of the Council.

2. Foundation & Principles

- 2.1 Under Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, Overview and Scrutiny Committees have statutory powers to scrutinise decisions of the Executive. These decisions can include those the Executive is planning to make, those it plans to implement, and those that have already been taken/implemented.
- 2.2 It remains the ambition of North Norfolk District Council to maintain an amicable working relationship between Scrutiny and the Executive, in order to effectively realise the role of the 'critical friend', and avoid becoming the 'de facto' opposition.
- 2.3 Both Scrutiny and Executive Members are reminded that where effective pre-decision scrutiny has taken place, the Committee will have been party to the policy development process, negating the need for call-in and highlighting the added value that Scrutiny can bring to the authority.

3. Overview & Scrutiny Work Programme

- 3.1 The Overview & Scrutiny Annual Work Programme will be set by the Chairman and Members of the Committee with the assistance of the Scrutiny Officer. Some reports are required under the Committee's terms of reference such as the Treasury management strategy and policies, regular updates on crime & disorder in the District and the O&S Annual Report
- 3.2 Where a Member of the Executive or a senior officer wishes to add an item to the Work Programme, a request must be made to the Scrutiny Officer, who will notify the Chairman of the request for consideration.
- 3.3 Standing items for inclusion in the Annual Work Programme;
- The Draft Budget and Budget Monitoring Reports
 - The Medium Term Financial Strategy
 - Treasury/Investment/Capital Strategies
 - The Overview & Scrutiny Annual Report
 - The Treasury Management Annual Report/Treasury Management Half-Yearly Report
 - The Debt Management Annual Report
 - Determination of Council Tax Discounts
 - The Annual Action Plan
 - Performance Management reports

4. Access to Information & Information Sharing

- 4.1. In addition to the individual rights of Members, Overview & Scrutiny Members have rights to see documents relating to any business that has been transacted at a public or private meeting of the Executive, or its Committees, and any decision taken by an individual Member of the Executive or by an Officer in accordance with Executive arrangements.
- 4.2. It is expected that when the Scrutiny Committee makes a formal request for information, it be delivered in a timely manner within seven working days of the request (where possible) to the Scrutiny Officer or Democratic Services, to be shared with the Committee or wider Members.

5. Overview & Scrutiny's Expectations of the Executive

- 5.1. An expectation that Cabinet Portfolio Holders will attend meetings of the Overview & Scrutiny Committee, when requested, in order to present reports relevant to their portfolio and answer any subsequent/relevant questions.
- 5.2. In order to notify Scrutiny Members of upcoming business and potential items to be added to the Committee's Work Programme, the Democratic Services Manager will ensure that the Scrutiny Officer is kept updated of all new items that are added to the Cabinet Work Programme
- 5.3. If necessary, the Leader will meet with the Scrutiny Officer, Democratic Services Manager and the Overview & Scrutiny Committee Chairman to consider the best way to deal with any forthcoming items of business

6. Expectations of the Overview & Scrutiny Committee

- 6.1. That the Committee will provide constructive 'critical friend' challenge to the Executive's proposals and decisions.
- 6.2. That the Committee will remain non-political and be effectively led by Members who take responsibility in their role to drive service improvements and voice the concerns of the public.
- 6.3. That the Committee will maintain appropriate oversight of crime and disorder, and other external organisations whose services affect residents within the district.
- 6.4. The Executive's response to Scrutiny's recommendations will be published in the agenda of the next scheduled Committee meeting
- 6.5. To monitor the effectiveness of services and undertake regular review of performance in relation to the Council's services

7. Call-in

- 7.1 Call-in is the exercise of the Overview & Scrutiny Committee's statutory power in section 21(3) of the Local Government Act 2000, to review a Cabinet decision that has been made but not yet implemented.
- 7.2 Once made, Cabinet decisions must be published by the Democratic Services Team within two working days of the meeting, with date of publication included. Five clear working days are given before the decision can be implemented, in which time the Call-in must be made.
- 7.3 Requests for Call-in can be made by:

- An individual Member where a decision has a particular significance for the Member's ward
- The Chairman of the Overview & Scrutiny Committee
- Any two Members of the Overview & Scrutiny Committee
- Any three non-executive Members of the Council
- Ten Members of the public living, working or studying within North Norfolk District Council area

7.4 The relevant Overview & Scrutiny Committee cannot overturn the decision that has been called in. It may either concur with the decision (in which case it will take immediate effect) or refer it back to the Executive for further consideration, including any recommendations from Scrutiny Members.

7.5 It remains the aim of the Council that call-ins should only be used as a last resort for resolution, and that other less-confrontational means should always be pursued prior to this option.

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OVERVIEW & SCRUTINY COMMITTEE – CONSIDERATION OF AMBULANCE RESPONSE TIMES MOTION

Summary: This report is written for the Committee to consider its response to resolutions reached by Council with regards to an ‘Ambulance Response Times’ motion. It will identify the key issues and responsibilities that require consideration, with an aim to establish a recommended course of action for the Committee.

Options considered: Options considered include establishing a Working Group to monitor and review ambulance response times, requesting that NHOSC continue to closely monitor ambulance response times for North Norfolk, to invite representatives of EEAST and the North Norfolk CCG to explain service deficiencies, consider how best to support community first responders, or do nothing.

Conclusions: This report suggests that whilst it is not the responsibility of the NNDC Overview & Scrutiny Committee to monitor ambulance response times, which is a core responsibility of NCC’s NHOSC Committee, it is still within the public’s interest for the Committee to invite representatives to provide an explanation for service deficiencies. Furthermore, the Committee may be able to identify steps to help support and improve the work of Community First Responders to help alleviate issues caused by waiting times.

Recommendations:

1. That the Committee invite representatives of EEAST and the North Norfolk CCG to provide a briefing on the poor performance of ambulance response times and the efforts being made to address the issue.
2. That the Committee works closely with NHOSC and the NNDC appointed representative to monitor and review ambulance response times.
3. That the Committee consider the role of Community First Responders and options to support/improve the service.

Reasons for Recommendations: To provide guidance to the Committee on the most appropriate course of action

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Contact Officer, telephone number and email:
Matt Stembrowicz, Democratic Services & Governance Officer (Scrutiny),
01263 516047, Matthew.Stembrowicz@north-norfolk.gov.uk

2.1 Introduction

1.1 At a meeting of Council held in November 2019, a motion was passed regarding increasing concerns around ambulance response times within the district. It was suggested that even the best performing areas across the district, a response to the most urgent calls was received within 8 minutes 35% of the time, whilst in the worst performing areas it was 2% of the time.

1.2 It was suggested within the motion that ambulance response times in Wells-next-the-Sea were amongst the worst in the Country. This statement is supported by BBC research undertaken in March 2019, that suggests that people in Wells-next-the-Sea wait on average 21 minutes, compared to the national rural average of 11 minutes for serious conditions, such as heart attacks or breathing issues <https://www.bbc.co.uk/news/uk-england-norfolk-47456439>.

1.3 The motion was amended so that the voluntary community first responders that support the ambulance services, be offered additional training and support. The motion was passed with the following resolutions:

“1. That Council request that voluntary community first responders be offered additional training and support in order to aid the ambulance service in North Norfolk.

2. This Council therefore asks the Head of Paid Service to write to the CEO of EEAST asking what specific actions will be put in place so that response times improve significantly in the next six and then 12 months. Additionally what steps are they taking to address the issues raised in their last CQC report.

3. This Council writes to the government Minister responsible and asks what steps government are taking to address the continued failings of the EEAST including:

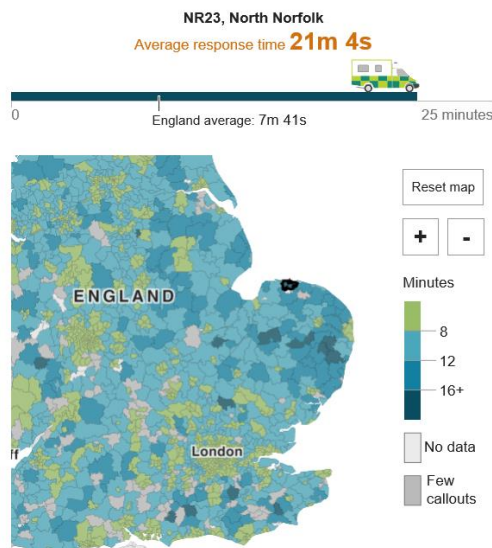
- What steps are they taking to improve waiting times?
- What the Government intend to do to address the shortages of vehicles and staffing in the Ambulance Service to alleviate the current problems in existence, and to make the Service efficient for the 21st Century ensuring that it meets its required times
- What the government intend to do to resolve the issue surrounding ambulances being delayed at hospitals and being unable to hand patients over for care in a timely manner.

4. This Council also requests that the Overview & Scrutiny Committee explores the option of creating a working group to track progress on this item and to engage with EEAST on an improvement programme.”

2.2 Background

2.1 Clustered data on ambulance response times across the country is available at various sources such as those collated by the BBC, or by organisations such as Totally Communications. In either case, heat mapped data confirms that there is a clear cause for concern across much of the county and in North Norfolk specifically.

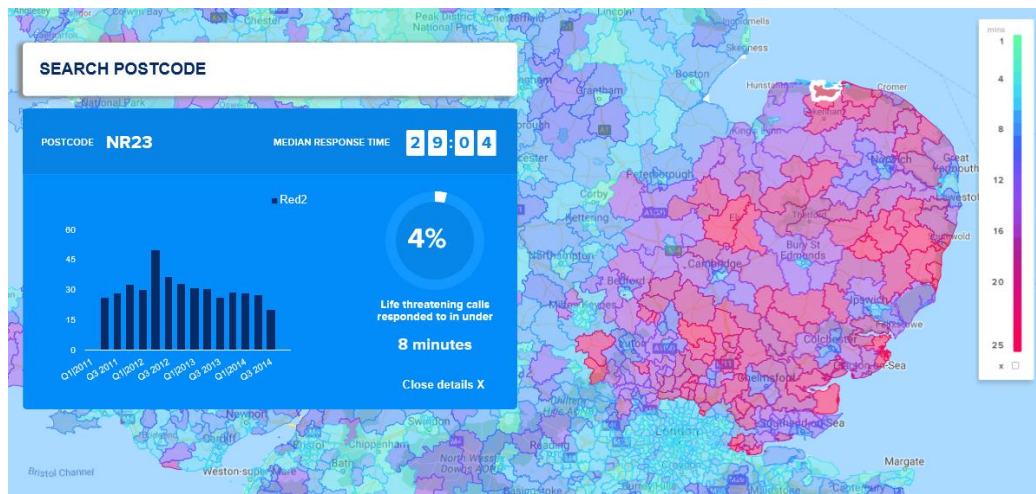
2.2 Source: <https://www.bbc.co.uk/news/health-47362797>



Contains OS data © Crown copyright and database rights 2018. Source: Ambulance trusts. Data is shown for postcode districts with more than nine highest category callouts in January-October 2018. Districts with 10-49 callouts are labelled "low numbers". Northern Ireland does not use comparable categorisation.

2.3 Using FOI requests, BBC News obtained the average response times for the most life-threatening callouts in more than 2,700 local communities across Britain. These times cover the point at which a trained person reaches the patient, so it could be an ambulance or volunteers trained by the service to respond to these highest-priority cases.

2.4 Source: <http://www.ambulanceresponsetimes.co.uk/>



2.5 Totally Communications sent 14 FOI requests to each ambulance trust in the country. The response time of each 999 call since 2011 was requested, including the category of the call and postcode district. The colour of each polygon is based on the median response time for the financial year 2013-2014 and it only considers those postcode districts where there are more than five calls in the whole period. The percentage of calls responded within eight minutes is also based on the data for this year.

- 2.6 After consultation with the Scrutiny Team Manager responsible for managing the Norfolk Health Overview & Scrutiny Committee (NHOSC) at Norfolk County Council, it was confirmed that NHOSC do monitor ambulance response times across Norfolk on an annual basis. Furthermore, due to increasing concerns over the extent of waiting times, it is possible that the frequency of review could increase at the request of Committee Members.
- 2.7 The overall remit of NHOSC is to consider all matters relating to the needs, health and health related-services of the population of Norfolk. It scrutinises services that have an impact on the health of Norfolk's citizens and challenges the outcomes of interventions designed to support the health of Norfolk people. Subsequently it is clear that all aspects of emergency response are covered by NHOSC, which suggests that it may not be an effective use of time for the NNDC O&S Committee to establish a Working Group to monitor an issue that is already being reviewed elsewhere.
- 2.8 A further issue worthy of consideration in relation to emergency response times, is to look at the bigger picture. Both the work of NHOSC, and weekly NHS 'Sitrep' reports on ambulance turnaround times suggest that response times are significantly affected by turnaround delays at A&E Departments. This could suggest that a further cause of emergency response delays beyond those of rurality or too few emergency vehicles could be systemic, with A&E departments across the country facing severe pressures.
- 2.9 In response to the known issues, NHOSC has made the following recommendations over the past five years:
- That EEAST reviews the number and location of ambulance bases in Norfolk in relation to travelling times to the hyper acute stroke units with a view to achieving the Stroke 60 standard in all parts of the county.
 - That the Norfolk and Waveney Stroke Network seeks assurance from the three acute hospitals in Norfolk that they report back to EEAST on failures to provide pre-alerts of the arrival of stroke patients so the problem can be quantified and appropriately addressed and that EEAST identifies a lead for stroke with whom the hospitals can liaise consistently.
 - That the NNUH, JPUH, QEH and EEAST consider what more could be done to enable the ambulance service and the acute hospitals to work together to shorten the diagnosis time for stroke.
 - That EEAST focuses on improving its performance by ensuring that double staffed ambulances are first on scene to a higher proportion of suspected stroke patients and that patients are transported to hospital without delay.
 - Asked EEAST to consider involving service users in a workshop currently being arranged on the conveyance of mental health patients to hospital & other facilities.
 - Asked NN CCG to ensure that the outstanding FOI requests from Cromer Town Council regarding fine monies relating to EEAST and Norfolk & Norwich Hospital under the former financial penalties regime receive a response.

- 2.10 Overall it may be difficult to identify anything more that EEAST and other local NHS organisations could do to improve ambulance response times with available funding, beyond what they are already doing. As a result, it may be more beneficial to seek to reduce pressure on these services by helping to promote the non-emergency services number 111, supporting community first responders, or reducing the number of people using A&E services to improve ambulance turnaround times.

3. Options for Consideration

- 3.1 Within the NNDC constitution it is noted that Scrutiny may take a wider role in examining matters of concern to local communities, such as those related to health. In addition, it is stated that the Committee may invite representatives of public bodies or other from other areas of the public sector to attend meetings. With regards to ambulance response times and community first responders, the most appropriate representatives are:

- Mark Burgis - Chief Operating Officer, North Norfolk CCG
- Terry Hicks - Senior Locality Officer, EEAST
- David Russell - Norfolk & Waveney Patient Engagement Representative with EEAST

- 3.2 It has been confirmed that a key responsibility of NHOSC is to monitor ambulance response times across Norfolk. This data can be fed back to the NNDC O&S Committee via the appointed representative. As a result, rather than establish a Working Group to repeat this process, it would be more beneficial for the Committee to request that the NHOSC increase its current ambulance response times monitoring to six-monthly, to ensure that EEAST and the relevant CCGs across Norfolk are held to account if they fail to meet the target response times.

- 3.3 That consideration be given to the role of community first responders, including information being sought on the number and location of those already active in Norfolk. The Norfolk & Waveney Patient Engagement representative with EEAST should be questioned on how best to support the existing community first responders via training, additional recruitment, or other means.

- 3.4 The Committee could choose to do nothing, on the basis that monitoring ambulance response times is neither a requirement or responsibility. However, in doing so, the Committee could potentially ignore local issues that require district specific knowledge.

4. Conclusion

- 4.1. In conclusion, whilst the NNDC Overview & Scrutiny Committee is not the most appropriate body to undertake continued monitoring of ambulance response times, the issue remains crucially important to the people of North Norfolk.
- 4.2. As noted throughout the report, NHOSC is the most appropriate body to continue monitoring ambulance response times across the region. However, it may still be beneficial for the NNDC O&S Committee to invite the relevant officers from both EEAST and the North Norfolk CCG to explain the reasons for service deficiencies, as well as answer questions on North Norfolk

specifically. This could provide a level of focus on the district of North Norfolk that may be overlooked by NHOSC, when reviewing the issue across the wider county.

5. Implications and Risks

- 5.1. This report has wider implications for the level of service provided by EEAST in North Norfolk. Whilst it is noted in the report that it is not the responsibility of the NNDC Overview & Scrutiny Committee to monitor this service, ignoring the issue could allow for district specific issues to go ignored.

6. Financial Implications and Risks

- 6.1. There are no financial implications or risks as a result of this report.

7. Sustainability

- 7.1 There are no sustainability considerations to note as a result of this report.

8. Equality and Diversity

- 8.1 There are no equality and diversity considerations to note as a result of this report.

9. Section 17 Crime and Disorder considerations

- 9.1 There are no crime and disorder considerations to note as a result of this report.

Sheringham Leisure Centre: project update January 2020

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	Current position	Notes/ comments
Time	Completion date: 29 th Aug 2021	Enabling works completed Aug 2019 Construction started 16 Sept 2019 Proceeding according to programme	<ul style="list-style-type: none"> No variations to contract timescale needed. Site closed for 2 weeks over Christmas as per programme
Budget	£12,697,139	£12,697,139	<ul style="list-style-type: none"> Sport England grant agreed (£1m) – evidence provided to discharge conditions in order that 97% of grant will be drawn down
Issues log		<ul style="list-style-type: none"> A previously unidentified gas main was discovered at the site. This needs to be diverted but will not impact on the programme. Impact on the budget is not yet fully identified but is likely to be up to £27,000 and this will be met by the contingency. Investigations are underway as to any potential claim for some of the costs (however, had it been previously known it would still have to had to be diverted). A water pipe was not properly diverted during the enabling works. Resource capacity in NNDC communications team remains an issue, however revision of the web pages has now been completed by the project team and a proactive communications plan will be undertaken by staff in the Leisure team in liaison with Everyone Active 	<ul style="list-style-type: none"> Work to move gas pipe scheduled for w/c 6 Jan This is to be rectified by the enabling works contractor. This may cause a slight delay in the construction programme and details will be provided once known Support of the communications team will be vital as the project moves forward

<p>Risk log</p>	<p>A risk log is being maintained. These are routinely monitored and revised and controls are introduced to manage/mitigate risks and provide assurance</p>	<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>Metnor Head Office carried out a full Health and Safety inspection of the site during December and found the site to be operating satisfactorily.</p> <p>The principal risks to the construction project at this time are:</p> <ul style="list-style-type: none"> • Any potential delay that might result from disruption to site services or infrastructure (e.g. gas main leak) • Delays in completion impacting on operational contract • Outstanding value engineering items not 	<ul style="list-style-type: none"> • 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. • The Council’s Health and Safety officer, James Windsor, accompanied Metnor on the inspection and was pleased with the way that the site is being managed. A minor issue of golf balls landing on the site from the course opposite was identified. James has contacted the Golf Club, which has agreed to ask its members to be cautious (via the newsletter) and the situation will be monitored. • As the construction moves on the likelihood of unknown site issue (e.g. ground condition) reduces significantly
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<p>Project Governance</p>	<p>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.</p>	<ul style="list-style-type: none"> • Project governance for the construction phase has been established and the first four monthly cycles of meetings have been held • An audit of the project has been undertaken and will report shortly • The revised Project Initiation Document will be kept under review 	<ul style="list-style-type: none"> • Routine meeting and briefing procedures are now being followed (including those agreed by O&S Committee) • 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>Communications</p>	<p>The Communications Plan covers:</p> <ul style="list-style-type: none"> • Planned activities at key milestones • Responses to issues and events as they occur • Routine communications to interested parties 	<ul style="list-style-type: none"> • Metnor’s newsletter received positive feedback from residents • Updated website launched • NNDC E-newsletter distributed to 134 subscribers • A Norfolk based firm has won the pre-cast concrete supply contract 	<ul style="list-style-type: none"> • The lack of resources and capacity in the Council’s Communications team continue to be of concern.

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North Norfolk District Council
Cabinet Work Programme
For the Period 01 February to 30 April 2020



Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
February 2020					
Cabinet	03 Feb 2019	Corporate Plan – delivery plan	Sarah Butikofer	Nick Baker Head of Paid Service 01263 516	
Scrutiny	15 Jan 2020				
Scrutiny	15 Jan 2020	2020/21 Base Budget and Projections for 2021/22 to 2022/23	Eric Seward	Duncan Ellis Head of Finance & Assets 01263 516330	<i>Pre-scrutiny</i>
Cabinet	03 Feb 2020				
Council	26 Feb 2020				
Cabinet	03 Feb 2020	Treasury Strategy 2018/19	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i> 01263 516246	
Scrutiny	12 Feb 2020				
Council	26 Feb 2020				
Scrutiny	15 Jan 2019	Executive / Scrutiny Protocol	Sarah Butikofer	Matthew Stembrowicz 01263 516047	
Cabinet	03 Feb 2020				
Cabinet	03 Feb 2020	Capital Strategy	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i>	
Scrutiny	12 Feb 2020				
Council	26 Feb 2020				



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 February to 30 April 2020



Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet	03 Feb 2020	Investment Strategy	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i> 01263 516246	
Scrutiny	12 Feb 2020				
Council	26 Feb 2020				
Cabinet	03 Feb 2020	Enforcement Board Update	Andrew Brown	Nick Baker <i>Head of Paid Service</i>	<i>To be confirmed</i>
Scrutiny	12 Feb 2020				
Cabinet	03 Feb 2020	Property Transactions	Greg Hayman Andrew Brown	Nicky Debbage <i>Housing Strategy & Delivery Officer</i> 01263 516027	
March 2020					
Cabinet	02 Mar 2020 11 Mar 2020	Property Transactions	Greg Hayman Andrew Brown	Nicky Debbage Renata Garfoot	
Cabinet	02 Mar 2020	Managing Performance Update (tbc)	Eric Seward	Helen Thomas <i>Policy & Performance Management Officer</i> 01263 516214	
Scrutiny	11 Mar 2020				



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North Norfolk District Council
Cabinet Work Programme
For the Period 01 February to 30 April 2020


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s)	Lead Officer	Status / additional comments
Cabinet Scrutiny	02 Mar 2020 11 Mar 2019	Budget Monitoring Period 10	Eric Seward	Duncan Ellis <i>Head of Finance & Assets</i> 01263 516243	
April 2020					
Cabinet Scrutiny	30 Mar 2020 22 Apr 2020	Big Society Fund – Annual report	Virginia Gay	Sonia Shuter <i>Health & Communities Team Leader</i> 01263 516173	
Cabinet	02 Mar 2020 11 Mar 2020	Property Transactions	Greg Hayman Andrew Brown	Nicky Debbage Renata Garfoot	
Upcoming					
Cabinet		New Road, North Walsham – options	Greg Hayman	Renata Garfoot	
Cabinet Scrutiny		Digital Transformation Update	Sarah Butikofer	Sean Kelly Head of IT & Digital Transformation 01263 516276	



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)

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North Norfolk District Council
Cabinet Work Programme
For the Period 01 February to 30 April 2020

Cabinet		Enabling Land at Sheringham		Renata Garfoot Estates & Assets Strategy Manager 01263 516086	
Council					



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 & Scrutiny 11 December 2019
Outcomes & Action List**

	ACTION BY <i>(Additional comments in italics)</i>	PROGRESS / COMPLETION
<p><u>ITEM 43: MEDIUM TERM FINANCIAL STRATEGY – 2020/21 TO 2023/24</u></p> <p>RESOLVED</p> <p>1. That Members consider and note: a) The current high-level financial forecast for the period 2020/21 to 2023/34; b) The current capital funding forecasts;</p> <p>2. The revised reserves statement as included at Appendix 2 to the financial strategy</p>	O&S Committee	December Meeting
<p><u>ITEM 44: TREASURY MANAGEMENT HALF YEARLY REPORT 2019/20</u></p> <p>RESOLVED</p> <p>To commend the report to Full Council.</p>	Council	December Council Meeting
<p><u>ITEM 45: BEACH HUTS & CHALETS MONITORING REPORT</u></p> <p>RESOLVED</p> <p>That an annual monitoring report on the Council's beach huts and chalets be provided to the Committee in April.</p>	Leisure & locality Services Manager	April 2020
<p><u>ITEM 46: SPLASH LEISURE CENTRE PROJECT UPDATE BRIEFING - DECEMBER 2019</u></p> <p>RESOLVED</p> <p>That monthly project monitoring reports continue for the next quarter.</p>	Head of Economic & Community Development	January Meeting

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OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
June 2019				
Scrutiny	Sheringham Primary School Parking Interim Report	Matt Stembrowicz	To seek approval for the Task & Finish Group to continue	
Cabinet Scrutiny Council	Out-turn report	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny Council	Treasury Management Annual Report	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny	Performance Management Q4	Sarah Bütikofer Helen Thomas	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	Market Towns Initiative Working Group Update	Matt Stembrowicz	To update the Committee on the progress of the Task and Finish group	
July				
Cabinet Scrutiny Council	Debt Management Annual Report	Eric Seward Sean Knight	To review the Report and make any necessary recommendations to Council	Annual
Scrutiny Council	Overview & Scrutiny Committee Annual Report 2018/19	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Cabinet Scrutiny	Enforcement Board Update	Nick Baker Nigel Lloyd	To receive an update on the work of the Enforcement Board	Six Monthly
Scrutiny	Work Programme Setting	Matt Stembrowicz Nigel Dixon	To agree non-statutory items on the Committee's Work Programme	Annual
September				
Cabinet Scrutiny	Budget Monitoring P4	Eric Seward Duncan Ellis	To review the budget monitoring position	
Cabinet Scrutiny Council	Pre-Scrutiny of the Corporate Plan's Emerging Themes	Sarah Bütikofer	To review Cabinet's Corporate plan and consider any recommendations	Requested by Committee
Scrutiny Cabinet	O&S Scrutiny Guidance Report	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
October				
Cabinet Scrutiny Council	Council Tax Discount Determinations	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Scrutiny Cabinet	Review of CP Framework: Recommendations	Matt Stembrowicz/Nigel Dixon	To agree recommendations from the O&S Review of the Draft Corporate Plan Framework	Requested by the Committee
Scrutiny	Splash Project Update	Rob Young/Virginia Gay	To provide an update on the progress of the Splash project	Requested by the Chairman
Scrutiny Cabinet	Homelessness and Rough Sleeping Strategy 2019 – 2024	Lisa Grice/Andrew Brown	To review the strategy and consider any response to the public consultation	
November				
Cabinet Scrutiny	Budget Monitoring P6	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Cabinet Scrutiny Council	Joint Waste Contract Procurement Briefing	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	Crime & Disorder Briefing – Rural Policing	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on rural policing	Annual
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
December				
Cabinet Scrutiny Council	Treasury Management Half-Yearly Report	Eric Seward Duncan Ellis	To consider the treasury management activities	Six Monthly
Scrutiny	Beach Huts & Chalets Monitoring	Maxine Collis Greg Hayman	To monitor & review outcomes of O&S T&F Group recommendations	Requested by the Committee
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
Cabinet Scrutiny Council	Medium Term Financial Strategy	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
January 2020				
Cabinet Scrutiny Council	2020/21 Base Budget and Projections for 2021/22 to 2022/23	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny Cabinet Council	Executive-Scrutiny Protocol	Matt Stembrowicz Nigel Dixon/Sarah Bütikofer	To establish and agree a protocol for the working relationship between the Executive and Overview & Scrutiny Committee	Requested by Committee Chairman
Council Scrutiny	Consideration of Ambulance Response Times Motion	Matt Stembrowicz Emma Spagnola	Consider Committee response to Council Motion on ambulance response times in North Norfolk	Requested by Council
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
February				
Cabinet Scrutiny Council	Treasury Strategy 2019/20	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	Capital Strategy	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	Investment Strategy	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
Scrutiny Cabinet	Delivery Plan	Nick Baker Sarah Bütikofer	To review the Delivery Plan and consider any recommendations	
Cabinet Scrutiny	Enforcement Board Update	Nick Baker Nigel Lloyd	To receive an update Enforcement Board cases – inc how to raise concerns, resourcing of team and overview of properties	Six-monthly

OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2019/20

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
March				
Cabinet Scrutiny	Performance Management Q3 TBC	Eric Seward Helen Thomas	To monitor the performance of the Council and make any necessary recommendations to Cabinet	Quarterly
Scrutiny Cabinet?	Itteringham House/Shop Review & Commercialisation Strategy	Greg Hayman Duncan Ellis/Emma Duncan	To review the Itteringham house/shop and consider alongside commercialisation strategy	Requested by the Committee
Cabinet Scrutiny	Budget Monitoring P10	Eric Seward Duncan Ellis	To review the budget monitoring position	
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Chairman
Scrutiny	Rural Transport Briefing TBC		To identify service gaps and lack of access to services to identify potential recommendations	Requested by the Committee
April				
Cabinet Scrutiny Council	Annual Action Plan	Sarah Bütikofer Helen Thomas		Annual
Scrutiny	Market Towns Initiative Monitoring/Process Review	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee
Scrutiny	Splash Project Update	Virginia Gay Rob Young	To provide an update on the progress of the Splash project	Requested by the Committee
Outstanding/ TBC				
Scrutiny	Customer Service Briefing (TBC)	David Williams Sarah Bütikofer	To brief on the complaints procedure, no. of complaints resolved/outstanding	Requested by the Committee
Cabinet Scrutiny Council	Affordable Housing Strategy		Pre-Scrutiny of the affordable housing strategy	
Scrutiny	Declaration of Climate Emergency	Nigel Lloyd	To consider the action taken since the declaration of a climate emergency was made	
	Economic Development Briefing	Richard Kershaw	To inform the Committee of alternatives to Tourism across the district	
	Monitor resource implications for Homelessness Strategy			
Cabinet Scrutiny	Performance Management Q2	Sarah Bütikofer Helen Thomas	To monitor performance of the Council & make any necessary recommendations to Cabinet	Quarterly