

Cabinet



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Thursday 27th August 2020

A meeting of the **Cabinet** of North Norfolk District Council will be held remotely via Zoom on **Monday, 7 September 2020 at 10.00 am.**

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

PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19

Please note that due to the Covid-19 restrictions, meetings of cabinet will be held remotely via Zoom video conferencing and live streamed on YouTube.

Public speaking: If you wish to speak on an agenda item, please email emma.denny@northnorfolk.gov.uk no later than 5.00 pm on the Thursday before the meeting and include a copy of your statement. You will have the opportunity to make your statement by video link but in the event that this is not possible, or if you would prefer, your statement will be read out by an officer.

This meeting will be broadcast live to YouTube and will be capable of repeated viewing. The entirety of the meeting will be filmed except for confidential or exempt items. If you attend the meeting and make a representation you will be deemed to have consented to being filmed and that the images and sound recordings could be used for webcasting/ training purposes.

Emma Denny
Democratic Services Manager

To: Mr A Brown, Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd and Mr E Seward

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



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

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A G E N D A

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. MINUTES** 1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 3rd August 2020.
- 3. PUBLIC QUESTIONS AND STATEMENTS**

To receive questions and statements from the public, if any.
- 4. ITEMS OF URGENT BUSINESS**

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

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

To receive oral questions from Members, if any
- 7. OVERVIEW & SCRUTINY MATTERS** 9 - 10

To consider any matters referred to the Cabinet by the Overview & Scrutiny Committee for reconsideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules
- 8. RECOMMENDATIONS FROM GOVERNANCE, RISK & AUDIT COMMITTEE** 11 - 12

To consider recommendations from the meeting of the Governance, Risk & Audit Committee held on 4th August 2020.
- 9. RECOMMENDATIONS FROM CABINET WORKING PARTIES** 13 - 14

To consider recommendations made at the meeting of the Planning Policy and Built Heritage Working Party held on 17 August 2020.
- 10. 2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)** 15 - 80

Summary: This report presents the provisional outturn position for the 2019/20 financial year which shows a General Fund underspend of £97,114. This includes a General Fund Net Operating overspend of

£358,979 which includes a reduction in investment/borrowing interest of £124,683. There is a small deficit of £153,601 on the Collection Fund in respect of Council Tax. The total deficit of £512,580 has been offset by surplus Business rates income in respect of pilot gain of £609,694. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2019/20. The report also makes recommendations for contributions to reserves.

Options considered: The report provides a final budget monitoring position for the 2019/20 financial year. Whilst there are options available for funding the overspend in the year, the report makes recommendations that provide funding for ongoing commitments and future projects.

Conclusions: The revenue outturn position as at 31 March 2020 shows an overall underspend of £97,114. The final position allows for £276,660 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2020/21. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.

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

- a) The provisional outturn position for the General Fund revenue account for 2019/20;
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2020/21 budget;
- c) Allocate the surplus of £97,114 to the General Reserve;
- d) The financing of the 2019/20 capital programme as detailed within the report and at Appendix D;
- e) The balance on the General Reserve of £2.404 million (after allocation of the underspend per recommendation c);

- f) The updated capital programme for 2020/21 to 2023/24 and scheme financing as outlined within the report and detailed at Appendix E;
- g) The outturn position in respect of the Prudential Indicators for 2019/20 as detailed in Appendix F and;
- h) Agree the award of the new cleaning contract to Eco Clean Services Ltd.

Reasons for Recommendations: To approve the outturn position on the revenue and capital accounts that will be used to produce the statutory accounts for 2019/20.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

11. NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE RECOVERY PHASE OF THE CORONAVIRUS PANDEMIC 81 - 94

Summary:

This report details the actions taken by North Norfolk District Council in the Recovery phase of the Coronavirus Pandemic at a strategic, local and organisational level over the period July – mid August 2020.

This includes:-

- rolling out the “You are Welcome” reassurance programme to support local retail, hospitality and tourism businesses re- open through the implementation and ongoing review of practical social distancing measures and hand washing facilities so as to create and maintain safe, attractive town centre and seafront environments, in accordance with Government guidance through the Re-opening the High Street Safely Fund programme
- with our cleansing contract partner, SERCO, responded to large numbers of visitors to the District through increasing the frequency of toilet cleansing, beach and foreshore cleansing and litter bin emptying in response to unprecedented levels of demand / rubbish
- managing the re-opening of Council playgrounds

following Government announcements on the phased easing of lockdown restrictions from 20th July

- purchasing a fogging machine which has been deployed to reduce the potential transmission of Coronavirus on “high-touch” surfaces within the District Council’s public conveniences, playgrounds, foreshore shelters and on Cromer Pier
- completing the paying out of Small Business Grants on behalf of the Government and operating a £2.76million Discretionary Grant Scheme over two phases and recently extended to provide support to some town and parish councils which have lost sources of regular income due to COVID.
- Providing temporary accommodation for 55 individuals / households at a cost to date in this financial year of £317,000
- making a successful bid for £330,000 under the Norfolk Tourism Sector Support Programme of the Norfolk Strategic Fund
- making a successful bid to the Government’s Getting Building Fund administered locally by the New Anglia Local Enterprise Partnership for the North Walsham Heritage Action Zone Programme securing an additional £1.17million to support the early delivery of this important project to strengthen the appeal and vitality of North Walsham’s historic town centre
- supporting the Council’s leisure contractor, Everyone Active, with the re-opening of gym and fitness classes from 15th July and swimming facilities from 20th August
- participating in regular meetings of the Norfolk Health Protection Board and Norfolk Health Engagement Board arrangements which are monitoring, reviewing and responding to local outbreaks of Coronavirus in the county in preparation for an anticipated increase of COVID infections in the coming months and by working with partners in Winter Preparedness arrangements

Options Considered:

The report details the Council’s actions in the Recovery phase of the Coronavirus pandemic during July and August. Actions taken are outlined in the report.

Conclusions:

The report details the actions taken by the District Council during July and August in the Recovery phase of the Coronavirus Pandemic and of the ongoing preparations being made to support local communities and businesses adapt to a “new normal” as well as preparing for an anticipated increase in infections levels in the coming autumn and winter months.

Recommendations:

Cabinet is asked to note and comment upon the Council’s actions during July and August in supporting communities

and businesses across North Norfolk in managing Recovery from the Coronavirus Pandemic; and in preparing for an anticipated increase in infections during the autumn and winter months ahead.

Reasons for the Recommendations:

To inform corporate learning from experience gained through the Recovery phase of the pandemic, and preparedness to respond to an anticipated increase in levels of infection in the months ahead.

Cabinet Member(s) Cllr Sarah Butikofer, Leader of the Council	Ward(s) affected All
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Contact Officer, telephone number and email:

Steve Blatch, Chief Executive

Email:- steve.blatch@north-norfolk.gov.uk

[Tel:- 01263 516232](tel:01263516232)

12. TOURISM SECTOR SUPPORT PACKAGE

95 - 100

Summary:

This report sets out proposals for using part of the £330,000 funding that NNDC has been allocated from the Norfolk Strategic Fund to support initiatives that will help develop, promote and sustain the local visitor economy.

It is proposed to establish a grant scheme that would be open for applications from local organisations for projects that will help attract visitors and customers to local businesses in the District outside the peak summer holiday season and help business to adapt to help them trade during the colder months.

Options considered:

The funding has been provided as a result of a collaborative bid which set out the broad principles for which the funding should be used. Alternative uses of the funding could include the establishment of a grant scheme that would support individual businesses, in meeting the costs of covid-secure adaptations, however, it is felt that due to the size of the fund and its timing, it is more beneficial to support activities that are likely to have the widest possible impact in supporting the local visitor economy by extending the season.

Conclusions:

The proposals contained in this report aim to benefit businesses that comprise or are dependent upon the visitor economy.

Recommendations:

It is recommended that:

- Cabinet recommend to Full Council that the £330,000 received from Norfolk Strategic Fund is allocated to a new 'Economic Recovery' reserve and that £150,000 of this is set aside for the tourism Sector Support Package, along £25,000 from the Reopening High Streets Safely' fund, for the establishment of a £175,000 grant scheme to support the local visitor economy;
- delegated authority be given to the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic & Career Development, to establish the terms of a suitable grant scheme;
- a Cabinet working party be established to act as a panel to consider applications to the fund and make recommendations to the Head of Economic & Community Development to implement;
- authority be given to the Head of Economic & Community Development, in consultation with the with the Cabinet Member for Economic & Career Development, to determine the outcome of applications to the funding scheme, and the imposition any appropriate grant conditions.

Reasons for Recommendations:

To ensure the timely establishment of the funding scheme and its effective, efficient and equitable administration.

Cabinet Member(s) Cllr R Kershaw	Ward(s) affected All
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Contact Officer, telephone number and email:
Robert Young, Head of Economic & Community Development, Tel: 01263 516162, email: robert.young@north-norfolk.gov.uk

13. **NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS** 101 - 106

Summary: The Council has been successful in its bid for funding from the Getting Building Fund to support a programme of townscape improvements for North Walsham Town Centre. This will augment the proposals made under the North Walsham Town Centre Heritage Action Zone (HAZ) programme, for which the Council has been successful in winning a grant from Historic England.

This funding provides a significant amount of match funding that will allow a critical element of the project to proceed – North Walsham town centre public realm improvements – with greater haste and more certainty than would otherwise have been the case. This will allow for work to progress on engaging stakeholders and designing a suitable scheme to remodel public spaces within North Walsham town centre. This will be referred to as town centre ‘place-making.’

Options considered:

The HAZ programme requires significant levels of match funding in order to achieve its objectives. The funding approved previously by the Council would not have been sufficient to deliver all of the improvements that are hoped to be made to the townscape. This funding will allow that specific project element to proceed, and indeed bring it forward in the overall HAZ programme. There is currently no identified alternative source of funding to deliver this element of the scheme and realistically the only other option is to review the programme in the hope of gaining sufficient funding from elsewhere to deliver it at a later date. This is not considered a sensible option as it would increase the uncertainty over the delivery of this scheme which, given the current economic circumstances, is considered to be optimal timing. The only other alternative is to not deliver this part of the HAZ programme, which itself might jeopardise the whole initiative.

Conclusions: The proposals contained in this report aim to capitalise on external funding opportunities to deliver a key aspect of the revitalisation of North Walsham town centre.

Recommendations It is recommended that:

- :
- 1. Cabinet Recommend to Full Council that the success of bid by this Council be noted and that the sum of**

£1,170,000 (from a grant received from the Getting Building Fund) be allocated in the budget towards the town centre place-making elements of North Walsham High Street Heritage Action Zone.

- 2. Authority be delegated to Cabinet, in consultation with the North Walsham Town Centre Heritage Action Zone Working Party, to determine the terms of the implementation of the scheme, including the involvement of interested parties, scheme design and implementation.**

Reasons for Recommendations: To capitalise on the external funding opportunity in order to deliver improvements to North Walsham town centre in a timely fashion.

Cabinet Member(s)	Ward(s) affected
Cllr Richard Kershaw	North Walsham Market Cross Ward

Contact Officer, telephone number and email: Robert Young; 01263 516162; robert.young@north-norfolk.gov.uk
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14. OPTIONS REGARDING A PROPERTY

107 - 126

Summary: To consider all options regarding a property owned by the Council.

Options considered: Two further key options were considered:

- 1) A freehold disposal, however this would have resulted in a lost opportunity to provide temporary accommodation locally.
- 2) Further development of the property, however this had risks around planning and financial viability.

Conclusions: This proposal would help to deliver the objective of "Local Homes for Local Need" and the council's statutory duty to provide accommodation for homeless households.

A small financial yield would be generated from retaining the property, refurbishing and letting it as temporary accommodation alongside on going savings by not placing families in to more costly accommodation and meet its housing obligations.

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)

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
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Contact Officer, telephone number and email:
Emma Denny, Democratic Services Manager, 01263 516010

16. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

17. PRIVATE BUSINESS

18. SHERINGHAM LEISURE CENTRE OPTIONS	133 - 140
19. LEISURE CONTRACT - COVID IMPACTS AND PROPOSED SETTLEMENT	141 - 146
20. PROPERTY TRANSACTION - COMMERCIAL ACQUISITION	147 - 156

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CABINET

Minutes of the meeting of the Cabinet held on Monday, 3 August 2020 remotely via Zoom at 10.00 am

Committee

Members Present:

Mr A Brown	Mrs S Bütikofer (Chair)
Mrs A Fitch-Tillett	Ms V Gay
Mr G Hayman	Mr N Lloyd
Mr E Seward	

Members also attending:

Mr H Blathwayt
Mr C Cushing
Mrs P Grove-Jones
Mr J Rest

Officers in Attendance:

Chief Executive, Democratic Services Manager, Head of Legal & Monitoring Officer, Head of Finance and Asset Management/Section 151 Officer and Democratic Services and Governance Officer (Scrutiny)

Apologies for Absence:

Mr R Kershaw

The Chairman opened the meeting by informing Members of the death of former Councillor, Norman Smith. He had worked extremely hard for the residents of North Norfolk and would be sadly missed. His work relating to mental health and suicide bereavement support had been outstanding and greatly valued. She asked members to observe a minutes silence in his memory.

MINUTES

14

The minutes of the meeting held on 6th July were approved as a correct record and signed by the Chairman.

15 PUBLIC QUESTIONS AND STATEMENTS

There were three public speakers in attendance. They all wished to make a statement regarding Agenda item 8: Recommendations from Cabinet Working Parties.

The Chairman invited Mr Hadley to speak. He began by referring to the Planning

Policy & Built Heritage Working Party meeting held on 13 July 2020 and the site allocation for Blakeney. He said that he was concerned that the public speaker in attendance at that meeting had been allowed to speak for substantially longer than the allocated three minutes, and that it appeared that Members were persuaded by his promotion of an alternative site as they then resolved to replace the recommended site (BLA04/A) with the site BLA01. Mr Hadley said that this had resulted in an alternative site which had not had an in-depth assessment and which had several serious issues associated with it which would need to be resolved. In addition, because BLA01 had not been the initial preferred site, residents of Blakeney had not felt the need to attend the Planning Policy & Built Heritage Working Party meeting to express their support for BLA04/A and their concerns about BLA01.

Mr J Myers was then invited to speak. Mr Myers reiterated Mr Hadley's concerns. He said that he, like many other residents of Blakeney, were supportive of the original preferred site BLA04/A. Consequently, no one had attended the Planning Policy & Built Heritage Working Party meeting on 13th July to put forward the case for that site and the unexpected resolution by the Working Party to change the site allocation had caused huge concern amongst residents. He said that there should be an opportunity for a more balanced approach and requested that the matter should be referred back to the Working Party for further consideration.

The final speaker, Mr T Schofield, was then invited to speak. He spoke in support of the previous speakers and said that there had not been a fair and balanced presentation at the meeting of the Planning Policy & Built Heritage Working Party on 13th July as neither the owner or promoter of site BLA04/A were present to make representations. The only speaker had been an objector to BLA04/A and due to the considerable amount of time that he was allowed to speak for, he had been able to persuade the Working Party to opt for an alternative site. He then outlined why he felt that BLA04/A was a preferable site and why BLA01 was not suitable, concluding by requesting that the matter was reconsidered by the Working Party, allowing representatives from the village to attend and put forward their views.

The Chairman thanked the speakers for their comments and asked Cllr A Brown (Portfolio Holder for Planning and Chairman of the Planning Policy & Built Heritage Working Party) to respond. Cllr A Brown began by saying that he felt there were some issues with the process and he accepted that inadequate notice had been given to the Parish Council and the residents to respond in relation to BLA04/A. He said that he would recommend that both sites were referred back to the Working Party for further consideration. He clarified that the role of the Working Party was only to recommend their preferred sites to Cabinet, with Cabinet making the decision regarding the allocation of sites. However, this was still not the final decision on the allocation of sites. Between now and June / July 2021, the process would move to the Regulation 19 stage, and the Planning Policy Team would consider issues of viability, issues of access and the impact on the landscape and the tenure of the properties. He added that one of the key elements of the Council's Corporate Plan was to provide local homes for local people and this would be a significant factor moving forward when these two sites were considered.

The Chairman asked whether any of the speakers wished to raise any further points. Mr Hadley said that his main concern was that there was a significant shift between the June and July meetings of the Working Party and he could not understand how Members could change their view in such a short period of time. The Head of Planning replied that the site allocations for Blakeney had only been considered at the meeting of 13th July.

Mr T Schofield sought clarification from Cllr Brown that he would be making a recommendation to refer the Blakeney site allocations back to the Working Party for consideration. Cllr Brown confirmed that he would.

The Chairman thanked everyone for their input. She said that it was important that people had an opportunity to voice their concerns.

16 ITEMS OF URGENT BUSINESS

None.

17 DECLARATIONS OF INTEREST

None.

18 MEMBERS' QUESTIONS

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

19 OVERVIEW & SCRUTINY MATTERS

The Leader invited the Chairman of the Overview & Scrutiny Committee to speak. Cllr Dixon began by saying that at the meeting of Overview & Scrutiny Committee on 22nd July, five recommendations had been made to Cabinet. He began by referring to the 'Customer Services and Complaints policy' report. He outlined the four recommendations, adding that he wanted to provide some context to the request for a Member briefing on the 'Digital by Design' proposals. He said that most Members seemed to be surprised by the model that was being presented to them and were concerned that they had not had an opportunity to have more input into the development of the proposals.

Turning to the Sheringham Leisure Centre project update, he said that there was one recommendation, which he outlined. He concluded by outlining the recommendation regarding the Market Towns Initiative. He said that he acknowledged that Cabinet had requested Overview & Scrutiny Committee to oversee the MTI process but it was felt that the decision to grant a further 6 months to applicants to complete their documentation should rest with Cabinet.

The Chairman thanked Cllr Dixon for his comments. She said that she was not aware that the presentation to the Committee was coming forward to that meeting. She was on vacation when it was produced. She always liked to see pre-scrutiny on such key projects and it was her intention for Cabinet to look at the proposals initially and then it would go to the Overview & Scrutiny Committee for consideration and input. She added that there would be an all Member Briefing on this topic too so everyone would have a chance to have an input.

The Chairman invited Members to comment:

Cllr C Cushing said that he was very surprised that the Leader was not aware of the content of the report. He suggested that there may be a dysfunctional relationship between officers and elected members. The Leader said that she did not agree. The presentation was a sincere attempt by the officer concerned to assist the Overview &

Scrutiny Committee. Cllr Cushing then suggested that another Member could have deputised for the Leader in her absence. The Leader replied that if she had been aware that the presentation was taking place then she would have made arrangements for the Deputy Leader to cover in her absence.

RESOLVED

1. CUSTOMER SERVICES UPDATE

To update and consult with the Overview and Scrutiny Committee at an appropriate time regarding the Digital by Design process.

2. SHERINGHAM LEISURE CENTRE: PROJECT UPDATE JULY 2020

To consider undertaking a viability study, including a cost-benefit analysis, to determine the viability of maintaining the existing Splash facility, and its impact on building the new facility.

3. MARKET TOWN INITIATIVE - INTERIM UPDATE

That a blanket extension of six months is offered to the completion deadlines of MTI projects from rounds two and three, to account for the impact and delays caused by the Coronavirus Pandemic.

20 RECOMMENDATIONS FROM CABINET WORKING PARTIES

The Portfolio Holder for Planning, Cllr A Brown, introduced this item. He proposed that the site allocations for Blakeney were referred back to the Planning Policy & Built Heritage Working Party for further consideration. Cllr V Gay seconded the proposal. She said that it was an iterative process and there was still a long way to go. Lots of people would want to make representations and it was only fair that it was referred back to the Working Party.

It was proposed by Cllr A Brown, seconded by Cllr V Gay and

RESOLVED

That the Five Year Land Supply Statement 2020 is published.

LOCAL PLAN SITE ALLOCATIONS: Briston / Melton Constable, Cromer & Blakeney

RESOLVED

1. That the following sites be identified for inclusion in the Local Plan:

Settlement	Site reference number	Site Description
Briston	BRI01	Land east of Astley Primary School
Briston	BRI02	Land west of Astley Primary School

Cromer	C07/2	Land at Cromer High Station
Cromer	C16	Former Golf Practice Ground (subject to submission of a comprehensive drainage strategy)
Cromer	C22/1	Land west of Pine Tree Farm (subject to access details being resolved)

2. That the following sites are referred back to the Planning Policy & Built Heritage Working Party for further consideration:

Settlement	Site reference number	Site Description
Blakeney	BLA04/A	Land east of Langham Road
Blakeney	BLA01	Land south of Morston Road

3. That consideration of site C10/1 (Land at Runton Road/Clifton Park) is deferred pending an opportunity to consider the deliverability of sites C18 (Land south of Burnt Hills) and C42 (Roughton Road South).

4. The final policy wording is delegated to the Planning Policy Manager.

21 COVID 19 FINANCIAL IMPLICATIONS - 2020/21 REVISED BUDGET UPDATE

The Portfolio Holder for Finance, Cllr E Seward, introduced this item. He said that the report provided a further update on the impact of Covid-19 on the Council's finances, following the Government's announcement regarding additional support towards lost income. It contained high level proposals for revising the 2020/21 budget to ensure that budget monitoring for the rest of the year was meaningful, whilst also considering the impact on the Council's medium term financial position. Cllr Seward advised Members that increasing service cost pressures, a reduction in income, reducing investment and pressure on future year savings and funding streams resulted in a high level budget deficit for 2020/21 of c£3.0m. Anticipated government funding of £2.4m would help to address this, and coupled with the one-off reserve funding of £0.284m, reduce it to c£0.4m which the Council would seek to address by making further savings and the reallocation of resources within the current budget. He added that the position was constantly changing and the high level projections within the report should be seen within this context.

Cllr Seward went onto say that until recently, it was not certain that the District would experience any kind of summer season. Fortunately, visitors had started to return in considerable numbers and this was likely to have a positive impact on the Council's finances as use of the car parks increased.

He said that in terms of the capital programme, the Council would probably spend a maximum of £21m this year. Approximately 20% of this would come from the Council's reserves and the rest would be from borrowing and grants. He acknowledged that if the grants were not forthcoming then some of the work-streams would not be delivered.

Moving forward to 2021/22, Cllr Seward said that the fair funding review and the review of business rates retention had, quite reasonably, been slipped, resulting in a gain for the Council of £900k. One of the main challenges going forward would be around the collection rates for council tax and business rates, potentially outweighing any gain from the slippage of the funding reviews, however, currently

they remained similar to last year's collection rates. Cllr Seward concluded by saying that he felt the Council remained in a strong position and was well placed to face the challenges ahead.

The Chairman invited Members to speak:

1. Cllr C Cushing said that it was good news that due to Government support, the deficit had reduced to £400k. He asked what plans the Administration had to increase the Council's income in the years ahead. Cllr Seward replied that the reserves would be reviewed and the Leader added that there would be monthly meetings from now on to review the Council's financial position. Cllr Cushing asked for more clarification regarding the strategic plans in place to generate income as the Corporate Plan was not clear on this. The Leader replied that a lot of options were being considered but that she was not in a position to share them at this time.
2. Cllr J Rest said that the Independent Group was fully supportive of the Administration. The impact of the pandemic meant that it would take a little longer to implement some of their key objectives. Cllr G Hayman, Portfolio Holder for Commercialisation, agreed saying that the Administration was looking at alternatives for reducing the call on the Council tax payer and lots of options for revenue streams were being considered.

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

RESOLVED to agree:

1. **The current package of financial support being provided to the Council by the government to support its response to COVID-19 and the continued importance of central government lobbying for further additional financial support;**
2. **The updated forecast cost and income pressures being faced by the Council and the extent to which they exceed the available government funding and therefore the requirement for any deficit to be funded from alternative Council resources;**
3. **The proposals for revising the budget at the current time (and the one-off costs to be funded from reserves) to ensure that budget monitoring for the remainder of the year is meaningful, including funding any year end deficit from the Delivery Plan Reserve.**
4. **The various caveats and risks associated with the current forecasts and;**
5. **The proposals in respect of updating the Medium Term Financial Strategy (MTFS) and the financial planning framework for the 2021/22 budget.**

22 TREASURY MANAGEMENT ANNUAL REPORT 2019/20

Cllr N Dixon referred to section 6.5 of the report (treasury investment activity) and asked what the negative figures meant for future years. The Head of Finance replied that the financial markets were currently in turmoil. He said that the pooled funds were always seen as a medium term investment. He said that the Council was not intending to sell these investments at the current time so it was essentially only a 'paper' loss. The Council's treasury management advisers, Arlingclose, were keeping a close eye on the situation.

It was proposed by Cllr Seward, seconded by Cllr Hayman and

RESOLVED:

To recommend to Council that The Treasury Management Annual Report and Prudential Indicators for 2019/20 are approved.

23 DEBT RECOVERY 2019/2020

The Portfolio Holder for Finance, Cllr Seward, introduced this item. He explained that it was an annual report detailing the Council's collection performance and debt management arrangements for 2019/2020. He explained that since March 2020, due to the pandemic and the effect on customers' ability to pay, the Council took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers had been given the opportunity to defer or delay their payments whilst they sorted out their personal finances. This would impact on the collection performance for 2019/20 as well as 2020/21.

It was proposed by Cllr Seward, seconded by Cllr Hayman and

RESOLVED to recommend to Council:

- 1) To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.
- 2) To agree the Debt Write Off Policy (shown in Appendix 2)
- 3) To agree the use of High Court Enforcement Agents if considered necessary (shown in Appendix 3)

24 OFFICER DELEGATED DECISIONS - JUNE TO JULY 2020

The Chairman informed Members that this was report was for information only. The Chief Executive said that he was happy to respond to questions relating to any of the delegated decisions taken during the previous month.

RESOLVED:

To receive and note the report and the register of officer decisions taken under delegated powers.

25 PROPERTY TRANSACTION, LEASE RENEWAL AT CROMER PROMENADE

The Chairman reminded members that parts of the report were exempt. Members agreed not to refer to any confidential content and to keep the discussion in open

session. Cllr G Hayman, Portfolio Holder for Commercialisation, introduced the report and recommended it for approval.

It was proposed by Cllr G Hayman, seconded by Cllr A Fitch-Tillett and

RESOLVED to agree to the:

1. Surrender of the existing lease
2. Re-grant of a new 20 year lease as set out in the exempt Heads of Terms

26 EXCLUSION OF PRESS AND PUBLIC

27 PRIVATE BUSINESS

The meeting ended at 11.22am

Chairman

Overview & Scrutiny August 2020 Recommendations to Cabinet

	ACTION BY	PROGRESS/COMPLETION
<p>ITEM 10: COVID-19 FINANCIAL IMPLICATIONS – 2020/21 REVISED BUDGET UPDATE</p> <p>RESOLVED</p> <p>To recommend to Cabinet:</p> <p>1. OSC recognises that the greatest financial risks are in the MTFS and with such uncertainties it's difficult to gain satisfactory assurances on long term financial stability. OSC therefore recommends that Cabinet shares its proposals for closing the future income/expenditure gaps with the Committee at the earliest opportunity for a pre-scrutiny review that would enable OSC's own proposals to be considered alongside Cabinet's, offering a collective approach to the challenge. This pre-scrutiny review should include the wide ranging concerns around people's needs, corporate priorities and viable options, to be conducted at the Oct/Nov 20 meetings, based on detailed delivery plans for the next 3 years.</p>	Cabinet	October/November

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GRAC Recommendations – 04 August 2020

COUNTER FRAUD, CORRUPTION AND BRIBERY POLICY

RESOLVED

To recommend the updated Counter-Fraud, Corruption and Bribery Policy to Cabinet for approval.

EGMERE PROJECT AUDIT REPORT

RESOLVED

To Cabinet that consideration is given to appointing project boards at the initiation of all NNDC projects, to be chaired by a sponsor who should be the Cabinet member whose portfolio is most impacted by the outcomes of the project. Other Project Board members should be key stakeholders impacted by the changes or who have specialist knowledge that will contribute to the governance of the project. For projects with significant risk exposure this should include an independent professional person providing business case and project viability advice.

Note: At the request of the Committee, background information was shared with Cabinet to provide context to the recommendation

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Planning Policy & Built Heritage Working Party Meeting 17 August 2020:

Recommendations to Cabinet:

1. It is recommended that members endorse the identified sites for inclusion in the Local Plan.
2. The final policy wording is delegated to the Planning Policy Manager.
3. That all other sites are discounted at this stage.
4. That the green open space designations shown on the site assessment maps are agreed.

- **Fakenham**

List of proposed residential allocations

Site Ref	Proposal No.	Description	Gross Area (ha)	Indicative Dwellings
F01/B	DS 6	Land North of Rudham Stile Lane	26.54	560
F02	-----	Land adjacent Shell petrol station	2.4	72
F03	DS 7	Land at Junction of A148 & B1146	2.16	65
F10	DS 8	Land South of Barons Close	4.11	35-55

- **Wells**

Proposed allocations

Site Ref	Description	Gross Area (ha)	Indicative Dwellings	Affordable dwellings
W01/1	Land at Market Lane	0.78	20	7
W07/1	Land Adjacent Holkham Road	2.69	60	21

Also:

That the Planning Policy Manager be authorised to progress the Great Ryburgh Neighbourhood Plan to the next stage, in consultation with the Chairman of the Working Party.

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2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

- Summary:** This report presents the provisional outturn position for the 2019/20 financial year which shows a General Fund underspend of £97,114. This includes a General Fund Net Operating overspend of £358,979 which includes a reduction in investment/borrowing interest of £124,683. There is a small deficit of £153,601 on the Collection Fund in respect of Council Tax. The total deficit of £512,580 has been offset by surplus Business rates income in respect of pilot gain of £609,694. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2019/20. The report also makes recommendations for contributions to reserves.
- Options considered:** The report provides a final budget monitoring position for the 2019/20 financial year. Whilst there are options available for funding the overspend in the year, the report makes recommendations that provide funding for ongoing commitments and future projects.
- Conclusions:** The revenue outturn position as at 31 March 2020 shows an overall underspend of £97,114. The final position allows for £276,660 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2020/21. The position as reported will be used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.
- Recommendations:** **Members are asked to consider the report and recommend the following to Full Council:**
- a) The provisional outturn position for the General Fund revenue account for 2019/20;**
 - b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2020/21 budget;**
 - c) Allocate the surplus of £97,114 to the General Reserve;**
 - d) The financing of the 2019/20 capital programme as detailed within the report and at Appendix D;**
 - e) The balance on the General Reserve of £2.404 million (after allocation of the underspend per recommendation c);**
 - f) The updated capital programme for 2020/21 to 2023/24 and scheme financing as outlined within the report and detailed at Appendix E;**

g) The outturn position in respect of the Prudential Indicators for 2019/20 as detailed in Appendix F and;

h) Agree the award of the new cleaning contract to Eco Clean Services Ltd.

Reasons for Recommendations: To approve the outturn position on the revenue and capital accounts that will be used to produce the statutory accounts for 2019/20.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Executive Summary

This report presents the provisional outturn position for the 2019/20 financial year and is essentially the period 12 budget monitoring position. This will be used to inform the production of the Council's statutory accounts which will then be subject to external audit review.

The outturn position as now reported shows a General Fund underspend of £97k. This includes a General Fund Net Operating overspend of £359k which includes a reduction in investment/borrowing interest of £125k. There is a small deficit of £154k on the Collection Fund in respect of Council Tax. The total deficit of £513k has been offset by surplus Business rates income in respect of pilot gain of £610k.

Due to the timing of the submission of some of the statutory returns the outturn position does include estimates for benefits and business rates – any variance on these to the final audited position will be managed through the respective earmarked reserves upon the completion of the audit.

The reported position allows for some underspends to be carried forward to the new financial year, for example where works or projects have not been completed and budget provision does not exist in 2020/21. Other roll forwards have been made, for example in relation to grants that were received but not spent in the year such as a number of the housing grants. Overall roll forwards total £277k.

Section 3 of the report highlights some of the more major variances, some of the positive variances include;

Leisure complexes – (£138k) Management fee lower than anticipated as capital funding provided for equipment purchases.

Business Rates – (£610k) Extra income received from the Business Rates Retention Scheme due to the Norfolk pilot of the 75% scheme.

Unallocated grants - (£347k) in areas such as Community and Localism, Housing and Homelessness, rolled forward where appropriate.

Fee income - (£536k) for Building Control along with additional income from bulky, garden and trade waste collections and additional income from recycling credits and sales of recyclable materials.

These are partly offset by things such as;

Employee related costs – £1.2m relating to pension costs. This does not have a bottom line impact within the General Fund but is reflected as an increase in the Council's long term liabilities on the Balance Sheet.

Additional premises costs - £308k. The majority of this relates to utility costs and repairs and maintenance across a number of the Council's key assets.

Interest – £125k difference compared to the budgeted position in respect of the Council's investment portfolio of £96k and slightly higher borrowing costs of £29k.

Capital Programme – the report also updates the current capital programme for slippage of capital budgets between financial years and capital projections for future years and highlights how the current programme is funded through a mixture of Council and external resources.

In preparation for the updated financial strategy and ahead of the 2021/22 budget process, all underspends from 2019/20 will be reviewed further to inform the financial projections. The General Reserve remains above the recommended balance.

1. Introduction

- 1.1 This report presents the provisional outturn position for the 2019/20 financial year, this will be used to inform the production of the Council's statutory accounts which will be subject to audit review ahead of presentation to the Governance, Risk and Audit Committee (GRAC) in December 2020.
- 1.2 Due to the impact of the Coronavirus the deadlines for the statutory annual accounts have been extended. The draft statements now have to be published by the 31 August, with public inspection commencing before 1 September. The audit is scheduled for October prior to the audited version being signed off by GRAC in December.
- 1.3 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the appendices.
- 1.4 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2019/20 capital programme. The capital programme for the period 2020/21 to 2023/24 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.5 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in February which covered the first 10 months of the year up to the end of January 2020. At the time this report was forecasting a General Fund underspend of £1,847.
- 1.6 The outturn position for the year ending 31 March 2020 is a net £97,114 surplus. This report now presents the final budget monitoring position for the year. The contents of this report will be considered by the Overview and Scrutiny Committee on 16th September 2020.
- 1.7 There is a separate report elsewhere on the agenda which considers the ongoing impact of COVID-19 on the 2020/21 budget and the future year forecasts.

2. Revenue Account – Outturn 2019/20

- 2.1 The revenue account position for the year shows a total surplus of £97,114 as detailed at Appendix A. This is after allowing for transfers to Earmarked Reserves for current and known commitments. The transfers to and from reserves in the year are made in line with the Council's policy framework for Earmarked Reserves as approved as part of the annual budget setting process. Earmarked Reserves are typically used to set aside funds for known or specific liabilities. Transfers to Earmarked Reserves have been made for the following:
 - a) Where an underspend has occurred within a service, mainly due to the timing of work not being completed as planned (by 31 March 2020), and also where no future budget exists or where there is a one-off commitment that continues into the 2020/21 financial year;
 - b) Where external funding has been received in 2019/20 for which the expenditure has not yet been incurred;

- c) Where the 2019/20 budget allowed for expenditure to be funded from an Earmarked Reserve, but the spend has not yet been incurred as planned and therefore the funds remain in the Earmarked Reserve until 2019/20.

Estimates Included in the Accounts

- 2.2 Due to having additional time to prepare the 2019/20 financial statements there has been a reduced requirement to include estimates within the figures. However, the provisional outturn position still includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.
- 2.3 **Benefit Subsidy** - The benefit subsidy return was completed and submitted by 23 June 2020 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should subsidy be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.
- 2.4 **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non Domestic Rates (NNDR3) Return which is submitted annually, in a normal year the deadline for this return is April but due to the impact of COVID-19 has been slipped this year to 31 July 2020.

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

The gain for the 2019/20 financial year includes the results of the countywide business rates pilot also.

- 2.5 Table 1 shows the main variances across the standard expenditure headings which comprise the Net Cost of Services. Details of the variances at the service level are provided at section 3.

Table 1 - 2019/20 Subjective Analysis	2019/20 Updated Budget	2019/20 Outturn	Variance	
	£	£	£	%
Employee Costs	11,982,569	13,533,234	1,550,665	12.94
Premises	2,553,496	2,746,812	193,316	7.57
Transport Related Expenditure	309,614	323,072	13,458	4.35
Supplies & Services	10,861,777	11,994,707	1,132,930	10.43
Transfer Payments	23,513,629	23,036,699	(476,930)	(2.03)
Support Services - Charges In	10,569,300	13,700,050	3,130,750	29.62
Support Services - Charges Out	(10,864,102)	(14,092,923)	(3,228,821)	29.72
Capital Financing Costs	2,733,233	1,951,410	(781,823)	(28.60)
Income	(33,870,349)	(34,436,815)	(566,466)	1.67
Total cost of services	17,789,167	18,756,245	967,078	5.44

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

- a) **Employee Costs** – of the total variance £1,502,420 relates to pension cost adjustments for current service costs. This adjustment reflects the difference between the cash contributions the Council has made in to the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary.

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

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

Additional costs were incurred as a result of staff restructuring, these one-off costs have been funded from the Restructuring/Invest to Save reserve.

- b) **Premises** – additional premises costs of £207,899. Of this, there has been an increase in expenditure of £160,886 which relates to repairs and maintenance both programmed and reactive across a number of the Council's key assets including car parks, parks and open spaces, Admin Buildings, investment properties and a number of public conveniences together with higher premises running costs of £119,113 - this includes rents, business rates, water and energy costs. There is a saving within Coast Protection of (£72,358) but this has been requested to be rolled forward into the Coastal Reserve for use in revenue schemes in 2020/21.

Office cleaning contract – Members may recall that the office cleaning contract was awarded at the Cabinet meeting in March but, due to the COVID pandemic, the contractor was no longer able to deliver the contract.

Officers have therefore retendered the opportunity. A total of 12 organisations expressed an interest, the preferred supplier is Eco Clean Services Ltd. The Contract is for a total of 5 years with the option to extend for a further 2 years, 1 year at a time. The total contract value over the potential 7-year period is around £330,000 which is within the current budget envelope and is almost exactly the same as the previous bid submission in terms of cost. The recommendation is therefore to award the new cleaning contract to Eco Clean Services Ltd, with a contract start date at the beginning of October 2020.

c) **Supplies and Services** – additional supplies and services costs of £1,130,095. The significant movements against these budgets includes expenditure relating to consultancy fees, computer and printing costs, grants and temporary accommodation charges. However, in a number of areas this is offset by grant or fee income, client contributions and funding from reserves.

d) **Transfer Payments** - Reduced payments to benefit claimants. This has been offset by a reduction in subsidy income claimed from the Department for Works and pensions (DWP).

In 2019/20 the decision was taken to not proceed with two large capital schemes. Expenditure incurred up to this point was transferred to revenue and has been financed from earmarked reserves.

In addition to this other smaller items of expenditure previously capitalised were written back to revenue under this heading.

e) **Capital Financing Costs** – The main variance relates to additional depreciation and payments in relation to Disabled Facilities Grants (DFG) which are treated as revenue expenditure funded from capital under statute (REFCUS) above what had been budgeted. Other minor variances relate to slippage and re-profiling of the capital programme.

f) **Income** – The most significant income variances for the year are represented by the following items.

- Reduced benefits subsidy income, this is partially offset by reduced benefits payments (included under the transfer payments heading) and recovered benefits overpayments. The net position reflects the increased expenditure associated with providing temporary accommodation which does not attract 100% recoverable subsidy.
- Various additional grants were received at the end of the financial year including sums to cover the cost of the General and European elections. When they could not be allocated to additional service provision these included Homelessness prevention grant and a number of New Burdens grants. These have been rolled forward within the councils earmarked reserves for spend in 2020/21.
- Fee Income - Planning and Building Control income, additional fee income from bulky, garden and trade waste collections and additional income from recycling credits and sales of recyclable materials.

- Charges Income – This includes recovered rent allowance overpayments, shared fees relating to the procurement of the new waste contract and the HIA admin fee.

3. Revenue Account – Detailed Commentary 2019/20

- 3.1 The outturn position for the year ending 31 March 2020 is a net £97,114 surplus. This includes a General Fund Net Operating overspend of £358,979 which includes a reduction in investment/borrowing interest of £124,683. There is a small deficit of £153,601 on the Collection Fund in respect of Council Tax. The total deficit of £512,580 has been offset by surplus Business rates income in respect of pilot gain of £609,694. This is after allowing for a number of underspends identified at the service level which have been rolled forward within reserves to fund one-off commitments in 2019/20 where there is no annual budget. The report is recommending that the 2019/20 surplus is allocated to the General Reserve.
- 3.2 This section of the report highlights the more significant direct cost and income variances compared to the current budget. Further commentary on some of the smaller variances is also included within Appendix B which accompanies this report. Accounting standards require a number of notional charges to be made to service accounts. Notional charges include transactions in relation to capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they do not have an impact on the 'bottom line' i.e. the surplus or deficit for the year, they are included for reporting purposes. Appendix A shows the overall revenue position including notional charges; however, to assist reporting and explaining 'real cash' variances, Table 2 provides a summary of the position excluding notional charges.

Table 2 - 2019/20 Revenue Account (Excluding Notional Charges)	Updated Budget	Outturn	Variance
	£	£	£
Service Area:			
Corporate and CLT	440,608	274,462	(166,146)
Community, Economic Development & Leisure	3,088,767	3,691,543	602,776
Customer Services and ICT	502,170	243,876	(258,294)
Democratic and Legal Services	1,522,056	1,564,395	42,339
Environmental Health	4,373,472	4,316,050	(57,422)
Finance and Assets	3,312,239	3,379,211	66,972
Planning	2,152,582	2,457,202	304,620
Digital Transformation Savings	(83,750)	0	83,750
Net Cost of Services	15,308,144	15,926,739	618,595
Parish Precepts	2,390,634	2,390,634	0
Net Interest Receivable/ Payable	(1,320,685)	(1,196,002)	124,683
Capital Financing	3,233,455	2,656,177	(577,278)
Contribution to /(from) Earmarked Reserves	(4,323,918)	(4,113,903)	210,015
Contribution to /(from) General Reserve	(59,619)	(43,275)	16,344
Net Service Expenditure/Income to be met from government Grant & Taxpayers	15,228,011	15,620,370	392,359
Government Grants and Council Tax	(15,228,011)	(15,717,484)	(489,473)
Net (Surplus)/Deficit for the year	0	(97,114)	(97,114)

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

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Corporate And CLT	
Corporate Leadership Team – Staffing costs some of which are one-off and funded from earmarked reserves. Additional external professional fees.	139,797
Community, Economic Development and Leisure	
Car Parking - General Repairs and Maintenance on various car parks. Consultancy work in relation to establishing Electrical vehicle charging points and Hornbeam road. Purchase of new car park machines.	48,843

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Sports Centre's - £626,760 previously capitalised expenditure in relation to the Sports Hub project which has now been transferred to revenue as the scheme has been cancelled. This has been funded from earmarked reserves. (£51,159) Management fee and hall hire costs. £26,854 Cabbell Park Cromer Repairs and Maintenance, electricity costs.	616,453
Leisure Complexes - (£138,028) - Management fee lower than anticipated as capital funding provided for equipment purchases which have helped reduce the revenue contract costs.	(138,146)
Economic Growth - £185,550 previously capitalised expenditure in relation to the Egmore project which has now been transferred to revenue as the scheme has been cancelled. This has been funded from earmarked reserves.	181,142
Coastal Management – (£72,598) Sea Defences budgets not spent - priority was focussed on the Walcott Landscaping scheme leaving the planned revenue maintenance works not fully taken forward. A roll forward request has been made to carry this budget into the next financial year.	(69,913)
Housing Health and Wellbeing – (£61,243) Surplus Home Improvement Agency fee income transferred to the Housing reserve, to fund service improvements and support additional staffing.	(59,971)
Housing Strategy – (£46,840) Final year of VAT shelter agreement with Victory/Flagship housing association, the net receipt has been transferred to the Capital Projects reserve.	(52,072)
Community and Localism – Unallocated grants budget of which (£124,328) relates to Big Society and (£14,457) Arts Grants. These have been rolled forward to be allocated in 2020/21. (£24,500) Government Grant in respect of Pocket parks, this will be utilised in 2020/21.	(157,482)
Customer Services and ICT	
Homelessness – Additional costs associated with providing temporary accommodation offset by subsidy and client contributions. The real cost of this increasing requirement is within the Housing Benefit subsidy where not all costs paid out on Temporary accommodation are recoverable from the Department for Works and Pensions (DWP). (£68,548) Additional grant funded expenditure not incurred, this has been rolled forward to offset future spending commitments. This has been earmarked within the roll forward process for spend in future financial years.	(77,936)
Digital Transformation – Lower salaries and oncosts due to staff vacancies.	(36,048)

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
Democratic and Legal Services	
<p>Benefits Administration – Employee inflation due to re-gradings. (£69,627) relates to various one-off grants received from the department for Works and Pensions (DWP) to support additional service requirements- some of which have been offset by additional expenditure in the year. The balance has been earmarked to fund service improvements in 2020/21.</p>	(53,490)
<p>Legal Services – (£9,554) Staff Turnover savings offset by Locum costs. (£68,472) Higher Legal fee income. Net income has been transferred to the legal services earmarked reserve to support future investment in the service.</p>	(66,247)
Environmental Health	
<p>Commercial Services – Higher employee costs due to changes in staffing. Reduction in income from chargeable works including food hygiene courses and re-rating visits.</p>	32,368
<p>Waste Collection and Disposal – The main reasons for this significant variance are outlined below;</p> <p>£117,553 Procurement costs associated with the new waste contract. £170,902 Kier contractor costs.</p> <p>(£243,414) Commercial waste fee income; (£82,245) Garden bin fee income; (£16,401) Bulky collections; (£18,336) Smoothing Mechanism. (£94,045) Shared procurement fees. (£77,720) Additional recycling credit income.</p> <p>£114,095 of this underspend has been earmarked to fund some in-year capital expenditure (RCCO) relating to the purchase of bins.</p>	(261,443)
Finance and Assets	
<p>Revenue Services – Employee inflation due to staff re-gradings. £37,801 Reduction in court costs awarded.</p>	46,399
<p>Benefits Subsidy – £13,890 Movement in the provision for bad and doubtful debts not budgeted for at service level. £128,636 Movement in the total debt figure held on the Civica system. £263,985 Shortfall in subsidy - £226,758 of which relates to unrecoverable Temporary Accommodation costs. (£334,036) Recovered overpayment income.</p>	72,475
<p>Administrative Buildings – £9,640 Additional staffing costs; £37,712 Repair and Maintenance costs and higher utility costs. £5,756 Management fees. £11,904 Bad debt provision.</p>	67,636

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
<p>(£10,718) Contribution to capital costs. £3,675 Lower service charges. £4,505 Lower rental income. £5,640 Insurance claim written off.</p>	
<p>Property Services – (£7,427) Lower insurance premiums - now allocated to specific services. £9,056 Vertas electricity MOP agreement. £106,686 Professional fees, which includes £52,000 for Asset Condition Surveys, £11,250 for Energy Management Contract, £20,900 contract for feasibility studies at North Walsham and Stalham hubs and £12,998 for tree and enforcement works. The balance relates to various fees relating to valuation reports, E-tendering, commercial agency work and building cost information services.</p> <p>(£38,151) Funding from Norfolk County Council for One Public Estate grant claims.</p>	81,304
<p>Investment Properties – £33,860 Repair and maintenance; £45,633 Running costs (these include costs relating to the installation of a new septic tank, management fees, electricity and council tax). £5,250 Feasibility study. £4,500 bad debt provision. £24,294 Scaffolding costs - to be funded from the Enforcement Board Reserve.</p> <p>£15,564 Capital expenditure transferred to Revenue as the schemes are now cancelled.</p> <p>£8,248 Lower rental income; (£27,516) Higher recovery of utility recharges and service charges.</p>	115,600
<p>Corporate & Democratic Core - £8,653 Higher bank charges. (£12,384) - Other professional fees. (£26,369) - Lower Planning salaries and oncosts due to staff vacancies, this has been offset by agency staff within the Development Management service area. (£8,830) – Contributions.</p> <p>(£43,783) - Grant towards preparation for exiting the EU. (£5,040) – Refund re public sector audit.</p>	(92,036)
Planning	
<p>Development Management – (£23,232) Employee turnover savings to be used to fund agency post, previously budgeted from reserves. £26,460 Professional fees in relation to planning appeals and costs awarded.</p> <p>£96,658 Reduction in Planning fee income offset by increased income pre-application advice (£30,883).</p>	68,271
<p>Planning Policy – (£6,817) Slippage in profiled spend associated with the Local Plan, this has been offset by a reduced contribution from the New Homes Bonus Reserve. Staff vacancies.</p>	(30,949)

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
<p>(£17,521) New Burdens grants received from the Ministry for Housing Communities and Local Government (MHCLG) in relation to maintaining Custom Build and Brown site registers, these have been earmarked as part of the roll forward request process.</p>	
<p>Building Control - Additional income from Building Control fees partially offset by increased employee costs. As this service operates on a cost recovery basis the net position will be reflected in a transfer to the earmarked reserve and taken into account in setting future fee levels.</p>	(23,980)
<p>Property Information – (£21,862) Norfolk County Council Search fees, of which (£10,600) relates to 2018/19. (£1,985) Income from Street Naming and Numbering. (£17,671) Land Charge fee income. Land charge fee income is set on a cost recovery basis therefore in year surpluses are ring-fenced and reflected in future year fee setting.</p>	(43,511)

Non Service Expenditure and Income

- 3.4 The non-service expenditure and income predominantly relates to investment income. The original income budget for 2019/20 anticipated £1,344,000 would be earned in interest from an average balance of £38.4m at a rate of 3.5%. A total of £1,234,678 was earned from investments over the year from an average balance of £40.7m at an average rate of interest of 3.03%. This resulted in an adverse variance against the budget of £109,322 in respect of investment income. There are other minor variances in relation to things such as grassed area deposits and car loans which had a favourable variance of £13,470 which give an overall variance of £95,852 when compared to the original budget.
- 3.5 Investment balances were at times higher than anticipated in the budget although the overall rate of interest earned was slightly lower than budget. Uncertainty around timings of payments resulted in some of this cash being kept in shorter term investments, affecting the overall rate of return but positively impacting on the level of income received. The Council's strategy of keeping liquid cash low, while instead borrowing short term rolling loans was carried out successfully during the year.
- 3.6 The Council has taken a strategic decision to continue to invest in pooled funds using balances which are not anticipated to be required in the medium to long-term (three to five years). These pooled funds are anticipated to provide a higher income return than alternative financial instruments and achieved an average interest rate of 3.37% in the year. Due to the COVID pandemic, market uncertainty has been high, and the capital values of these pooled funds have fluctuated as the value of underlying assets (such as equity and corporate bonds) have changed. At the end of the year, there is a large unrealised capital loss on these funds, however, this will not be charged to the general fund unless holdings in the funds are sold. The Council does not intend to do this, and will instead borrow short term cash should it be required, rather than redeem investments at this time.

- 3.7 Borrowing Interest shows a variance of £28,831 against the original budget of £10,000. The additional borrowing is as a result of timing differences on significant inflows and outflows associated with large capital schemes.
- 3.8 The Treasury Management Annual Report is included as a separate item on this Agenda and provides more details on the performance of the Treasury Management activity for the year.

Retained Business Rate Income

- 3.9 The Council successfully applied to be a pilot authority for the new 75% Business Rates Retention Scheme as part of the Norfolk Business Rates Pool for the 2019/20 financial year. This involved the Council's share of above baseline growth of Business Rates increasing from 40% to 42.5%, in exchange for forgoing Rural Services Delivery Grant and Revenue Support Grant in the year.
- 3.10 Although the levy was formally abolished as part of the piloting arrangements, the Council still contributed a share of its Business Rates growth to the Norfolk Business Rates Pool pot for economic growth projects. After adjustments for the levy, enterprise zone relief, renewable energy disregards and section 31 grants, the gain from piloting was approximately £600,000.

4. Reserves

- 4.1 The Council holds a General Reserve for which the recommended balance for 2019/20 is £1.9 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies.
- 4.2 In addition to the General Reserve the Council holds a number of Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 4.3 There are a number of Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded and pilot gains or losses.
- 4.4 Section 3 of the report has highlighted a number of service areas where an underspend has occurred in the year and a transfer to reserves had been made to ensure funds are available to meet future spending commitments. Unlike capital budgets, underspends on revenue budgets in the year are not automatically rolled forward at the year-end where there is an annual budget provision. Where the underspend represents a grant received which has not yet been fully utilised or there has been a delay in the planned use, the unspent grant has been rolled forward.
- 4.5 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting a movement of £4,383,537 out of earmarked reserves. At outturn the final transfer made

was £4,076,514 resulting in a variance of (£307,023), the most significant of which were as follows;

- Capital Projects Reserve – (£430,139) it was originally anticipated that capital costs associated with the Shannoeks Hotel, Sheringham would be incurred however this has now slipped and is anticipated to be spent in 2020/21;
- Business Rates reserve – £312,209 is to be released from the Business Rates reserve to fund a cancelled capital project;
- Communities – (£134,763) unallocated funding in relation to Big Society fund grant and;
- LSVT – £435,000 is to be released from the LSVT reserve to fund a cancelled capital project.

4.6 The General Reserve balance at 31 March 2020 stands at is £2.307 million, this will increase to £2.404m after allocation of the net surplus for 2019/20 to this reserve. All reserves will be reviewed as part of the upcoming work on the Medium Term Financial Strategy which will be presented to Members later in the year.

5. Capital Programme 2019/20

5.1 This section of the report presents the financing of the capital programme for 2019/20, together with the updated programme for the financial years 2020/21 to 2022/23. Appendix D provides the detail of the outturn on the 2019/20 capital programme, together with the financing for all schemes. The updated capital programme for 2020/21 to 2022/23 is attached at Appendix E.

5.2 The outturn position for the 2019/20 capital programme at Appendix D highlights where schemes have reprofiled between years. The reasons for reprofiling include where schemes have not progressed as originally planned, and the funding is requested to be carried forward to the new financial year, or where scheme have progressed ahead of schedule and there is a requirement to bring back funding from the 2020/21 budgets.

5.3 In total the expenditure on the capital programme for the year was £29,009,381 compared to an updated budget of £28,635,284 which resulted in a variance of £374,097. The variance was due to overspends on various schemes, offset by reprofiling as a result of projects not progressing as originally budgeted. Significant variances are detailed in the tables below.

5.4 There has been a requirement to reprofile from the 2020/21 budgets where schemes have either progressed slightly earlier than anticipated or where the level of expenditure has been higher than that profiled to be incurred during the financial year (see Table 3 for significant variances). The updated programme for 2020/21 onward (Appendix E) reflects these adjustments.

Table 3 - Capital Schemes where re-profiling is required from 2020/21 Budget over £100,000

Capital Scheme	Re-profiled Amount £
Provision of Temporary Accommodation	173,613
Fakenham Extra Care	171,024
Splash Leisure Centre Re-provision	157,910

- 5.5 Schemes completed in 2019/20 – In total there were eleven schemes within the capital programme which were identified as being completed during the financial year. Table 4 provides a summary of the schemes along with any final project variance, and commentary on financing implications where necessary.

Table 4 - Capital Schemes Completed within the 2019/20 Financial Year

Capital Scheme	Variance £ (Under) / Over	Financing Commentary
Better Broadband for Norfolk	0	This scheme is complete and on budget.
Cabbell Park Car Park	(2,112)	This scheme is complete with a small underspend.
Purchase of Property Services Vehicle	17,525	Additional vehicle purchased, funded by a revenue contribution.
Splash Roof Repairs	120,306	Emergency roof repairs were required due to inclement weather. The scheme budget for 20/21 has been reprofiled, with the overspend funded by capital receipts.
Cromer Sports Hall	(894)	This scheme is complete with a small underspend.
Uniform Planning System	8,675	Residual scheme costs met by capital receipts.
Car Park Refurbishment	2,546	Residual scheme costs met by capital receipts.
Document and Records Management System	6,579	This scheme is complete and the overspend is to be financed by capital receipts.
Management Information Systems	58,040	Residual scheme costs met by capital receipts.
Planning System (Scanning Old Files)	46,556	Residual scheme costs met by capital receipts.
Multi-Functional Devices	15,074	Residual scheme costs met by capital receipts.

- 5.6 Schemes which did not complete in 2019/20 and underspent their allocation for the year had their budget reprofiled into 2020/21. There were three schemes

with slippage in excess of £100,000 at outturn in the 2019/20 financial year as shown within table 5.

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

Capital Scheme	Re-profiled Amount £
Compulsory Purchase of Long Term Empty Properties	184,283
Shannoeks Hotel	424,735
Laundry Loke – Victory Housing	100,000

- 5.7 There were four schemes which did not complete in 2019/20, with overspends that could not be met by reprofiled approved budget from 2020/21. Table 6 details these variances, with funding implications. Any further budget requirement to complete the schemes in 2020/21 is detailed in section 6.

Table 6 – On-going Capital Schemes with overspends 2019/20 Financial Year

Deep History Coast	66,124	The overspend related to the refurbishment of North Norfolk Information Centre due to higher than expected rewiring, heating and plumbing costs. Additional scheme costs have been met by capital receipts.
Cromer Pier – Steelworks and Improvements to Pavilion Theatre	71,929	Structural repair costs have been higher than expected, funded by the capital project reserve.
Bacton and Walcott Coastal Management Scheme	376,122	The scheme spend to date is higher than the projected £21m. The overspend has been fully met by contributions and grant payments.
Administrative Buildings	213,108	Glulam and glazing repair costs have been higher than expected due to additional unforeseen works required, funded by capital receipts.

6 Capital Programme – 2020/21 Update

- 6.1 Appendix E shows the updated capital programme for the period 2020/21 to 2022/23. The capital programme has been updated to reflect the slippage identified within this report, together with the capital outturn position. It also included those schemes which received formal approval as part of the 2020/21 budget report and P10 monitoring report which went to Full Council in March.

- 6.2 Appendix E has been updated to include additional budget requested to complete current approved schemes in 2020/21. Table 7 details the budget required with funding implications for approval.

Table 7 – Additional budget for approved schemes Capital Programme 2020/21

Capital Scheme	Additional Budget Requested 2020/21 £	Financing Commentary
Deep History Coast	15,000	Additional budget required for implementation of the final DHC point, to be met by capital receipts.
Cromer Pier – Steelworks and Improvements to Pavilion Theatre	100,000	Projected scheme completion costs, to be funded by the capital project reserve.
Bacton and Walcott Coastal Management Scheme	408,744	Grants unapplied 2019/20 to be used to fund final project spend.
Administrative Buildings	50,000	Anticipated scheme completion costs, funded by capital receipts.

- 6.3 The Holway Road Roundabout scheme has been cancelled since the budget 2020/21 was set. Therefore, the approved £100,000 budget has been removed from the updated budget in Appendix E.
- 6.4 The outturn position in respect of the Prudential indicators is also included for information within Appendix F.

7. 2020/21 Budget Implications and Financial Forecast 2021/22 Onwards

- 7.1 The budget for 2020/21 was approved in February 2020. At the same time financial projections for the following three years to 2023/24 were also reported.
- 7.2 The forward financial projections from 2021/22 onwards make assumptions around the future funding from government support and known commitments and changes to service expenditure. Table 8 below provides a summary of the current forecast gaps for the next three years. The forecast for the next financial year has been updated recently as part of the COVID-19 Financial Implications report which went to Cabinet in July. The forecasts for the following two years are as per the forecasts contained within the February 2020 budget setting report. These forecasts will all be updated as part of the review of the Council's Medium Term Financial Strategy.

Table 8 – Current Reported Funding Forecast			
	2021/22 £000 (UPDATED)	2022/23 £000	2023/24 £000
Current Funding Gap/(surplus) ¹	1,524	1,912	2,209

7.3 The forward projections of expenditure and income will be updated to take account of the outturn position and also other spending/income pressures that have been identified outside of the budget process. These will be reported to Members in the coming months as part of the Financial Strategy update to enable early preparation for the 2021/22 budget process. There is also an update on this agenda in relation to the impact of COVID-19 on the current 2020/21 budget and future years' position.

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

8 Financial Implications and Risks

8.1 There is still considerable uncertainty around future years funding forecasts and this position will not improve until the outcome from the Fair Funding Review, which will set new baseline funding allocations and responding to spending pressures and changes in service demand, and the review of the Local Retention of Business Rates, are concluded. The Comprehensive Spending Review, which sets out the expenditure limits over the coming years has also been delayed due to the COVID pandemic. The more significant risks in relation to the outturn position for 2019/20 and the ongoing financial position are summarised below, all of which will now be impacted by COVID-19 in some way.

8.2 **Under and Overspends** - This outturn report has identified a number of underspends at the service level; some have occurred due to factors outside of the Council's control which has meant that expenditure has not been incurred as planned. Where applicable service underspends have been carried forward within Earmarked Reserves to fund one-off costs or where projects have been delayed until the 2020/21 financial year. Similarly, there have been some areas of overspending. Some of the underspends from 2019/20 which are in relation to ongoing savings have already been factored into the 2020/21 base budget and will be further reviewed as part of the production of the Medium Term Financial Strategy later this year along with any pressures on budget increases.

8.3 **Housing Benefit Subsidy** – as mentioned earlier in the report the outturn position includes the unaudited benefits subsidy position. Expenditure of £22.078 million has been incurred in the year to be recovered from subsidy payable by the Department for Work and Pensions (DWP). The final position will not be confirmed until the claim has been audited by the Council's external auditors and signed off by the DWP later in the year. Much of the risk around changes to the claim and subsidy recoverable is reduced by the Benefits Earmarked Reserve which is maintained to help mitigate the impact of any claw back from the DWP following the final audited subsidy claim. The nationwide

economic impact of COVID-19 has caused a spike in claimant numbers, the impact of which is considered elsewhere on this agenda.

- 8.4 **Temporary accommodation** – the Council saw a shortfall in housing benefit subsidy in 2019/20 of £263,985 of which £226,758 related to unrecoverable Temporary Accommodation costs. The Council is currently acquiring local properties to use directly to help manage the cost of this provision. This cost is however still increasing year on year at an alarming rate and will be closely monitored during the next financial year as the impact of COVID will undoubtedly cause this cost to increase further.
- 8.5 **Business Rates Retention Scheme** – Local Authority funding from business rates is open to risks around funding fluctuations due to increases and decreases in the rateable values (RV) of non-domestic properties and successful appeals against the RV. The NNDR 3 return is due to be submitted slightly later this year at the end of July (rather than April) as a result of COVID-19 and will be subject to external audit review as part of the final accounts audit work. Any changes to the figures included in the outturn position could have an impact on the General Fund balance. Furthermore, there is a risk of business rates appeals and whilst the NNDR returns do include assumptions around provisions for appeals and backdating, these elements could be subject to fluctuations. The Valuation Office Agency (VOA), who hear the appeals, currently have a backlog and are slow to clear outstanding appeals increasing the risk of the Council needing to pay out large refunds in rates. There is also an ongoing application from NHS Trusts for mandatory relief for their properties on the basis that they are used for non-profit making services. While the initial case ruled in favour of local authorities the NHS have appealed and the outcome of this is still not known. If the appeal were to be successful and the relief backdated, this would result in hundreds of millions of pounds across the country being refunded to the NHS from Councils. NNDC is exposed to this risk through the local pooling of business rates through the Norfolk Business Rates Pool. These risks are again however mitigated by the Business Rates Earmarked Reserve.
- 8.6 **Waste contract** – following the joint procurement exercise undertaken with Breckland District Council and Kings Lynn and West Norfolk Borough Council a new waste contract commenced with Serco in April 2020. Contract monitoring will be in place throughout the year to ensure that any efficiencies proposed within the new contract are realised and this will be supported by the budget monitoring process.
- 8.7 **Recycling costs** – The market for recyclate (such as glass and paper) remains volatile at the current time with many prices at historical lows which has caused, and looks set to continue to cause, significant losses for the contractor (NEWS). The contractor has signalled a risk to the continued viability of the contract if the position does not change and has approached the Councils regarding a contract change to share a larger proportion of the financial risk, primarily through a higher gate fee for the tonnage delivered. Discussions are ongoing between the Council members of the NWP and the contractor, and the position continues to be monitored and will be considered as part of the budget monitoring process for 2021/22, the MTFS and future year's budget as we progress through the year.
- 9 **Sustainability** – None as a direct consequence of this report.
- 10 **Equality and Diversity** – None as a direct consequence of this report.

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

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General Fund Summary Outturn 2019/2020

Service Area	2019/20	2019/20	2019/20	Outturn
	Base Budget £	Updated Bugdet £	Outturn £	Variance £
Corporate Leadership Team/Corporate	440,608	440,608	476,388	35,780
Community & Economic Development	3,811,316	4,148,807	5,173,775	1,024,968
Customer Services & ICT	1,721,564	637,552	726,739	89,187
Environmental Health	4,536,023	4,536,023	4,855,952	319,929
Finance and Assets	4,305,907	4,398,183	2,893,948	(1,504,235)
Legal and Democratic Services	561,997	1,522,056	1,885,664	363,608
Planning	2,234,605	2,189,688	2,743,779	554,091
Service Savings to be Identified (DT)	(83,750)	(83,750)	0	83,750
Net Cost of Services	17,528,270	17,789,167	18,756,245	967,078
Parish Precepts	2,390,634	2,390,634	2,390,634	0
Capital Charges	(1,308,233)	(1,308,233)	(1,793,786)	(485,553)
Refcus	(1,425,000)	(1,425,000)	(157,624)	1,267,376
Interest Receivable	(1,330,685)	(1,330,685)	(1,234,833)	95,852
External Interest Paid	10,000	10,000	38,831	28,831
Revenue Financing for Capital:	4,643,249	3,233,455	2,656,179	(577,276)
Capital Grants and Contributions	0	0	22,276,091	22,276,091
IAS 19 Pension Adjustment	252,210	252,210	(958,761)	(1,210,971)
Net Operating Expenditure	20,760,445	19,611,548	41,972,976	22,361,428
Contribution to/(from) the Earmarked Reserves				
Capital Projects Reserve	(1,426,249)	(1,606,353)	(1,176,214)	430,139
Asset Management	(92,000)	(56,502)	(143,283)	(86,781)
Benefits	(12,838)	(512,838)	(442,349)	70,489
Broadband	(1,000,000)	(1,000,000)	(1,000,000)	0
Building Control	0	0	21,053	21,053
Business Rates Reserve	(38,241)	(63,241)	(363,720)	(300,479)
Coast Protection	(42,302)	(42,302)	57,698	100,000
Communities	(242,000)	(785,563)	(650,800)	134,763
Economic Development & Tourism	(10,000)	(10,000)	(5,000)	5,000
Elections	(120,000)	(120,000)	(120,000)	0
Enforcement Board	0	0	(24,381)	(24,381)
Environmental Health	(40,000)	(40,000)	12,733	52,733
Grants	(44,416)	(14,655)	72,368	87,023
Housing	(97,999)	(147,845)	(5,774)	142,071
Land Charges	0	0	19,246	19,246
Legal	0	0	67,428	67,428
LSVT	0	0	(435,000)	(435,000)
New Homes Bonus Reserve	(596,558)	(242,738)	(219,976)	22,762
Organisational Development	(78,246)	(83,764)	(45,434)	38,330
Pathfinder	(40,076)	(40,076)	(15,115)	24,961
Planning Revenue	0	50,000	50,000	0
Property Investment Fund	(1,000,000)	1,000,000	999,476	(524)
Restructuring/Invest to save	(624,819)	(608,041)	(683,154)	(75,113)
Sports Halls	0	0	(3,042)	(3,042)
Contribution to/(from) the General Reserve	(26,690)	(59,619)	(43,275)	16,344
Amount to be met from Government Grant and Local Taxpayers	15,228,011	15,228,011	37,896,461	22,668,450
Collection Fund – Parishes	(2,390,634)	(2,390,634)	(2,390,634)	0
Collection Fund – District	(6,240,604)	(6,240,604)	(6,087,003)	153,601
Retained Business Rates	(5,385,617)	(5,385,617)	(5,995,311)	(609,694)
New Homes bonus	(1,211,156)	(1,211,156)	(1,211,156)	0
Non Ring fenced Grants	0	0	(33,380)	(33,380)
Capital Grants & Contributions	0	0	(22,276,091)	(22,276,091)
Income from Government Grant and Taxpayers	(15,228,011)	(15,228,011)	(37,993,575)	(22,765,564)
(Surplus)/Deficit	0	0	37(97,114)	(97,114)

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Service Area Summaries Outturn 2019/20

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Car Parking				
Gross Direct Costs	845,196	916,337	71,141	£13,567 - General repair and maintenance. £17,620 - Consultancy Services (Electrical Vehicle Charge points & Hornbeam Road). £6,011 - Credit card charges. £8,999 - New car park machines. £20,731 - Clink Road car park, costs written out from capital.
Capital Charges	28,446	(56,594)	(85,040)	£9,001 - Depreciation. £1,574,993 - Revaluation adjustment. (£1,669,034) - Impairment
Gross Direct Income	(2,634,946)	(2,642,234)	(7,288)	£12,091 - Lower income from car parking charges. (£13,108) - Rents - Other Commercial Premises (Licence fee income for various car parks). £5,175 - Lower income from fees re market stalls. The balance consists of minor variances.
Support Service Charges	152,019	185,038	33,019	£13,400 - Higher recharge from Property Services resulting from increased capital charges due to a loss on asset revaluation. £8,970 - Higher recharges from Leisure Services as a result of higher costs within the service. The balance consists of minor variances.
	(1,609,285)	(1,597,454)	11,831	
Markets				
Gross Direct Costs	56,436	52,871	(3,565)	£3,011 - Salaries and oncosts are higher than anticipated. (£5,175) - Lower cost of land rent.
IAS 19 Superannuation Adj	0	1,907	1,907	Pension fund adjustment (current service costs).
Gross Direct Income	(63,654)	(44,721)	18,933	£19,116 - Reduced income from hire of pitches for market stalls.
Support Service Charges	27,920	32,500	4,580	No major variances.
	20,702	42,556	21,854	
Parks & Open Spaces				
Gross Direct Costs	249,594	261,764	12,170	£5,909 - General grounds maintenance. £8,481 - Water charges
Capital Charges	36,897	32,488	(4,409)	£21,000 - Revaluation adjustment. (£25,481) - Depreciation
Gross Direct Income	(14,590)	(14,374)	216	No major variances.
Support Service Charges	119,950	138,995	19,045	See Note A Below:
	391,851	418,873	27,022	

Note A: £4,860 - Higher recharge from Environmental Contracts. £4,850 - Higher recharge from Leisure Services. Both of these are because of higher costs within the service. £12,230 - Higher recharge from Property Services because of increased capital charges as a result of losses on asset revaluations.

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Foreshore				
Gross Direct Costs	146,209	138,691	(7,518)	£7,405 - Sheringham Pump House - Painting. (£11,455) - General repair and maintenance.
IAS 19 Superannuation Adj	0	3,752	3,752	Pension fund adjustment (current service costs).
Capital Charges	5,601	73,601	68,000	£306,217 - Revaluation adjustment. (£19,116) - Depreciation. (£219,101) - Impairment
Gross Direct Income	(217,362)	(217,627)	(265)	No major variances.
Support Service Charges	198,500	259,201	60,701	See Note A below:
	132,948	257,619	124,671	

Note A: £8,230 - Higher recharge from Admin Buildings. £26,970 - Higher recharge from Property Services. Both of these are as a result of higher capital charges reflecting a loss on asset revaluation. £9,650 - Creditors and £9,840 - Leisure Services, both reflecting a higher cost within the service. The balance consists of minor variances.

Sports Centres

Gross Direct Costs	135,262	751,347	616,085	See Note A below:
Capital Charges	12,497	12,496	(1)	No major variances.
Gross Direct Income	0	368	368	No major variances.
Support Service Charges	168,770	217,350	48,580	See Note B below:
	316,529	981,561	665,032	

Note A: £626,760 - Capital expenditure transferred to revenue as the schemes are now cancelled. (£21,428) - Hall hire costs. (£29,731) - Management fee lower than anticipated. The original bid assumed that the Cromer Hub would go ahead and that the fee would include Council funding for fixtures, fittings and equipment. £19,161 - Electricity payment re Cabbell Park. This is in dispute and awaiting a response. £7,500 - Legal fees. £7,693 - Cabbell Park fencing & floodlight repairs. The balance consists of minor variances.

Note B: £24,600 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. £7,770 - Higher recharge from Leisure Services because of higher costs within the service. The balance consists of minor variances.

Leisure Complexes

Gross Direct Costs	273,290	135,144	(138,146)	(£138,028) - Management fee lower than anticipated. The original bid assumed that the Cromer Hub would go ahead and that the fee would include Council funding for fixtures, fittings and equipment.
Capital Charges	525,644	727,227	201,583	£25,253 - Revaluation adjustment. £176,330 - Depreciation.
Support Service Charges	51,590	63,620	12,030	£5,990 - Higher recharge from Property Services because of higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances.
	850,524	925,991	75,467	

Other Sports

Gross Direct Costs	153,529	160,842	7,313	£8,710 - Spend incurred in relation to the Mammoth Marathon.
IAS 19 Superannuation Adj	0	7,202	7,202	Pension fund adjustment (current service costs).
Gross Direct Income	(10,000)	(22,785)	(12,785)	(£8,657) - Mammoth marathon entry fees.
Support Service Charges	54,540	70,700	16,160	£8,230 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances.
	198,069	215,960	17,891	

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Recreation Grounds				
Gross Direct Costs	18,466	20,491	2,025	No major variances.
Capital Charges	79	4,036	3,957	Higher depreciation costs.
Gross Direct Income	(1,000)	(1,288)	(288)	No major variances.
Support Service Charges	4,490	5,900	1,410	No major variances.
	22,035	29,139	7,104	
Pier Pavilion				
Gross Direct Costs	60,448	72,221	11,773	£9,150 - General repair and maintenance.
Capital Charges	0	(2,313)	(2,313)	Depreciation
Gross Direct Income	(20,000)	(26,442)	(6,442)	(£6,442) - Higher profit share as per the contract.
Support Service Charges	32,830	41,460	8,630	£4,040 - Higher recharge from Property Services because of higher capital charges as a result of losses on asset revaluations.
	73,278	84,925	11,647	
Foreshore (Community)				
Gross Direct Costs	516,273	510,628	(5,645)	(£10,165) - Lower spend incurred on memorial seats. (£4,093) - Lower spend on the maintenance of emergency phones. £10,437 - Spend relating to the Blue Flag awards.
Support Service Charges	57,690	69,050	11,360	£5,390 - Higher recharges from Leisure Services as a result of higher costs within the service. The balance consists of minor variances.
	573,963	579,678	5,715	
Woodlands Management				
Gross Direct Costs	171,467	223,864	52,397	See Note A below:
IAS 19 Superannuation Adj	0	15,832	15,832	Pension fund adjustment (current service costs).
Capital Charges	1,346	1,345	(1)	No major variances.
Gross Direct Income	(25,550)	(52,183)	(26,633)	(£6,263) - Event income. (£10,863) - Car parking charges. (£11,923) - Grant towards the Pretty Corner Wood Festival from the Woodland Trust.
Support Service Charges	133,430	167,890	34,460	See Note B below:
	280,693	356,748	76,055	
Note A: £8,702 - Electrical hook up to WC's and Hetty Tearooms and replacement of timber legs to the Picnic area. £5,694 - Rent for container. £12,280 - Viking Long House Works. £5,921 - Fuel for generator. £5,868 - Purchase of event marquee. £8,340 - Tree safety work at Brown's Hill, Cromer.				
Note B: £13,630 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. £7,910 - Higher recharges from Leisure services as a result of higher costs within the service. The balance consists of minor variances.				
Cromer Pier				
Gross Direct Costs	96,834	94,500	(2,334)	No major variances.
Capital Charges	6,249	(84,785)	(91,034)	£261,203 - Revaluation adjustment. £14,976 - Depreciation. (£367,213) - Impairment
Gross Direct Income	(25,734)	(27,720)	(1,986)	No major variances.
Support Service Charges	66,330	89,810	23,480	£22,850 - Higher recharge from Property Services because of higher capital charges as a result of losses on asset revaluations.
	143,679	71,804	(71,875)	

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Economic Growth				
Gross Direct Costs	78,530	179,008	100,478	(£13,000) Contributions and match funding, £9,258 The Council acted as lead authority for the Lift Project (offset by match funding) £141,242 Capital Expenditure transferred to revenue as the schemes have now been cancelled.
Capital Charges	211	2,037	1,826	No major variances.
Gross Direct Income	0	(9,258)	(9,258)	Lift Project Contributions and match funding - this has been offset by expenditure.
Support Service Charges	310,260	393,170	82,910	Higher recharge from Business Growth Staffing.
	389,001	564,957	175,956	
Tourism				
Gross Direct Costs	47,588	52,080	4,492	Orchestra Live direct costs offset by grant income
Gross Direct Income	0	(6,750)	(6,750)	
Support Service Charges	18,610	23,090	4,480	No major variances.
	66,198	68,420	2,222	
Market Town Initiatives				
Gross Direct Costs	125,837	122,902	(2,935)	No major variances.
	125,837	122,902	(2,935)	
Coast Management				
Gross Direct Costs	321,275	276,362	(44,913)	(£72,598) Sea Defences budgets not spent - priority was focussed on the Walcott Sandscaping scheme leaving the planned revenue maintenance works not fully taken forward. A roll forward request has been made to carry this budget into the next financial year. £24,714 Consultancy costs (funded by a grant from DEFRA - see below)
Capital Charges	18,070	501,268	483,198	Depreciation.
Gross Direct Income	0	(25,000)	(25,000)	Contribution from DEFRA for Coastal Loss.
Support Service Charges	370,240	317,310	(52,930)	(£70,830) Lower recharge from Coastal Management to reflect lower costs within the service. £11,160 Higher recharge from Property Services as a result of higher capital charges reflecting a loss on asset revaluations.
	709,585	1,069,940	360,355	
Business Growth Staffing				
Gross Direct Costs	253,035	247,597	(5,438)	This variance is made up of minor savings across transport and supplies service headings.
IAS 19 Superannuation Adj	0	30,956	30,956	Pension fund adjustment (current service costs).
Support Service Charges	(226,802)	(278,553)	(51,751)	(£81,641) Higher recharges to internal customers as a result of higher service costs. £16,470 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.
	26,233	0	(26,233)	

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Economic & Comm Dev Mgt				
Gross Direct Costs	78,708	83,362	4,654	Employee inflation.
IAS 19 Superannuation Adj	0	10,556	10,556	Pension fund adjustment (current service costs).
Support Service Charges	(78,708)	(93,919)	(15,211)	(£21,311) Higher recharges to internal customers as a result of higher service costs. The balance consists of minor variances.
	0	0	0	
Leisure				
Gross Direct Costs	197,722	200,764	3,042	£6,213 - Salaries and oncosts are higher than expected. (£4,148) - Postage costs lower than anticipated.
IAS 19 Superannuation Adj	0	18,643	18,643	Pension fund adjustment (current service costs).
Gross Direct Income	(700)	(205)	495	No major variances.
Support Service Charges	(195,274)	(219,202)	(23,928)	See Note A below:
	1,748	0	(1,748)	

Note A: £10,880 - Higher recharge from Customer Services as a result of higher service costs. £10,880 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. (£58,681) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Housing (Health & Wellbeing)

Gross Direct Costs	283,894	285,166	1,272	No major variances.
IAS 19 Superannuation Adj	0	33,323	33,323	Pension fund adjustment (current service costs).
Gross Direct Income	(86,700)	(147,943)	(61,243)	Home Improvement Agency (HIA) - surplus income from Admin fee, this has been transferred to the Housing Reserve.
Support Service Charges	(213,102)	(170,547)	42,555	See Note A below:
	(15,908)	0	15,908	

Note A: £44,538 Lower recharges to internal customers as a result of lower service costs. £10,880 Higher recharge from Housing Strategy. £13,630 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.

Housing Strategy

Gross Direct Costs	298,156	337,890	39,734	£44,232 Professional fees relating to Housing stock modelling and data integration, this has been funded by a grant.
IAS 19 Superannuation Adj	0	35,849	35,849	Pension fund adjustment (current service costs).
Capital Charges	425,000	157,624	(267,376)	Refcus.
Gross Direct Income	0	(91,806)	(91,806)	(£44,232) Grant from Ministry Housing Communities and Local Government (MHCLG) for housing stock modelling. (£46,840) Final year of VAT shelter agreement with Victory Housing Association, there is no bottom line impact as this income is transferred to the Capital Project reserve.
Support Service Charges	311,257	271,248	(40,009)	See Note A below:
	1,034,413	710,806	(323,607)	

Note A: (£217,559) Higher recharges to internal customers as a result of higher service costs. £16,400 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. £147,940 Higher recharge from Housing Strategy. The balance consists of minor variances.

Community, Economic Development & Coast

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Community And Localism				
Gross Direct Costs	439,892	310,638	(129,254)	£12,466 - Fixed term staff costs funded by grant. (£124,328) - Big Society Fund and Other Second Homes projects - these are funded from the 2nd Homes money passed to the District from the County and this will be returned to the Communities earmarked reserve. (£14,457) - Underspend on Arts grants. A request has been made to roll this forward.
IAS 19 Superannuation Adj	0	948	948	Pension fund adjustment (current service costs).
Gross Direct Income	(50,658)	(78,886)	(28,228)	(£11,708) - Grant to cover fixed term staff costs. £6,531 - No Second Homes contribution from Norfolk County Council. (£24,500) - Government grant re Pocket Parks.
Support Service Charges	33,120	36,650	3,530	No major variances.
	422,354	269,350	(153,004)	
Coastal Management				
Gross Direct Costs	294,255	320,924	26,669	Staffing costs - some of which are rechargeable.
IAS 19 Superannuation Adj	0	35,498	35,498	Pension fund adjustment (current service costs).
Gross Direct Income	0	(54,468)	(54,468)	Recharges for staffing costs.
Support Service Charges	(299,895)	(301,954)	(2,059)	Higher recharges of (£13,568) to internal customers as a result of higher service costs. £8,230 Higher recharge from Admin Buildings reflecting a loss on asset revaluations. The balance consists of minor variances.
Sum:	(5,640)	0	5,640	
Total Community, Economic Development & Coast	4,148,807	5,173,775	1,024,968	

Service Area Summaries Outturn 2019/20

Corporate Leadership Team and other Corporate Services

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Human Resources & Payroll				
Gross Direct Costs	358,552	341,588	(16,964)	(£15,579) - Lower salaries and oncosts due to staff vacancies. (£12,288) - Lower training spend. A request has been made to roll this forward. £10,725 - Other professional fees.
IAS 19 Superannuation Adj	0	36,017	36,017	Pension fund adjustment (current service costs).
Gross Direct Income	(1,000)	(1,268)	(268)	No major variances.
Support Service Charges	(357,552)	(376,336)	(18,784)	See Note A Below:
	0	0	0	

Note A: £19,110 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. (£48,154) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Registration Services

Gross Direct Costs	416,818	775,234	358,416	(£16,349) Staffing costs - vacant post offset by use of fixed term contract staff. £18,399 Individual Electoral Registration (IER) costs. £356,789 Costs associated with the running of the European & General elections to be funded from the Electoral Claims Unit.
IAS 19 Superannuation Adj	0	17,608	17,608	Pension fund adjustment (current service costs).
Gross Direct Income	(71,120)	(447,945)	(376,825)	(£13,878) Additional IER funding. (£358,349) Grant income due to fund the European and General elections. (£3,966) Other recoverable income.
Support Service Charges	94,910	131,490	36,580	£9,580 Higher recharge from Reprographics, Customer Services and Communications. £9,920 Higher recharge from CLT. £10,980 Higher recharge from Admin buildings as a result of losses on asset revaluations.
	440,608	476,388	35,780	

Corporate Leadership Team

Gross Direct Costs	461,625	601,422	139,797	£114,050 - Higher staffing costs, some of which are one-off and funded from earmarked reserves. £14,881 - Professional fees. £5,945 - Conference expenses.
IAS 19 Superannuation Adj	0	58,947	58,947	Pension fund adjustment (current service costs).
Support Service Charges	(461,625)	(660,369)	(198,744)	See Note A below:
	0	0	0	

Note A: £6,210 - Higher recharge from Reprographics as a result of higher costs within the service. £16,470 - Higher recharge from Admin Buildings because of higher capital charges as a result of losses on asset revaluations. (£240,794) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Corporate Leadership Team and other Corporate Services

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Communications				
Gross Direct Costs	309,078	303,128	(5,950)	See Note A below:
IAS 19 Superannuation Adj	0	31,342	31,342	Pension fund adjustment (current service costs).
Capital Charges	0	58,013	58,013	Intangible Amortisation
Gross Direct Income	0	(3,761)	(3,761)	Charge for clothing shoot at Cromer
Support Service Charges	(309,078)	(388,722)	(79,644)	See Note B below:
	0	0	0	

Note A: (£9,276) - Salaries and oncosts lower than expected as a result of staff vacancies. £6,560 - Fitting of reception graphic and window vinyls for Cromer Pier. (£15,110) - Marketing costs lower than anticipated. £6,120 - Consultancy fees. £6,225 - Computer Purchases - Software.

Note B: £24,600 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. (£104,244) - Higher recharge to internal customers as a result of higher service costs.

Total Corporate Leadership/ Corporate Services	440,608	476,388	35,780
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Service Area Summaries Outturn 2019/20

Customer Services and ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
ICT - Support Services				
Gross Direct Costs	1,330,772	1,331,027	255	See Note A below
IAS 19 Superannuation Adj	0	95,456	95,456	Pension fund adjustment (current service costs).
Capital Charges	99,550	188,447	88,897	£95,171 - Depreciation. (£6,274) - Intangible Amortisation.
Gross Direct Income	(410)	(3,767)	(3,357)	(£3,767) - Sale of obsolete equipment
Support Service Charges	(1,417,912)	(1,611,163)	(193,251)	See Note B below
	12,000	0	(12,000)	

Note A; (£7,883) - Lower salaries and oncosts due to staff vacancies. (£18,072) - Computer hardware purchases. (£30,839) - Computer software licences. £76,738 - Computer maintenance. (£28,407) - Computer lines and modems. £11,322 - Professional fees. (£6,170) - Officer training.

Note B; £38,220 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. £5,620 - Higher recharge from Digital Transformation due to higher costs within the service. (£249,741) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Tourist Information Centres

Gross Direct Costs	107,417	120,636	13,219	See Note A below:
IAS 19 Superannuation Adj	0	7,792	7,792	Pension fund adjustment (current service costs).
Capital Charges	5,729	11,858	6,129	No major variances.
Gross Direct Income	(27,000)	(18,038)	8,962	£8,962 - Lower sales as a result of North Norfolk Information Centre (NNIC) closure.
Support Service Charges	98,390	123,792	25,402	See Note B below:
	184,536	246,041	61,505	

Note A: £7,718 - Salaries and oncosts are higher as a result of cover for long term sickness. £3,122 - Holt TIC refurbishment. £6,682 - Repair and maintenance at North Norfolk Information Centre. (£3,994) - Fewer souvenirs bought for resale as a result of NNIC closure.

Note B: £13,520 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances.

Customer Services and ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Homelessness				
Gross Direct Costs	242,318	569,724	327,406	£18,763 Movement in the provision for bad and doubtful debts. Homelessness prevention costs including £60,262 Rent Deposits, £303,631 Bed and Breakfast Accommodation costs. (£62,676) Estimated professional fees funded by grant, this has been transferred to the Housing Earmarked reserve).
Capital Charges	0	(8,891)	(8,891)	(£17,571) Depreciation. £8,680 Intangible Amortisation.
Gross Direct Income	(500,791)	(906,133)	(405,342)	(£59,460) Repaid rent deposits, (£342,081) Subsidy and client contributions relating to temporary accommodation costs. (see above)
Support Service Charges	504,330	675,063	170,733	Higher recharge from Customer Services Housing.
	245,857	329,763	83,906	

Customer Services Housing

Gross Direct Costs	393,383	410,062	16,679	Employee inflation. £4,436 New appointment advertising.
IAS 19 Superannuation Adj	0	44,234	44,234	Pension fund adjustment (current service costs).
Support Service Charges	(334,790)	(454,296)	(119,506)	See Note A below:
	58,593	0	(58,593)	

Note A: (£164,796) Higher recharge to internal customers as a result of higher service costs. £21,850 Higher recharges of £21,850 from Admin Buildings - a result of higher capital charges reflecting a loss on asset valuations. Higher recharges of £5,910 from Customer Services and £6,270 from Computers and Telephony. The balance consists of minor variances.

Digital Transformation

Gross Direct Costs	346,396	311,761	(34,635)	(£36,048) - Lower salaries and oncosts due to staff vacancies.
IAS 19 Superannuation Adj	0	43,960	43,960	Pension fund adjustment (current service costs).
Capital Charges	11,500	0	(11,500)	Intangible amortisation.
Support Service Charges	(213,560)	(204,785)	8,775	See Note A below:
	144,336	150,936	6,600	

Note A: Higher recharges from Customer Services £8,100; Computer Network and PCs £20,710 and Computer (Applications Team) £19,720. All these reflect higher costs within each service. £19,110 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. (£55,417) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Reprographics

Gross Direct Costs	88,343	83,072	(5,271)	(£3,373) - Lower operating lease rental costs.
IAS 19 Superannuation Adj	0	5,609	5,609	Pension fund adjustment (current service costs).
Capital Charges	18,603	12,603	(6,000)	Depreciation.
Gross Direct Income	(7,500)	(6,369)	1,131	No major variances.
Support Service Charges	(99,446)	(94,916)	4,530	No major variances.
	0	0	0	

Customer Services and ICT

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Customer Services - Corporate				
Gross Direct Costs	642,354	662,020	19,666	£21,536 - Higher salaries and oncosts as a result of staff regradings. (£6,332) - Lower than anticipated spend on Professional Fees.
IAS 19 Superannuation Adj	0	65,760	65,760	Pension fund adjustment (current service costs).
Capital Charges	0	13,548	13,548	Intangible Amortisation.
Gross Direct Income	(30,640)	(23,450)	7,190	£5,863 - Postal charges re envelopes, Business Reply postage and surcharges.
Support Service Charges	(619,484)	(717,877)	(98,393)	See Note A below:
	(7,770)	0	7,770	

Note A: Higher recharges from Computer (Applications Teams) £7,940 and Digital Transformation £6,700, both reflecting higher costs within each service. £65,570 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. (£199,369) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.

Total Customer Services & ICT	637,552	726,739	89,187	
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Service Area Summaries Outturn 2019/20

Environmental Health

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Commercial Services				
Gross Direct Costs	258,216	283,855	25,639	Higher staffing costs - change of personnel.
IAS 19 Superannuation Adj	0	34,268	34,268	Pension fund adjustment (current service costs).
Gross Direct Income	(13,250)	(6,521)	6,729	Lower fee income from Food Hygiene courses and re-rating visits.
Support Service Charges	115,880	142,309	26,429	Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations.
	360,846	453,910	93,064	
Internal Drainage Board Levies				
Gross Direct Costs	397,862	399,024	1,162	Inflation.
Support Service Charges	710	920	210	No major variances.
	398,572	399,944	1,372	
Travellers				
Gross Direct Costs	7,400	19,839	12,439	To supply and fit proelectric panels at the Fakenham site.
Capital Charges	97,800	210,667	112,867	Depreciation.
Gross Direct Income	(4,000)	(15,798)	(11,798)	Insurance claim.
Support Service Charges	1,930	2,820	890	No major variances.
	103,130	217,528	114,398	
Public Protection				
Gross Direct Costs	207,585	198,935	(8,650)	Lower staffing costs - change in personnel.
IAS 19 Superannuation Adj	0	24,085	24,085	Pension fund adjustment (current service costs).
Gross Direct Income	(196,985)	(189,833)	7,152	(£8,260) Additional fees and taxi licensing income; £22,120 Lower general licensing income (accrual made in 2018/19 and income not achieved); (£7,002) Court costs awarded.
Support Service Charges	104,470	138,750	34,280	£6,830 Higher recharges from Environmental Health & Customer Services. £16,470 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluation. The balance consists of misc. minor variances.
	115,070	171,938	56,868	
Street Signage				
Gross Direct Costs	12,470	6,492	(5,978)	Fewer signs purchased and installed.
Capital Charges	7,564	7,565	1	No major variances.
Support Service Charges	18,950	23,740	4,790	No major variances.
	38,984	37,797	(1,187)	

Environmental Health

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Environmental Protection				
Gross Direct Costs	662,062	665,213	3,151	(£16,240) Professional fees (this includes reduced costs for the kennelling contract, works in default and contaminated land). £15,492 Movement on the Bad debt provision.
IAS 19 Superannuation Adj	0	73,511	73,511	Pension fund adjustment (current service costs).
Capital Charges	4,501	22,944	18,443	Depreciation.
Gross Direct Income	(59,235)	(73,449)	(14,214)	Recoverable income for Enforcement works.
Support Service Charges	176,210	239,740	63,530	£20,630 Higher recharges from Environmental Health, Customer Services, Personnel, Computers, Telephone Services and Communications. £35,480 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations.
	783,538	927,960	144,422	
Env Health - Service Mgmt				
Gross Direct Costs	140,739	151,131	10,392	£20,855 Staffing costs.(£11,015) Misc. Supplies and Services budgets underspent.
IAS 19 Superannuation Adj	0	12,681	12,681	Pension fund adjustment (current service costs).
Support Service Charges	(127,735)	(163,812)	(36,077)	Higher recharges to internal customers as a result of higher service costs.
	13,004	0	(13,004)	
Combined Enforcement Team				
Gross Direct Costs	154,164	136,811	(17,353)	Vacant post.
IAS 19 Superannuation Adj	0	14,361	14,361	Pension fund adjustment (current service costs).
Gross Direct Income	0	75	75	No major variances.
Support Service Charges	(154,164)	(151,247)	2,917	£10,880 Higher recharges from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. (£19,103) Higher recharges to internal customers. The balance consists of higher recharges from Computers, Telephony, Panning and CLT.
	0	0	0	
Environmental Contracts				
Gross Direct Costs	270,155	282,517	12,362	Staffing costs.
IAS 19 Superannuation Adj	0	35,863	35,863	Pension fund adjustment (current service costs).
Capital Charges	0	4,521	4,521	Depreciation.
Gross Direct Income	0	(251)	(251)	No major variances.
Support Service Charges	(270,155)	(322,650)	(52,495)	£21,850 Higher recharges from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. (£88,354) Higher recharges to internal customers. The balance consists of higher recharges from Computers, Telephony, Communications and CLT.
	0	0	0	

Environmental Health

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Waste Collection And Disposal				
Gross Direct Costs	4,366,995	4,641,124	274,129	See Note A below
IAS 19 Superannuation Adj	0	165	165	Pension fund adjustment (current service costs).
Capital Charges	52,686	85,467	32,781	Depreciation.
Gross Direct Income	(3,156,297)	(3,691,869)	(535,572)	See Note B below
Support Service Charges	452,720	554,990	102,270	See Note C below
	1,716,104	1,589,877	(126,227)	

Note A: £6,157 Staffing costs. £117,553 Procurement costs associated with the new cleansing and waste contract. (£10,537) Lower recycling processing costs. £170,902 Kier contractor costs. £7,143 Management fees and hybrid mailing costs for garden bins. £10,153 Bad debt write offs and provisions. (£23,746) Lower costs for bin deliveries, commercial waste and clinical waste disposal.

Note B: (£243,414) Commercial waste fee income; (£82,245) Garden bin fee income; (£16,401) Bulky collections; (£18,336) Smoothing Mechanism. (£94,045) Shared procurement fees. (£77,720) Additional recycling credit income.

Note C: Higher recharges of £17,360 from Environmental Health, £59,090 from Environmental Contracts, £11,790 from Customer Services, £5,670 from Communications with the balance consisting of minor variances.

Cleansing

Gross Direct Costs	828,183	833,110	4,927	Additional contractor costs.
Gross Direct Income	(54,157)	(64,346)	(10,189)	(£4,200) Sale of vehicles; (£5,989) Additional income from dog and litter bin recharges.
Support Service Charges	55,020	70,730	15,710	Higher recharges from Environmental Health & Environmental Contracts reflecting higher service costs.
	829,046	839,494	10,448	

Environmental Strategy

Gross Direct Costs	25,000	42,327	17,327	Staffing costs and exhibitor fees for Green Build.
IAS 19 Superannuation Adj	0	493	493	Pension fund adjustment (current service costs).
Gross Direct Income	(15,000)	(21,351)	(6,351)	Additional advertising and exhibitor fees.
Support Service Charges	20,190	25,550	5,360	No major variances.
	30,190	47,019	16,829	

Community Safety

Gross Direct Costs	26,893	27,353	460	No major variances.
IAS 19 Superannuation Adj	0	3,021	3,021	Pension fund adjustment (current service costs).
Support Service Charges	11,750	16,350	4,600	No major variances.
	38,643	46,725	8,082	

Civil Contingencies

Gross Direct Costs	83,336	81,312	(2,024)	No major variances.
IAS 19 Superannuation Adj	0	10,290	10,290	Pension fund adjustment (current service costs).
Support Service Charges	25,560	32,160	6,600	No major variances.
	108,896	123,761	14,865	

Total Environmental Health	4,536,023	4,855,952	319,929	
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Service Area Summaries Outturn 2019/20

Finance & Assets

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Industrial Estates				
Gross Direct Costs	12,610	12,699	89	No major variances.
Capital Charges	46,238	(187,564)	(233,802)	£31,518 - Revaluation Adjustments. (£219,082) - Depreciation
Gross Direct Income	(128,649)	(145,344)	(16,695)	Possession proceedings and legal fees.
Support Service Charges	46,580	69,991	23,411	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	(23,221)	(250,218)	(226,997)	
Surveyors Allotments				
Gross Direct Costs	0	150	150	No major variances.
Gross Direct Income	(50)	(50)	0	No major variances.
Support Service Charges	5,240	7,520	2,280	No major variances.
	5,190	7,620	2,430	
Handy Man				
Gross Direct Costs	41,637	52,063	10,426	£5,442 Purchase of stock. The balance consists of misc. minor variances.
IAS 19 Superannuation Adj	0	4,585	4,585	Pension fund adjustment (current service costs).
Capital Charges	1	0	(1)	No major variances.
Gross Direct Income	(54,730)	(68,672)	(13,942)	Higher recharges from service areas.
Support Service Charges	65,970	96,390	30,420	Higher recharge from Admin Buildings and Property Services. Both of these are as a result of higher capital charges reflecting a loss on asset revaluation.
	52,878	84,366	31,488	
Parklands				
Gross Direct Costs	37,282	34,744	(2,538)	No major variances.
Capital Charges	585	32,310	31,725	£478,174 - Revaluation Adjustments. (£26,702) - Depreciation. (£419,747) - Impairment
Gross Direct Income	(67,628)	(70,321)	(2,693)	Commission earned on sale of pitch.
Support Service Charges	33,490	47,840	14,350	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	3,729	44,573	40,844	
Revenue Services				
Gross Direct Costs	678,817	687,415	8,598	Employee inflation.
Capital Charges	0	0	0	
IAS 19 Superannuation Adj	0	66,826	66,826	Pension fund adjustment (current service costs).
Gross Direct Income	(452,136)	(400,455)	51,681	Court costs awarded.
Support Service Charges	441,270	551,980	110,710	£46,450 Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation. Higher recharges of £26,680 from Customer Services, £8,950 from the Computer teams. The balance consists of minor variances.
	667,951	905,766	237,815	

Finance & Assets

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Benefits Subsidy				
Gross Direct Costs	23,321,596	22,091,825	(1,229,771)	£13,890 Movement in the provision for bad and doubtful debts not budgeted for at service level.
Gross Direct Income	(23,321,596)	(22,019,350)	1,302,247	£128,636 Movement in the total debt figure held on the Civica system. £263,985 Shortfall in subsidy - £226,758 of which relates to unrecoverable Temporary Homeless Accommodation costs. (£334,036) Recovered overpayment income.
	0	72,475	72,475	
Discretionary Payments				
Gross Direct Costs	61,237	63,920	2,683	No major variances.
Support Service Charges	3,770	4,830	1,060	No major variances.
	65,007	68,750	3,743	
Non Distributed costs				
Gross Direct Costs	252,210	543,659	291,449	£288,797 - Actuarial Strain costs
IAS19 Added Years	(252,210)	(543,659)	(291,449)	(£288,797) - Actuarial Strain costs
	0	0	0	
Administration Buildings Svs				
Gross Direct Costs	566,490	630,994	64,504	£9,640 Additional staffing costs; £37,712 Repair & Maintenance costs and higher utility costs. £5,756 Management fees. £11,904 Bad debt provision.
IAS 19 Superannuation Adj	0	5,260	5,260	Pension fund adjustment (current service costs).
Capital Charges	76,860	977,584	900,724	£4,056,244 - Revaluation Adjustments. (£652,343) - Depreciation. (£2,503,177) - Impairment
Gross Direct Income	(277,475)	(274,344)	3,131	(£10,718) Contribution to capital costs. £3,675 Lower service charges. £4,505 Lower rental income. £5,640 Insurance claim written off.
Support Service Charges	(291,643)	(1,151,975)	(860,332)	£124,950 Higher recharges from Admin Buildings, Depots and Property Services - a result of higher capital charges reflecting a loss on asset revaluations. The balance relates to a higher recharge to internal customers as a result of higher service costs.
	74,232	187,520	113,288	
Property Services				
Gross Direct Costs	567,044	686,499	119,455	See Note A below:
IAS 19 Superannuation Adj	0	69,551	69,551	Pension fund adjustment (current service costs).
Capital Charges	12,385	121,088	108,703	Revaluations.
Gross Direct Income	0	(38,151)	(38,151)	Funding from Norfolk CC for OPE grant claims.
Support Service Charges	(579,429)	(838,987)	(259,558)	See Note B below:
	0	0	0	

Note A: (£7,427) Lower insurance premiums - now allocated to specific services. £9,056 Vertas (MOP agreement). £106,686 Professional fees, which includes £52,000 for Asset Condition Surveys, £11,250 for Energy Management Contract, £20,900 contract for Feasibility studies at North Walsham and Stalham hubs and £12,998 for tree and Enforcement works. The balance relates to various fees relating to valuation reports, E-tendering, commercial agency work and building cost information services.

Note B: (£326,248) Higher recharge to internal customers as a result of higher service costs. £10,600 Higher recharge from Legal Services. £30,980 Higher recharges from Admin Buildings and Property Services reflecting higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances.

Finance & Assets

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Head Of Finance & Assets				
Gross Direct Costs	101,419	109,054	7,635	Employee inflation.
IAS 19 Superannuation Adj	0	13,842	13,842	Pension fund adjustment (current service costs).
Support Service Charges	(101,419)	(122,895)	(21,476)	Higher recharge to internal customers as a result of higher service costs.
	0	0	0	
Corporate Finance				
Gross Direct Costs	426,639	415,666	(10,973)	Savings resulting from a vacant post.
IAS 19 Superannuation Adj	0	50,460	50,460	Pension fund adjustment (current service costs).
Capital Charges	4,491	25,667	21,176	(£17,205) Depreciation. £38,381 Intangible Amortisation.
Support Service Charges	(431,130)	(491,793)	(60,663)	(£105,543) Higher recharge to internal customers as a result of higher service costs. £30,100 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. £5,760 Higher recharge from Computers. The balance consists of minor variances.
	0	0	0	
Insurance & Risk Management				
Gross Direct Costs	199,486	199,951	465	No major variances.
Gross Direct Income	(650)	(40)	610	No major variances.
Support Service Charges	(198,836)	(199,911)	(1,075)	No major variances.
	0	0	(0)	
Internal Audit				
Gross Direct Costs	75,000	76,697	1,697	No major variances.
Support Service Charges	(75,000)	(76,697)	(1,697)	No major variances.
	0	0	0	
Playgrounds				
Gross Direct Costs	42,428	32,469	(9,959)	ROSPA inspections not undertaken and equipment purchased.
Support Service Charges	36,970	51,650	14,680	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	79,398	84,119	4,721	
Community Centres				
Gross Direct Costs	9,753	6,443	(3,310)	Underspend on repair and maintenance.
Capital Charges	0	(10,192)	(10,192)	Revaluation adjustments
Support Service Charges	7,470	10,880	3,410	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	17,223	7,131	(10,092)	
Public Conveniences				
Gross Direct Costs	569,209	591,229	22,020	£46,134 additional repair and maintenance costs; (£17,495) lower utility costs; (£6,930) lower internal service charges.
Capital Charges	131,495	(1,420,565)	(1,552,060)	£642,229 Revaluation adjustments. (£1,150,531) - Depreciation. (£1,043,758) - Impairment
Gross Direct Income	0	(680)	(680)	No major variances.
Support Service Charges	80,717	107,310	26,593	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	781,421	(722,705)	(1,504,126)	

Finance & Assets

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Investment Properties				
Gross Direct Costs	95,221	229,837	134,616	£33,860 Repair and maintenance; £45,633 Running costs (these include costs relating to the installation of a new septic tank, management fees, electricity and council tax). £5,250 Feasibility study. £4,500 bad debt provision. £24,294 Scaffolding costs - to be funded from the Enforcement Board Reserve. £21,285 Capital expenditure transferred to Revenue as the schemes are now cancelled.
Capital Charges	66,099	247,187	181,088	£381,135 Revaluation adjustments. (£68,023) - Depreciation. (£132,025) - Impairment
Gross Direct Income	(221,800)	(235,094)	(13,294)	£8,248 Lower rental income; (£27,516) Higher recovery of utility recharges and service charges.
Support Service Charges	165,510	241,527	76,017	Higher recharge from Property Services. A result of higher capital charges reflecting a loss on asset revaluation.
	105,030	483,456	378,426	
Central Costs				
Gross Direct Costs	86,384	72,918	(13,466)	(£13,233) - Underspend on budget for general events etc.
IAS 19 Superannuation Adj	0	4,939	4,939	Pension fund adjustment (current service costs).
Support Service Charges	(86,384)	(77,857)	8,527	See Note A below:
	0	0	0	
Note A: Higher recharges from Customer Services £15,890; Fakenham Connect £7,530 and Corporate Leadership Team £6,980 all reflecting higher costs within each service. (£32,963) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.				
Corporate & Democratic Core				
Gross Direct Costs	516,705	473,492	(43,213)	£8,653 -. Higher bank charges. (£12,384) - Other professional fees. (£26,369) - Lower Planning salaries and oncosts due to staff vacancies, this has been offset by agency staff within the Development Management service area. (£8,830) - Contributions.
IAS 19 Superannuation Adj	0	22,755	22,755	Pension fund adjustment (current service costs).
Capital Charges	1,000,000	0	(1,000,000)	Refcus.
Gross Direct Income	0	(48,823)	(48,823)	(£43,783) - Grant towards preparation for exiting the EU. (£5,040) - Refund re public sector audit.
Support Service Charges	1,052,640	1,473,672	421,032	See Note A below:
	2,569,345	1,921,096	(648,249)	
Note A: Higher recharges from Environmental Health £10,840; Personnel Services £10,950; Accountancy £38,730; Housing Strategy and Communities £10,880; Corporate Leadership Team £200,750 and Legal services £11,840 reflecting higher costs within each service. Higher recharges from Admin Buildings £83,110 and Property Services £43,710 reflecting higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances				
Total Finance & Assets	4,398,183	2,893,948	(1,504,235)	

Service Area Summaries Outturn 2019/20

Legal & Democratic Services

	Updated Budget	Outturn	Variance	Explanation For Major Variances
	£	£	£	
Benefits Administration				
Gross Direct Costs	833,609	849,746	16,137	Employee inflation as a result of re-gradings. Additional ICT costs offset by Department for Works and Pensions (DWP) grant.
IAS 19 Superannuation Adj	0	95,090	95,090	Pension fund adjustment (current service costs).
Capital Charges	0	130,429	130,429	Intangible Amortisation.
Gross Direct Income	(403,290)	(472,917)	(69,627)	Various one off grants to support the additional burden of new initiatives and legislative changes.
Support Service Charges	519,240	672,830	153,590	See Note A below:
	949,559	1,275,178	325,619	

Note A: £79,090 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. £37,080 Higher recharge from Customer Services. Higher recharges of £20,650 from Computers & Digital Transformation, £5,280 from Postal & Scanning and £5,370 from Communications. The balance consists of minor variances.

Members Services

Gross Direct Costs	514,647	516,639	1,992	(£4,045) - Members Basic Allowance lower than anticipated.
IAS 19 Superannuation Adj	0	19,729	19,729	Pension fund adjustment (current service costs).
Gross Direct Income	(400)	(201)	199	No major variances.
Support Service Charges	58,250	74,320	16,070	£10,880 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. The balance consists of minor variances.
	572,497	610,487	37,990	

Legal Services

Gross Direct Costs	689,194	703,154	13,960	£13,802 - Higher client disbursement costs. This is offset by additional income. (£21,483) - Salaries and oncosts are lower than expected. This is offset by higher mileage cost of £6,782 and paying locum costs £11,929.
IAS 19 Superannuation Adj	0	76,023	76,023	Pension fund adjustment (current service costs).
Gross Direct Income	(329,946)	(410,153)	(80,207)	(£68,472) - Legal fee income higher than expected. (£10,785) - Client disbursement income.
Support Service Charges	(359,248)	(369,023)	(9,775)	£38,230 - Higher recharge from Admin Buildings reflecting higher capital charges as a result of losses on asset revaluations. (£68,435) - Higher recharge to internal customers as a result of higher service costs. The balance consists of minor variances.
	0	0	0	

Total Legal & Democratic Svs

1,522,056	1,885,665	363,609
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Service Area Summaries Outturn 2019/20

Planning

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Development Management				
Gross Direct Costs	1,028,586	1,031,616	3,030	(£23,232) Employee turnover savings to be used to fund agency costs, previously budgeted from reserves. (£3,937) Mileage costs. £15,960 Professional fees relating to planning appeals. £10,500 costs awarded.
IAS 19 Superannuation Adj	0	114,289	114,289	Pension fund adjustment (current service costs).
Capital Charges	37,106	60,294	23,188	Intangible amortisation.
Gross Direct Income	(802,200)	(736,959)	65,241	£96,658 Planning fee income offset by (£30,883) Charging for Professional advice.
Support Service Charges	647,710	788,401	140,691	See Note A below:
	911,202	1,257,641	346,439	

Note A: £20,190 Higher recharge from Admin Buildings & Depots - a result of higher capital charges reflecting a loss on asset valuations. Higher recharges of £18,650 from Head of Planning & Corporate Enforcement team, £26,270 from Customer Services and the Postal & Scanning teams, £13,450 from Computers and Digital Transformation, £43,510 from Housing Strategy and £8,440 from CLT and Legal Services. The balance consists of minor variances.

Planning Policy

Gross Direct Costs	460,155	446,727	(13,428)	(£6,817) Slippage in Local Plan expenditure; staff turnover from vacant posts.
IAS 19 Superannuation Adj	0	49,286	49,286	Pension fund adjustment (current service costs).
Gross Direct Income	0	(17,521)	(17,521)	New Burdens grant funding for Brownfield and Custom build registers. This has been earmarked within the grants reserve.
Support Service Charges	73,506	120,616	47,110	£16,470 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. Higher recharges of £14,050 from reprographics, £4,970 from Legal Services. The balance consists of minor variances.
	533,661	599,108	65,447	

Conservation, Design & Landscape

Gross Direct Costs	101,081	124,092	23,011	£29,963 Conservation appraisals funded from the general reserve - this was budgeted for in 2020/21.
IAS 19 Superannuation Adj	0	9,336	9,336	Pension fund adjustment (current service costs).
Support Service Charges	70,070	92,680	22,610	£10,880 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.
	171,151	226,108	54,957	

Planning

	Updated Budget £	Outturn £	Variance £	Explanation For Major Variances
Major Developments				
Gross Direct Costs	286,255	276,032	(10,223)	Staff turnover savings from vacant posts.
IAS 19 Superannuation Adj	0	23,200	23,200	Pension fund adjustment (current service costs).
Support Service Charges	95,670	123,780	28,110	£13,630 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.
	381,925	423,012	41,087	
Building Control				
Gross Direct Costs	395,739	404,868	9,129	Employee inflation.
IAS 19 Superannuation Adj	0	45,427	45,427	Pension fund adjustment (current service costs).
Gross Direct Income	(386,250)	(419,360)	(33,110)	Fee income - as Building control is a self financing service, the net income/expenditure position will be transferred to the Building Control earmarked reserve.
Support Service Charges	123,110	159,060	35,950	£21,850 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. Higher recharges of £5,410 from Computers & Telephony, £5,680 from Customer Services and Personnel.
	132,599	189,996	57,397	
Head Of Planning				
Gross Direct Costs	119,410	113,719	(5,691)	Employee inflation offset by a number of smaller variances within supplies and services.
IAS 19 Superannuation Adj	0	11,439	11,439	Pension fund adjustment (current service costs).
Support Service Charges	(119,410)	(125,158)	(5,748)	(£18,528) Higher recharge to internal customers as a result of higher service costs. £8,230 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.
	0	0	0	
Property Information				
Gross Direct Costs	187,190	163,335	(23,855)	(£21,862) Norfolk County Council search fees; of which (£10,600) relates to overestimated accrual relating to 2018/19. (£5,000) Training.
IAS 19 Superannuation Adj	0	10,454	10,454	Pension fund adjustment (current service costs).
Gross Direct Income	(190,000)	(209,656)	(19,656)	Land Charge fee income.
Support Service Charges	61,960	83,780	21,820	£13,720 Higher recharge from Admin Buildings - a result of higher capital charges reflecting a loss on asset revaluations. The balance consists of minor variances.
	59,150	47,913	(11,237)	
Total Planning	2,189,688	2,743,779	554,091	

Service Area Summaries Outturn 2019/20

Clf / Corporate

Service Area	Updated Budget	Outturn	Outturn Variance
	£	£	£
Human Resources & Payroll	0	0	0
Registration Services	440,608	476,388	35,780
Corporate Leadership Team	0	0	0
Communications	0	0	0
	440,608	476,388	35,780
Gross Direct Costs	1,546,073	2,021,372	475,299
IAS 19 Superannuation Adj	0	143,914	143,914
Capital Charges	0	58,013	58,013
Gross Direct Income	(72,120)	(452,974)	(380,854)
Support Service Charges	(1,033,345)	(1,293,937)	(260,592)
	440,608	476,388	35,780

Customer Services & ICT

Service Area	Updated Budget	Outturn	Outturn Variance
	£	£	£
It - Support Services	12,000	0	(12,000)
Tic'S	184,536	246,041	61,505
Homelessness	245,857	329,763	83,906
Customer Services Housing	58,593	0	(58,593)
Digital Transformation	144,336	150,936	6,600
Reprographics	0	0	0
Customer Services - Corporate	(7,770)	0	7,770
	637,552	726,739	89,187
Gross Direct Costs	3,150,983	3,488,301	337,318
IAS 19 Superannuation Adj	0	262,812	262,812
Capital Charges	135,382	217,565	82,183
Gross Direct Income	(566,341)	(957,757)	(391,416)
Support Service Charges	(2,082,472)	(2,284,182)	(201,710)
	637,552	726,739	89,187

Service Area Summaries Outturn 2019/20

Community, Economic Development & Coast

Service Area	Updated Budget	Outturn	Outturn Variance
	£	£	£
Car Parking	(1,609,285)	(1,597,454)	11,831
Markets	20,702	42,556	21,854
Parks & Open Spaces	391,851	418,873	27,022
Foreshore	132,948	257,619	124,671
Sports Centres	316,529	981,561	665,032
Leisure Complexes	850,524	925,991	75,467
Other Sports	198,069	215,960	17,891
Recreation Grounds	22,035	29,139	7,104
Pier Pavilion	73,278	84,925	11,647
Foreshore (Community)	573,963	579,678	5,715
Woodlands Management	280,693	356,748	76,055
Cromer Pier	143,679	71,804	(71,875)
Economic Growth	389,001	564,957	175,956
Tourism	66,198	68,420	2,222
Market Town Initiatives	125,837	122,902	(2,935)
Coast Protection	709,585	1,069,940	360,355
Business Growth Staffing	26,233	0	(26,233)
Economic & Comm Dev Mgt	0	0	0
Leisure	1,748	0	(1,748)
Housing (Health & Wellbeing)	(15,908)	0	15,908
Housing Strategy	1,034,413	710,806	(323,607)
Community And Localism	422,354	269,350	(153,004)
Coastal Management	(5,640)	0	5,640
	4,148,807	5,173,775	1,024,968
Gross Direct Costs	5,141,896	5,755,393	613,497
IAS 19 Superannuation Adj	0	194,466	194,466
Capital Charges	1,060,040	1,368,430	308,390
Gross Direct Income	(3,150,894)	(3,463,322)	(312,428)
Support Service Charges	1,097,765	1,318,808	221,043
	4,148,807	5,173,775	1,024,968

Service Area Summaries Outturn 2019/20

Environmental Health

	Updated Budget	Outturn	Outturn Variance
	£	£	£
Service Area			
Commercial Services	360,846	453,910	93,064
Internal Drainage Board Levies	398,572	399,944	1,372
Travellers	103,130	217,528	114,398
Public Protection	115,070	171,938	56,868
Street Signage	38,984	37,797	(1,187)
Environmental Protection	783,538	927,960	144,422
Env Health - Service Mgmt	13,004	0	(13,004)
Combined Enforcement Team	0	0	0
Environmental Contracts	0	0	0
Waste Collection And Disposal	1,716,104	1,589,877	(126,227)
Cleansing	829,046	839,494	10,448
Environmental Strategy	30,190	47,019	16,829
Community Safety	38,643	46,725	8,082
Civil Contingencies	108,896	123,761	14,865
	4,536,023	4,855,952	319,929
Gross Direct Costs	7,441,060	7,769,044	327,984
IAS 19 Superannuation Adj	0	208,739	208,739
Capital Charges	162,551	331,164	168,613
Gross Direct Income	(3,498,924)	(4,063,344)	(564,420)
Support Service Charges	431,336	610,350	179,014
	4,536,023	4,855,952	319,929

Service Area Summaries Outturn 2019/20

Finance & Assets

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Industrial Estates	(23,221)	(250,218)	(226,997)
Surveyors Allotments	5,190	7,620	2,430
Handy Man	52,878	84,366	31,488
Parklands	3,729	44,573	40,844
Revenue Services	667,951	905,766	237,815
Benefits Subsidy	0	72,475	72,475
Discretionary Payments	65,007	68,750	3,743
Non Distributed Costs	0	0	0
Administration Buildings Svs	74,232	187,520	113,288
Property Services	0	0	0
Head Of Finance & Assets	0	0	0
Corporate Finance	0	0	0
Insurance & Risk Management	0	0	0
Internal Audit	0	0	0
Playgrounds	79,398	84,119	4,721
Community Centres	17,223	7,131	(10,092)
Public Conveniences	781,421	(722,705)	(1,504,126)
Investment Properties	105,030	483,456	378,426
Central Costs	0	0	0
Corporate & Democratic Core	2,569,345	1,921,096	(648,249)
	4,398,183	2,893,948	(1,504,235)
Gross Direct Costs	27,661,167	27,011,724	(649,443)
IAS 19 Superannuation Adj	0	238,217	238,217
IAS19 Added Years	(252,210)	(543,659)	(291,449)
Capital Charges	1,338,154	(214,484)	(1,552,638)
Gross Direct Income	(24,524,714)	(23,301,323)	1,223,391
Support Service Charges	175,786	(296,526)	(472,312)
	4,398,183	2,893,948	(1,504,235)

Legal & Democratic Svs

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Benefits Administration	949,559	1,275,177	325,618
Members Services	572,497	610,487	37,990
Legal Services	0	0	0
	1,522,056	1,885,664	363,608
Gross Direct Costs	2,037,450	2,069,539	32,089
IAS 19 Superannuation Adj	0	190,842	190,842
Capital Charges	0	130,429	130,429
Gross Direct Income	(733,636)	(883,271)	(149,635)
Support Service Charges	218,242	378,126	159,884
	1,522,056	1,885,664	363,608

Service Area Summaries Outturn 2019/20

Planning

	Updated Budget	Outturn	Outturn Variance
Service Area	£	£	£
Development Management	911,202	1,257,641	346,439
Planning Policy	533,661	599,108	65,447
Conservation, Design & Landscap	171,151	226,108	54,957
Major Developments	381,925	423,012	41,087
Building Control	132,599	189,996	57,397
Head Of Planning	0	0	0
Property Information	59,150	47,913	(11,237)
	2,189,688	2,743,779	554,091
Gross Direct Costs	2,578,416	2,560,390	(18,026)
IAS 19 Superannuation Adj	0	263,431	263,431
Capital Charges	37,106	60,294	23,188
Gross Direct Income	(1,378,450)	(1,383,495)	(5,045)
Support Service Charges	952,616	1,243,159	290,543
	2,189,688	2,743,779	554,091
Total Net cost of Service	17,872,917.00	18,756,245	883,328

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Reserves Statement 2019/2020 Outturn

Appendix C

Reserve	Purpose and Use of Reserve	Balance 01/04/19	Transfers in	Transfers Out	Outturn Movement	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	224,253	(277,995)	(53,742)	2,307,013	(116,528)	2,190,485	(69,109)	2,121,376	(50,000)	2,071,376	(50,000)	2,021,376
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	2,480,010	35,604	(1,211,818)	(1,176,214)	1,303,796	(636,302)	667,494	0	667,494	0	667,494	0	667,494
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	1,087,006	20,467	(153,283)	(132,816)	954,190	(27,000)	927,190	(5,000)	922,190	(15,000)	907,190	(5,000)	902,190
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	63,000	(505,349)	(442,349)	897,959	(253,801)	644,158	0	644,158	0	644,158	0	644,158
Broadband	Earmarks £1million for superfast broad band in North Norfolk. (600k was transferred from the BSF reserve and £400k from NHB reserve)	1,000,000	0	(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	21,053	0	21,053	212,481	(44,441)	168,040	(44,441)	123,599	(44,441)	79,158	(44,441)	34,717
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	0	(363,720)	(363,720)	2,074,708	(27,068)	2,047,640	(18,000)	2,029,640	(18,000)	2,011,640	(18,000)	1,993,640
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	180,595	70,000	(12,302)	57,698	238,293	(37,958)	200,335	0	200,335	0	200,335	0	200,335
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	25,709	(676,509)	(650,800)	1,000,996	(242,000)	758,996	(242,000)	516,996	(242,000)	274,996	0	274,996
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	0	0	0	0	0	2,379,266	2,379,266	0	2,379,266	0	2,379,266	0	2,379,266
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	170,621	9,000	(14,000)	(5,000)	165,621	(10,000)	155,621	0	155,621	0	155,621	0	155,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	123,000	40,000	(160,000)	(120,000)	3,000	40,000	43,000	40,000	83,000	40,000	123,000	(120,000)	3,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	137,354	0	(24,381)	(24,381)	112,973	0	112,973	0	112,973	0	112,973	0	112,973
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	323,332	12,733	0	12,733	336,065	0	336,065	0	336,065	0	336,065	0	336,065
Grants	Revenue Grants received and due to timing issues not used in the year.	536,670	75,326	(2,958)	72,368	609,038	(57,066)	551,972	(14,655)	537,317	(14,655)	522,662	(14,655)	508,007

Reserves Statement 2019/2020 Outturn

Appendix C

Reserve	Purpose and Use of Reserve	Balance 01/04/19	Transfers in	Transfers Out	Outturn Movement	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
		£	£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,534,316	287,276	(293,049)	(5,773)	2,528,543	(488,585)	2,039,958	(611,672)	1,428,286	(548,293)	879,993	0	879,993
Land Charges	To mitigate the impact of potential income reductions.	289,280	19,246	0	19,246	308,526	0	308,526	0	308,526	0	308,526	0	308,526
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	128,691	67,428	0	67,428	196,119	(25,446)	170,673	(16,964)	153,709	0	153,709	0	153,709
LSVT Reserve	To meet the cost of successful warranty claims not covered by bonds and insurance following the housing stock transfer.	435,000	0	(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	0	(219,976)	(219,976)	292,207	(225,460)	66,747	0	66,747	0	66,747	0	66,747
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	13,625	(59,059)	(45,434)	269,041	(97,885)	171,156	(23,083)	148,073	(18,629)	129,444	0	129,444
Pathfinder	To help Coastal Communities adapt to coastal changes.	143,168	0	(15,115)	(15,115)	128,053	(20,500)	107,553	(20,500)	87,053	(3,417)	83,636	0	83,636
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	109,684	50,000	0	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	0	(1,000,524)	(1,000,524)	999,476	(999,476)	0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	0	2,000,000	0	2,000,000	2,000,000	(2,000,000)	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.	2,352,537	0	(683,154)	(683,154)	1,669,383	(732,950)	936,433	(240,000)	696,433	(100,000)	596,433	0	596,433
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	(3,042)	(3,042)	2,640	0	2,640	0	2,640	0	2,640	0	2,640
Total Reserves		22,846,317	3,034,720	(7,111,234)	(4,076,514)	18,769,803	(3,573,200)	15,196,603	(1,215,424)	13,981,179	(964,435)	13,016,744	(202,096)	12,814,648

GENERAL FUND CAPITAL PROGRAMME - 2019/20

<u>Scheme</u>	Budget 2019/20	Actual Expenditure 2019/20	Variance	Reprofiling
	£	£		
Boosting Business Sustainability and Growth				
Rocket House	0	131	131	(131)
Better Broadband for Norfolk	1,000,000	1,000,000	0	0
Local Property Investment Fund	0	524	524	(524)
Deep History Coast	470,603	536,727	66,124	0
Fair Meadow House Improvements	0	415	415	(415)
Collectors Cabin	0	281	281	(281)
Cornish Way	1,770	2,426	656	(656)
Fakenham Connect	332	332	0	0
Bacton Car Park	30,000	592	(29,408)	29,408
North Walsham Heritage Action Zone	0	175	175	(175)
Public Convenience Improvements	150,000	151,836	1,836	(1,836)
Cabbell Park Car Park	50,000	47,888	(2,112)	0
Purchase of Property Services Vehicles	0	17,525	17,525	0
	1,702,705	1,758,850	56,145	25,391
Local Homes for Local Need				
Disabled Facilities Grants	1,122,631	1,130,537	7,906	(7,906)
Parkland Improvements	0	128	128	(128)
Compulsory Purchase of Long Term Empty Properties	184,846	23	(184,823)	184,823
Shannoeks Hotel	426,249	1,514	(424,735)	424,735
Laundry Loke - Victory Housing	100,000	0	(100,000)	100,000
Community Housing Fund	200,000	157,624	(42,376)	42,376
Provision of Temporary Accommodation	0	173,613	173,613	(173,613)
Fakenham Extra Care	0	171,024	171,024	(171,024)
	2,033,726	1,634,464	(399,262)	399,262
Climate, Coast and the Environment				
Gypsy and Traveller Short Stay Stopping Facilities	40,849	40,635	(214)	214
Cromer Pier Structural Works - Phase 2	13,815	5,999	(7,817)	7,817
Cromer Pier and West Prom Refurbishment Project	506	25,310	24,804	0
Cromer West Prom Chalets	62,000	655	(61,345)	61,345
Refurbishment Works to the Seaside Shelters	4,371	16,830	12,459	0
Cromer Coast Protection Scheme	30,000	428	(29,572)	29,572
Mundesley - Refurbishment of Coastal Defences	30,000	6,764	(23,236)	23,236
Cromer Pier - Steelworks and Improvements to Pavilion	761,085	833,014	71,929	0
Beach Access	18,772	40,202	21,429	0
Sea Palling Ramp	10,000	349	(9,651)	9,651
Bacton and Walcott Coastal Management Scheme	20,646,035	21,022,157	376,122	0
	21,617,433	21,992,341	374,908	131,835
Quality of Life				
Splash Roof Repairs	0	120,306	120,306	(53,254)
Holt Country Park Play Area	52,000	47,454	(4,546)	4,546
Cromer Sports Hall	102,000	101,106	(894)	0

Splash Gym Equipment	376,698	376,698	0	0
North Walsham Artificial Grass Pitch	100,000	8,114	(91,886)	91,886
Splash Leisure Centre Reprovision	1,611,355	1,769,265	157,910	(157,910)
Uniform Planning System	0	8,675	8,675	0
Car Park Refurbishment	0	2,546	2,546	0
	2,242,053	2,434,163	192,110	(114,731)
Customer Focus and Financial Sustainability				
Administrative Buildings	382,823	595,932	213,108	0
Council Chamber and Committee Room Improvements	12,321	3,910	(8,412)	8,412
Environmental Health IT System Procurement	25,102	17,131	(7,971)	7,971
Document and Records Management System	23,843	30,422	6,579	0
Purchase of Bins	80,000	114,095	34,095	0
User IT Hardware Refresh	50,854	47,475	(3,378)	3,378
Storage Hardware	60,000	42,433	(17,567)	17,567
Members IT	65,000	41,457	(23,543)	23,543
Back Scanning of Files	90,824	57,614	(33,210)	33,210
Electric Vehicle Charging Points	248,600	119,424	(129,176)	129,176
Management Information Systems	0	58,040	58,040	0
Planning System (Scanning of Old Files) - Business Transformation Programme	0	46,556	46,556	0
Multi Functional Devices	0	15,074	15,074	0
	1,039,367	1,189,563	150,195	223,258
TOTAL EXPENDITURE	28,635,284	29,009,381	374,097	665,015
Capital Programme Financing				
Grants	8,201,529	8,402,843		
Other Contributions	15,496,532	15,044,419		
Asset Management Reserve	2,102	2,757		
Revenue Contribution to Capital (RCCO)	0	131,620		
Capital Project Reserve	1,606,353	1,211,818		
Other Reserves	1,350,000	1,310,130		
Capital Receipts	1,878,768	2,905,793		
Internal / External Borrowing	100,000	0		
TOTAL FINANCING	28,635,284	29,009,381		

Prudential Indicator Outturn 2019/20

1. Background:

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

2. Capital Expenditure:

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

Capital Expenditure	2019/20 Estimate £000s	2019/20 Outturn £000s
Total	21,914	29,009

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

Capital Financing	2019/20 Estimate £000s	2019/20 Outturn £000s
Capital receipts	6,838	2,905
Government Grants and other contributions	10,826	23,446
Revenue contributions and Reserves	3,876	2,658
Internal/External Borrowing	374	0
Total Financing	21,914	29,009

3. Capital Financing Requirement:

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

Capital Financing Requirement	2019/20 Estimate £000s	2019/20 Outturn £000s
Total CFR	2,962	2,962

The total CFR indicated in the table relates to loans provided to Registered providers under the Local Investment Strategy. Although initially this would have increased the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years.

4. Authorised Limit and Operational Boundary for External Debt:

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

	2019/20 Estimate £000s	2019/20 Outturn £000s
Authorised Limit for Borrowing	23,400	23,400
Authorised Limit for Other Long-term Liabilities	0	0
Authorised Limit for External Debt	23,400	23,400

Operational Boundary for Borrowing	15,030	15,030
Operational Boundary for Other Long-term Liabilities	0	0
Operational Boundary for External Debt	15,030	15,030

5. Ratio of Financing Costs to Net Revenue Stream:

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

Ratio of Financing Costs to Net Revenue Stream	2019/20 Estimate %	2019/20 Outturn %
Total	(9.19)	(8.58)

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

6. Adoption of the CIPFA Treasury Management Code:

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

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

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<u>Scheme</u>	<u>Scheme Total Current Estimate</u>	<u>Pre 31/03/20 Actual Expenditure</u>	<u>Updated Budget 2020/21</u>	<u>Updated Budget 2021/22</u>	<u>Updated Budget 2022/23</u>
	£	£	£	£	£
Boosting Business Sustainability and Growth					
Rocket House	77,084	37,465	39,619	0	0
Better Broadband for Norfolk	1,000,000	1,000,000	0	0	0
Local Property Investment Fund	1,000,000	524	999,476	0	0
Property Investment Company	2,000,000	0	2,000,000	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0
Deep History Coast	869,777	854,777	15,000	0	0
Fair Meadow House Improvements	50,000	16,650	33,350	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0
Collectors Cabin	25,000	933	24,067	0	0
Cornish Way	170,000	2,426	167,574	0	0
Fakenham Connect	100,000	332	99,668	0	0
Bacton Car Park	30,000	592	29,408	0	0
Holway Road Roundabout	0	0	0	0	0
North Walsham Heritage Action Zone	1,950,000	175	1,949,825	0	0
Public Convenience Improvements	600,000	197,577	402,423	0	0
Cabbell Park Car Park	47,888	47,888	0	0	0
Purchase of Property Services Vehicles	17,525	17,525	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0
	8,107,273	2,221,862	5,885,411	0	0
Local Homes for Local Need					
Disabled Facilities Grants		Annual programme, Annual Programme	992,094	1,000,000	1,000,000
Parkland Improvements	100,000	13,124	86,876	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0	0
Shannoeks Hotel	477,887	53,152	424,735	0	0
Laundry Loke - Victory Housing	100,000	0	100,000	0	0
Community Housing Fund	2,198,261	574,384	569,543	527,167	527,167
Provision of Temporary Accommodation	610,000	173,613	436,387	0	0
Fakenham Extra Care	215,500	171,024	44,476	0	0
	4,377,148	1,475,974	2,838,933	1,527,167	1,527,167
Climate, Coast and the Environment					
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,388,576	28,957	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,370,732	7,817	0	0
Cromer Pier and West Prom Refurbishment Project	1,144,609	1,144,609	0	0	0
Cromer West Prom Chalets	62,000	655	61,345	0	0
Refurbishment Works to the Seaside Shelters	161,960	161,960	0	0	0
Cromer Coast Protection Scheme	8,822,001	5,305,817	1,772,878	1,743,306	0
Coastal Erosion Assistance	90,000	41,203	48,797	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/03/20 Actual Expenditure	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23
	£	£	£	£	£
Coastal Adaptations	410	0	410	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,595,843	1,572,607	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,315,883	1,215,883	100,000	0	0
Beach Access	222,943	222,943	0	0	0
Sea Palling Ramp	10,000	349	9,651	0	0
Bacton and Walcott Coastal Management Scheme	21,784,866	21,376,122	408,744	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0
	39,677,254	32,281,399	4,079,942	3,315,913	0
Quality of Life					
Splash Roof Repairs	130,172	130,172	0	0	0
Holt Country Park Play Area	52,000	47,454	4,546	0	0
Cromer Sports Hall	101,106	101,106	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0
Fakenham Gym	62,500	0	62,500	0	0
Splash Gym Equipment	1,013,000	376,698	636,302	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0
Splash Leisure Centre Re provision	12,697,000	2,829,974	8,237,551	1,629,475	0
Uniform Planning System	8,675	8,675	0	0	0
Car Park Refurbishment	2,546	2,546	0	0	0
	14,954,499	3,507,790	9,817,235	1,629,475	0
Customer Focus and Financial Sustainability					
Administrative Buildings	1,565,678	1,515,678	50,000	0	0
Council Chamber and Committee Room Improvements	89,000	80,588	8,412	0	0
Environmental Health IT System Procurement	150,090	132,119	17,971	0	0
Document and Records Management System	66,579	66,579	0	0	0
Purchase of Bins	646,895	406,895	80,000	80,000	80,000
User IT Hardware Refresh	275,000	106,622	58,378	55,000	55,000
Storage Hardware	60,000	42,433	17,567	0	0
Members IT	65,000	41,457	23,543	0	0
Back Scanning of Files	200,000	166,790	33,210	0	0
Electric Vehicle Charging Points	248,600	119,424	129,176	0	0
Waste vehicles	4,500,000	0	4,500,000	0	0
Housing Options System	20,000	650	19,350	0	0
Management Information Systems	58,040	58,040	0	0	0
Planning system (scanning of Old files) - Business Transformation Programme	46,556	46,556	0	0	0
Multi Functional Devices	15,074	15,074	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/03/20 Actual Expenditure	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23
	£	£	£	£	£
Fire Wall Replacements	36,000	0	36,000	0	0
HR Information Sytem - Implementation	108,100	0	108,100	0	0
Refurbishment of IT Training Eoom	15,000	0	15,000	0	0
Revenue & Benefits IT System Licences	101,000	0	101,000	0	0
Revenues & Benefits Civica (Open Revenues) - Licences & Suppo	100,000	0	100,000	0	0
Citizen App	45,000	0	45,000	0	0
	8,485,614	2,798,906	5,416,708	135,000	135,000
TOTAL EXPENDITURE	75,601,788	42,285,931	28,038,229	6,607,555	1,662,167
<u>Capital Programme Financing</u>					
Grants			5,515,313	4,315,913	1,000,000
Asset Management Reserve			267,242	0	0
Capital Project Reserve			1,198,857	0	0
Other Reserves			4,016,442	527,167	527,167
Capital Receipts			5,302,823	135,000	135,000
Internal / External Borrowing			11,737,551	1,629,475	0
TOTAL FINANCING			28,038,229	6,607,555	1,662,167

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Report Title	North Norfolk District Council's actions in the Recovery phase of the Coronavirus Pandemic
Which Committees is this report intended for? (Please state dates)	Cabinet Date: 7 th September 2020 Overview and Scrutiny Date: 16 th September 2020 Full Council Date: N/A
Is the report Exempt?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Why is it exempt?	
Does the report concern a Key Decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If a Key Decision is it on the Cabinet Work Programme?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Ward(s) affected	All
Responsible Cabinet Member name	Cllr S Butikofer, Leader of the Council
Contact Officer	Steve Blatch, Chief Executive
Email address	Steve.blatch@north-norfolk.gov.uk
Telephone number	01263 516232
Are there Non-electronic appendices?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
List of Background Papers used in drafting this report which are not published elsewhere (this is now required by law and will need to be included at the start of the report)	
File Location	

Implications/Risks

Have you identified and explained within the report the implications of the options available to Members? (Implications should include financial, legal and links to the Council's existing policies and strategies)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> None
Have you highlighted the risks to the Council? Financial Implications and Risks to the Council should have their own separate headings. It is not acceptable to simply state that financial implications or risks have been alluded to in the main body of the report.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> None
Have you considered Sustainability issues in relation to this report? Sustainability should have its own separate heading. It is	<input type="checkbox"/> Yes

not acceptable to simply state that Sustainability has been alluded to in the main body of the report	<input checked="" type="checkbox"/> None
Have you considered Equality and Diversity issues in relation to this report? Equality and Diversity should have its own separate heading. It is not acceptable to simply state that Equality and Diversity has been alluded to in the main body of the report	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> None
Have you considered S17 Crime and Disorder issues in relation to this report? Crime and Disorder should have its own separate heading. It is not acceptable to simply state that Crime and Disorder has been alluded to in the main body of the report	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> None

This report has been subject to the following processes:

Consultations with:		
Cabinet Member	<input checked="" type="checkbox"/> Yes	If not please state reason below
Local Member	<input type="checkbox"/> Yes	If not please state reason below
S151 Officer	<input type="checkbox"/> Yes	If not please state reason below
Monitoring Officer	<input type="checkbox"/> Yes	If not please state reason below
Democratic Services	<input type="checkbox"/> Yes	If not please state reason below
Communications Manager	<input type="checkbox"/> Yes	If not please state reason below
Other Head(s) of Service:		
Others:		
Please confirm this report has been signed off by:		
Strategic Leadership Team	<input type="checkbox"/> Yes	<input type="checkbox"/> Not apt
The Chief Executive	<input type="checkbox"/> Yes	<input type="checkbox"/> Not apt

North Norfolk District Council's actions in the Recovery phase of the Coronavirus Pandemic

Summary:

This report details the actions taken by North Norfolk District Council in the Recovery phase of the Coronavirus Pandemic at a strategic, local and organisational level over the period July – mid August 2020.

This includes:-

- **rolling out the “You are Welcome” reassurance programme to support local retail, hospitality and tourism businesses re-open through the implementation and ongoing review of practical social distancing measures and hand washing facilities so as to create and maintain safe, attractive town centre and seafront environments, in accordance with Government guidance through the Re-opening the High Street Safely Fund programme**
- **with our cleansing contract partner, SERCO, responded to large numbers of visitors to the District through increasing the frequency of toilet cleansing, beach and foreshore cleansing and litter bin emptying in response to unprecedented levels of demand / rubbish**
- **managing the re-opening of Council playgrounds following Government announcements on the phased easing of lockdown restrictions from 20th July**
- **purchasing a fogging machine which has been deployed to reduce the potential transmission of Coronavirus on “high-touch” surfaces within the District Council’s public conveniences, playgrounds, foreshore shelters and on Cromer Pier**
- **completing the paying out of Small Business Grants on behalf of the Government and operating a £2.76million Discretionary Grant Scheme over two phases and recently extended to provide support to some town and parish councils which have lost sources of regular income due to COVID.**
- **Providing temporary accommodation for 55 individuals / households at a cost to date in this financial year of £317,000**
- **making a successful bid for £330,000 under the Norfolk Tourism Sector Support Programme of the Norfolk Strategic Fund**

- making a successful bid to the Government's Getting Building Fund administered locally by the New Anglia Local Enterprise Partnership for the North Walsham Heritage Action Zone Programme securing an additional £1.17million to support the early delivery of this important project to strengthen the appeal and vitality of North Walsham's historic town centre
- supporting the Council's leisure contractor, Everyone Active, with the re-opening of gym and fitness classes from 15th July and swimming facilities from 20th August
- participating in regular meetings of the Norfolk Health Protection Board and Norfolk Health Engagement Board arrangements which are monitoring, reviewing and responding to local outbreaks of Coronavirus in the county in preparation for an anticipated increase of COVID infections in the coming months and by working with partners in Winter Preparedness arrangements.

Options considered: The report details the Council's actions in the Recovery phase of the Coronavirus pandemic during July and August. Actions taken are outlined in the report.

Conclusions: The report details the actions taken by the District Council during July and August in the Recovery phase of the Coronavirus Pandemic and of the ongoing preparations being made to support local communities and businesses adapt to a "new normal" as well as preparing for an anticipated increase in infections levels in the coming autumn and winter months.

Recommendations: Cabinet is asked to note and comment upon the Council's actions during July and August in supporting communities and businesses across North Norfolk in managing Recovery from the Coronavirus Pandemic; and in preparing for an anticipated increase in infections during the autumn and winter months ahead.

Reasons for Recommendations: To inform corporate learning from experience gained through the Recovery phase of the pandemic, and preparedness to respond to an anticipated increase in levels of infection in the months ahead.

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)

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Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer, Leader of the Council	All

Contact Officer, telephone number and email:

Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk
Tel:- 01263 516232

1. Introduction

- 1.1 The Coronavirus global pandemic event has now seen over 22.5 million infections and over 788,500 deaths worldwide (World Health Organisation, 21st August 2020). In the UK there have been over 322,000 confirmed COVID-19 infections and over 41,400 deaths (deaths within 28 days of positive test result; method of calculation revised by Public Health England on 28th July 2020) (BBC News website 20th August 2020).
- 1.2 Thankfully the numbers of infections and deaths in North Norfolk has been, and remains, low – 226 confirmed infections (as at 20th August) and 54 deaths (as at week ending 7th August), - both figures from the Norfolk Insights Report. This gives a cumulative case rate of 216 cases per 100,000 population in North Norfolk. This is the lowest rate of infection of any local authority district in Norfolk and in terms of rank is the 294th authority in England (with 1 being the highest and 317 being the lowest).
- 1.3 Whilst national and local data suggests that levels of Coronavirus transmission and infections remain considerably lower than the peak rates of infection and deaths in March and April, average numbers of infections in the UK are currently about 1000 new cases per day. The Government and local authority / NHS partnerships are closely monitoring levels of infection at local levels, with some parts of the UK subject to restrictions due to localised “spikes” in transmission and infection; largely, but not exclusively, associated with particular “settings” – factories, care homes, education establishments, rather than community transmission. In Norfolk local partners, under the direction of the Norfolk Director of Public Health’s team, are closely monitoring very small numbers of isolated cases and are seeking to manage these incidents through extensive track and trace arrangements with the objective of actively managing and containing any local outbreaks, so as to minimise opportunities for community transmission. To date this strategy has operated well in Norfolk, which has maintained some of the lowest rates of infection and transmission in the country; even with large numbers of tourist visitors returning to the County in recent weeks.

2. North Norfolk District Council's support for recovery

2.1 Adopting the same principle as the reports to Cabinet on 18th May and 6th July, the following comments detail the actions taken by the District Council in response to the Coronavirus situation from early July through until the 20th August 2020:-

2.2 Rolling out the "You are Welcome" reassurance programme

2.2.1 Through this programme the District Council has co-ordinated the delivery of social distancing measures in our market towns, coastal resorts and Hoveton on The Broads – initially with funding from the Government's "Re-opening the High Street Safely" Fund programme – but expanded by the District Council to provide similar measures in popular tourist visitor areas of the District including seafront areas and Broads villages.

2.2.2 Measures introduced included:-

- some temporary works with Norfolk County Council as highway authority to provide safer socially distanced environments in locations with high pedestrian footfall, narrow pavements and queues to enter business premises where there was potential for vehicular / pedestrian conflict;
- information signage at car parks and in towns centres, promenades and the pier to advise people of key safety messages such as advisory one-way pedestrian flows, queuing advice, handwashing, pay by contactless / card and please place your litter in a bin messages
- floor decals advising people of advisory one-way pedestrian flows; and
- provision of hand sanitising stations.

2.2.3 The measures introduced have been kept under weekly review and some changes and revisions have been made as local circumstances have changed with regards to reduced or increased queuing to enter some business premises, increased numbers of visitors particularly in coastal towns and Hoveton.

2.2.4 There was initially some high profile criticism of some of the measures introduced in North Walsham regarding the removal of traffic and short-stay parking from the Market Place, which generated comment in local media and on BBC Radio Norfolk and subsequently resulted in revisions being made to the scheme. However, apart from the issues in North Walsham, which divided local opinion, the majority of the measures delivered by the District Council across the District have been well-received with levels of voluntary adherence to the messaging and social distancing measures being quite high.

2.2.5 The Council has received many favourable comments about the efforts made by both the District Council and local businesses to provide a safe COVID environment for local residents and businesses – including the BBC Beach Watch online feature during the week of the 10th August when the BBC online team spent two days in Cromer posting many messages about our tourism offer and COVID safety measures – including featuring our cleansing operations, deep cleaning of toilets, the RNLI lifeguards and water safety; focus on the measures some businesses had taken – such as the Rocket

House Café, No.1s and Mary Janes and an interview with the Leader of the Council. On 11th August BBC Look East also carried a positive piece on the social distancing measures delivered in Hoveton featuring our hand sanitiser stations and an interview with the Chairman of the Parish Council and positive comments from visitors.

- 2.2.6 Visitor numbers to the District have been monitored through car park usage and RNLI lifeguards and, with good weather and large numbers of staycation holiday makers and day trippers, it is believed that the numbers of visitors to coastal and Broads locations has been strong. Levels of footfall in inland market towns also appears to reflect levels of activity in other years suggesting some recovery of confidence amongst local residents, as well as tourist visitors.
- 2.2.7 With the good weather and limited indoor seating in some food premises, and notwithstanding the Eat Out to Help Out initiative promoted by the Government, the numbers of people eating picnics and takeaway food has far exceeded what we have seen in previous years and this has created significant demands on the Council's cleansing contractor, SERCO, in cleaning rubbish from beaches and promenades and the frequency of emptying litter bins. With the good weather many visitors have also stayed on the beaches later into the evening than in previous years, also creating some management issues for the Council and RNLI lifeguards in respect of water and beach safety.
- 2.2.8 Sadly there have been two sea swimming related tragedies in the District over the peak holiday period – one at Waxham and the second at Overstrand and the Council continues to work closely with HM Coastguard, the RNLI and blue light partners to promote beach safety messages – not only around swimming and water safety, but also the dangers of climbing or walking along or below cliffs.

2.3 Licensing enquiries

- 2.3.1 Towards the end of July, the Government promoted the granting of pavement licences to allow more food and drink businesses to serve customers outdoors given that social distancing guidance meant that there were limitations on the numbers of people food and drink businesses could accommodate within their establishments. The District Council therefore amended its licensing procedures to respond quickly to applications for pavement licences, although, in reality, few such enquiries have been received from North Norfolk businesses because of the narrow pavements and limited outdoor public space which exists in the majority of North Norfolk towns.
- 2.3.2 Staff within the Council's Environmental Health, Licensing and Planning teams have however handled a large volume of enquiries in recent weeks from established businesses wanting to understand the regulations about the placing of outdoor tables, shelters etc on their own land, and from events businesses and business groups wanting to stage events. Advice has been sought about the nature and scale of gatherings, social distancing, ticketing of events for test, track and trace, volume of music etc within the Coronavirus guidance.

2.4 Re-opening of playgrounds

- 2.4.1 Government advice allowed the re-opening of outdoor playgrounds from 4th July but, with quite onerous conditions in terms of signing, cleansing etc – many local authorities, including the District Council, did not feel confident about opening these facilities at that time. The Council did come under some criticism for this delay, but wanted to ensure that as far as possible risks associated with the re-opening of these facilities was minimised.
- 2.4.2 The Council therefore carried out a detailed risk assessment of its 29 playgrounds before opening them on 24th July. This included the Council undertaking a full safety assessment of each site, reinstallation of some equipment which had been removed from some sites, cleaning of the equipment and display of signage advising of the need for handwashing / wiping before and after use to try and minimise risk of virus transmission.
- 2.4.3 All playgrounds and equipment now have a programmed schedule of cleaning to try and reduce / minimise the risk of infection.

2.5 Deep cleaning of public toilets

- 2.5.1 As increasing numbers of visitors came to the District during July, the Council invested in a fogging machine, as used by many rail companies, to provide additional disinfection of public toilets from Saturday 25th July. This machine is now being used on a programmed basis to disinfect the toilets and other “high-touch” surfaces such as the Rocket House lift, benches, railings and seafront shelters, as well as playground equipment, to try and minimise the transmission risk and reassure users / visitors that the Council is seeking to provide as safe an environment as possible for local residents and visitors.

2.6 Discretionary Business Grant Scheme

- 2.6.1 Following payment of over £52million of Government Small Business Grants during April and May, the District Council launched its Discretionary Business Grant Scheme on 1st June, with applications invited from 3rd June and an application deadline of 21st June. The Council received 224 applications in the first round – and made payments to 135 eligible businesses with a value of £1.204 million during the week of the 29th June.
- 2.6.2 The Economic Growth Team then launched a second round of applications from 23rd July, with an application deadline of 9th August. The second round saw a further 100 applications being received, with 85 approved in principle and the balance currently being processed. Final grant awards will be made through a Panel meeting scheduled for the 9th September.
- 2.6.3 On the 4th August the Government advised that Discretionary Grant Funds could be applied to some Town and Parish Council activities where they had seen a loss of income due to Coronavirus from income generating activities. The District Council had lobbied Government for such consideration based upon a small number of local town and parish councils approaching the Council with concerns about the impact on their budgets due to reduced income from parking fees (Blakeney) and some property lettings. Officers therefore wrote to Town and Parish Councils across the District on 14th August advising them of the change in Government advice with regard to such councils experiencing a loss of income from commercial activities advising that a further round of applications can be made to the Discretionary

Grant Fund – officers are therefore considering these applications currently before closing the Discretionary Grant Fund in accordance with Government guidance on 27th August.

2.7 Housing and homelessness support

2.7.1 At the beginning of the COVID lockdown the District Council accommodated 24 street homeless / rough sleepers under the national “Everyone In” initiative to provide a safe place for everyone during the peak of the pandemic. The Council continues to provide temporary accommodation for 12 of these cases.

2.7.2 Early in the lockdown, demand for housing advice services was lower than at the same time last year as people’s focus was staying safe at home in accordance with Government guidance. As the lockdown restrictions have lifted, demand for housing advice and support services has begun to increase, with a number of people with particularly complex needs presenting to us for support.

2.7.3. Numbers of people approaching / being supported by the Housing Options service at present are shown in the table below:-

	2019/2020	1 Apr 2019 – 25 Aug 2019	01 Apr 2020 – 25 Aug 2020
Prevention Opened	148	81	27
Relief Opened	127	52	62
Prevention Outcomes	141	75	17
Relief Outcomes	92	33	32
Final Duties	72	22	32
Final Duties Outcomes	56	18	41
Approaches to the Service	895	392	247

2.7.4 Currently the Council has 55 households (including the 12 street homeless / rough sleepers) in temporary accommodation, this is broken down 35 singles & childless couples & 20 families. Costs of accommodating these people in temporary accommodation to date this financial year has been £317,063 with a projected cost of £749,421 to the end of the financial year. These costs and demands on the service will be kept under constant review.

2.7.5 The Council has also submitted a bid to MHCLG for grant funding to purchase four single person units of accommodation in the District to provide emergency long-term. supported move-on accommodation for rough sleepers on an ongoing basis, the outcome of which should be known by the end of September.

2.8 Mobile testing facilities – North Norfolk

2.8.1 Local COVID testing facilities have been provided in the district at The Meadow Car Park, Cromer and the Highfield Road Car Park in Fakenham since the beginning of May, supported by District Council staff setting up the car parks for this purpose on a twice weekly basis. The testing operations

were initially managed by the military during the period May to end of July; with the service being provided by G4S since the beginning of August.

- 2.8.2 Numbers of tests being carried out at these two locations have reduced since the peak weeks in May. In May there was an average of 328 tests per week at Cromer and 272 per week at Fakenham. In the week of the 12th August this had reduced to 94 tests in Cromer and 109 tests in Fakenham.
- 2.8.3 The District Council has been pleased to support these local testing operations at Cromer and Fakenham, as more distant “regional” facilities at the Norfolk and Norwich University Hospital, Postwick Park and Ride and at Kings Lynn and Great Yarmouth are some distance from North Norfolk meaning that local residents including care workers, older residents in particular would be disadvantaged in terms of time and cost in accessing test facilities beyond the District. It is therefore hoped that despite falling numbers of weekly tests being accessed locally at present, that these facilities can be retained locally.

2.9 Applications for external sources of funding

- 2.9.1 During July, officers in the Economic Growth Team submitted proposals for COVID funding from the Norfolk Strategic Fund and the Government’s Getting Building Fund, the latter of which was administered through the New Anglia Local Enterprise Partnership.
- 2.9.2 Two applications made under these schemes were successful – a £330,000 under the Norfolk Tourism Sector Support Programme of the Norfolk Strategic Fund and a £1.17 million bid to the Government’s Getting Building Fund administered for the North Walsham Heritage Action Zone Programme to support the early delivery of this important project to strengthen the appeal and vitality of North Walsham’s historic town centre – substantive reports on both of these schemes are included elsewhere on this agenda.
- 2.9.3 A further application for funding under the Norfolk Strategic Fund was submitted at short notice by the Head of Finance and Assets seeking additional funding to support the early delivery of enabling infrastructure in support of the Fakenham Urban Extension – a decision on which is anticipated by the end of September – although it is understood that there was significant competition for this Fund.
- 2.9.4 The Leader of the Council, Cabinet portfolio holder for Economic Development and the Chief Executive also held a high level meeting with senior officers of the New Anglia Local Enterprise Partnership to explore how through working jointly together we could promote the LEP’s Resilience and Recovery Fund to North Norfolk businesses and this contact has seen a larger number of applications made to this Fund by local companies.

2.10 Working with our leisure contractors

- 2.10.1 Officers and members have worked with the Council’s leisure contracting partners Everyone Active and Openwide Coastal to plan for the re-opening of leisure centres and the Pier Pavilion Theatre.
- 2.10.2 Everyone Active re-opened gym and fitness classes at Fakenham Sports Centre, the Victory Swim and Fitness Centre at North Walsham and Splash

Leisure Centre from 15th July; with swimming facilities at North Walsham and Splash re-opening from 20th August.

- 2.10.3 The Council has maintained a regular dialogue with Openwide regarding the facilities which can be opened on the Pier. Openwide have operated a food and drink offer on the Pier since early July, when the long-planned glazed windbreaks were installed near Tides Restaurant and in front of the Pavilion Theatre Bar and have supported the strong demand which has existed for outdoor eating and drinking space. The Council has also advised on how shows might be staged within Government guidance in the Pavilion Theatre and is delighted that a variety show will be staged four nights a week (Thursday through Sunday) from 23rd August and throughout September to audiences of 100 people – being one of the first programmed events in a theatre nationally and which has already received positive media coverage for the shows, the Pier and Cromer.

2.11 Strategic Partnership working

- 2.11.1 Throughout July and August, the Strategic Co-ordinating Group (SCG) arrangements at a County level and our internal civil contingency arrangements have continued to meet regularly (now once a week) to ensure that national developments, announcements on key public messages etc are appraised, interpreted and implemented locally.
- 2.11.2 Planning and delivery of actions to support the Recovery phase of the pandemic continue at a Norfolk level – particularly around the support for the economy. There has also been some review of how partners worked together and delivered through the early response phase of the pandemic and national lockdown so that lessons are learnt should there be a future increase in infection levels in Norfolk in the coming months.
- 2.11.3 Alongside the current Recovery work, planning is also underway at a Norfolk partnership level for Winter Preparedness so as to manage demand on NHS and care services through the winter months.
- 2.11.4 During July and August, the Council has also participated in regular meetings of the new Norfolk Health Protection Board and Norfolk Health Engagement Board arrangements which are monitoring, reviewing and responding to local outbreaks of Coronavirus in the county in preparation for an anticipated increase of COVID infections in the coming months and by working with partners in Winter Preparedness arrangements.

3.0 Alignment with Corporate Plan objectives

- 3.1 As outlined in the reports to Cabinet discussed on 18th May and 6th July, the Coronavirus Pandemic is an unprecedented event of global scale, which has continued to require a significant and co-ordinated response by North Norfolk District Council – most recently over the period covered by this report in supporting the local tourism sector open for business following the national lockdown.
- 3.2 Since the beginning of July when tourism and hospitality businesses have been able to trade, much of the Council's focus has been on creating and

maintaining “Covid-safe” visitor environments in our town centres, resort and tourist areas through positive signage and communication messages, social-distancing measures, maintaining hand sanitizing stations, increased cleaning of public toilets and frequency of street, promenade and beach cleansing and emptying of litter bins. This has required a huge effort by the Council and its contract cleansing partner, SERCO, so as to meet the demands of very large numbers of visitors – particularly to coastal and Broads locations.

- 3.3 At the same time, the Council has continued to maintain other services and is progressively giving thought to its Corporate Plan priorities and objectives in seeking to return to a “new normal”. Experience gained through the Coronavirus lockdown, particularly in supporting service delivery online, through virtual appointments and meetings and supporting customers over the telephone, all present opportunities for the Council to deliver differently to customers in the future and consideration is therefore being given to how such a “shift” in customer service focus and interaction might be maintained to deliver better quality and more efficient services in the future.
- 3.4 Whilst it is believed that the Council has continued to respond well to the challenges presented by COVID, reviews of our response to the lockdown and subsequent Recovery are being undertaken at a number of levels to ensure learning is captured and inform future actions both at an organisational and partnership level – the results of which will be reported to Cabinet, Overview and Scrutiny Committee and the Governance, Audit and Risk Committee during the autumn.

4. Medium Term Financial Strategy

- 4.1 The Council’s Head of Finance and Assets continues to monitor the impact of COVID-19 on the Council’s expenditure, income and overall financial position and has detailed elsewhere on this agenda a timetable of key financial reports for the remainder of the civic year.

5. Financial and Resource Implications

- 5.1 See comments made at Section 4 above.

6. Legal Implications

- 6.1 Decisions taken under emergency provisions through delegated powers / authority are detailed within a separate report on this Cabinet agenda.

7. Risks

- 7.1 This report details the Council’s ongoing response to the global Coronavirus pandemic, particularly the actions it has taken over recent weeks to support the re-opening of our local economy so that with limited opportunities for foreign travel and large numbers of people taking staycation holidays and day

trips to North Norfolk visitors and businesses have been able to make the most of a shortened summer tourist season.

- 7.2 Decisions taken have continued to have been informed with reference to Government advice and guidance and decisions taken through the Norfolk Local Resilience Forum arrangements in the interests of the North Norfolk community, visitors and businesses. The Council's GOLD and SILVER civil contingency arrangements have continued to operate within the context of more strategic arrangements through the Norfolk Resilience Forum and emerging Norfolk Health Protection Board structures with the overriding objectives of protecting the public health and lives of North Norfolk residents and visitors whilst seeking to balance the needs of local businesses, employment and the local economy. Future planning is also being undertaken by the Council to plan for an anticipated increase in levels of Coronavirus infections, alongside normal winter pressures, particularly on health partners in North Norfolk, with the objective of managing pressure / demands on local NHS capacity, resources and infrastructure throughout the winter months.

8. Sustainability

- 8.1 None as a direct result of this report.

9. Equality and Diversity

- 9.1 None as a direct result of this report – however many of the actions taken by the Council over the past six months and in future planning, have sought / seek to protect and support some of the most vulnerable people in our communities by virtue of their age, frailty, underlying health conditions or housing situation. Increasingly the Council and partners are giving thought to balancing the needs for support to local businesses and local residents in employment as the full economic impact of the pandemic is realised at a national and local level with projected rises in levels of unemployment and business closures which will create their own issues of financial hardship, economic inclusion, mental health and wellbeing creating new and different demands on both the Council and other support services.

10. Section 17 Crime and Disorder considerations

- 10.1 None as a direct result of this report.

11. Recommendation:-

Cabinet is asked to note and comment upon the Council's actions during July and August in supporting communities and businesses across North Norfolk in managing Recovery from the Coronavirus Pandemic; and in preparing for an anticipated increase in infections during the autumn and winter months ahead.

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Tourism Sector Support Package

Summary: This report sets out proposals for using part of the £330,000 funding that NNDC has been allocated from the Norfolk Strategic Fund to support initiatives that will help develop, promote and sustain the local visitor economy.

It is proposed to establish a grant scheme that would be open for applications from local organisations for projects that will help attract visitors and customers to local businesses in the District outside the peak summer holiday season and help business to adapt to help them trade during the colder months.

Options considered: The funding has been provided as a result of a collaborative bid which set out the broad principles for which the funding should be used. Alternative uses of the funding could include the establishment of a grant scheme that would support individual businesses, in meeting the costs of covid-secure adaptations, however, it is felt that due to the size of the fund and its timing, it is more beneficial to support activities that are likely to have the widest possible impact in supporting the local visitor economy by extending the season.

Conclusions: The proposals contained in this report aim to benefit businesses that comprise or are dependent upon the visitor economy.

Recommendations: **It is recommended that:**

- **Cabinet recommend to Full Council that the £330,000 received from Norfolk Strategic Fund is allocated to a new 'Economic Recovery' reserve and that £150,000 of this is set aside for the tourism Sector Support Package, along £25,000 from the Reopening High Streets Safely' fund, for the establishment of a £175,000 grant scheme to support the local visitor economy;**
- **delegated authority be given to the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic & Career Development, to establish the terms of a suitable grant scheme;**
- **a Cabinet working party be established to act as a panel to consider applications to the fund and make recommendations to the Head of Economic & Community Development to implement;**
- **authority be given to the Head of Economic & Community Development, in consultation**

with the with the Cabinet Member for Economic & Career Development, to determine the outcome of applications to the funding scheme, and the imposition any appropriate grant conditions.

Reasons for Recommendations: To ensure the timely establishment of the funding scheme and its effective, efficient and equitable administration.

Cabinet Member(s) Cllr R Kershaw	Ward(s) affected All
Contact Officer, telephone number and email: Robert Young, Head of Economic & Community Development, Tel: 01263 516162, email: robert.young@north-norfolk.gov.uk	

1. Background

- 1.1 The economic impacts of Covid-19 and the consequent response measures introduced by the Government are well documented. The businesses operating in sectors relating to the visitor economy were particularly affected. Whilst there has been some bounce-back since the relaxation of the restrictions in June, with many of our local areas experiencing large numbers of visitors (day visitors and overnight stays), the late start to the season and the cancellation of the many events that attract visitors, coupled with the reduction in capacity resulting from public health guidelines, leaves businesses with greatly reduced income and the prospect of a long and uncertain time before they are likely to operate again at anything like their full operating capacity. This will leave many businesses with difficult choices to make about their future prospects and how they might remain profitable over the autumn, winter and spring, which is obviously critical to their ability to retain staff and make investments.
- 1.2 A consortium comprising Norfolk Local Authorities, together with Visit East of England, secured funding from the Norfolk Strategic Fund for a 'Tourism Sector Support Package.' On the basis of the proportion of businesses operating in the appropriate sector, North Norfolk received an allocation from the fund of £330,000; which is divided between measures to assist in meeting the additional costs for the safe operation of the towns, resorts and visitor hotspots; and funding towards initiatives that will support the visitor economy and businesses that it supports. In the submission from North Norfolk the Council anticipated the funding for the latter to be £150,000. In addition to this, funding of £25,000 remains available from the North Norfolk allocation of the 'Reopening High Streets Safely' fund for marketing purposes, thus the total available for the initiative set out in this report is £175,000.
- 1.3 Visitors are attracted to North Norfolk by the beauty of the natural and built environment, the historic and cultural assets, the many superb visitor attractions that operate here and the high quality hospitality offer. During the winter months, and what are referred to as the shoulder months, often additional efforts are made to attract visitors and encourage longer stays, including events, festivals, promotional activities etc. The economic impact

and uncertainty brought about by the Covid-19 pandemic has led to the cancellation of many such activities, and to a reduction in funds (and confidence) amongst local organisations and businesses to invest in these kinds of initiatives. With no certainty about what the seasons ahead might hold, businesses may be forced to take a risk-averse approach and reduce their opening times or close altogether. This funding initiative therefore aims to help restore confidence and provide the support needed to help plan for activities that will assist with the difficult months ahead.

2. Proposals

2.1. A prospectus will be produced, setting out the purpose, process and expected outcomes of the scheme, together with project and eligibility criteria.

2.2 Project outcomes

It is suggested that the funding available to North Norfolk be used to support initiatives that achieve one or more of the following:

- attract visitors to the area outside the usual school summer holiday season
- target specific user groups that might have been especially affected by the Covid pandemic
- encourage collaborative activity amongst local businesses
- benefit businesses in the tourism, hospitality, serviced accommodation and related sectors that comprise the visitor economy and provide significant employment locally, perhaps with consequential benefits to other sectors, such as food production, retail and arts
- help businesses to plan and be more resilient, adaptable, innovative and sustainable in the winter months.
- Initiatives that provide, support or promote environmentally sustainable travel to or within destinations.

2.3 Items to support winter adaptation could include, but are not limited to:

- weather-shielding equipment, such as wind breaks
- temporary structures to accommodate increased customer numbers or keep waiting visitors dry or safe (such as awnings or marquees)
- improvised waiting areas, reception areas or ticket offices
- online/mobile-based technology to reduce queueing etc. (e.g. ticketing solutions, ordering, payment).

Process

2.4 It is proposed that a grant scheme be established and open for proposals before the end of September and successful initiatives will be expected to provide beneficial outcomes prior to 30 June 2021 (although if projects have a legacy beyond that period or are perhaps repeated annually that will be deemed acceptable). Publicity for the scheme should be undertaken as soon as approval is given so that potential applicants can have sufficient time to develop their proposals. In order that an assessment can be made of the likely scope of projects to be delivered, and any synergy between them be identified so as to establish greater collaboration, it is suggested that there be a two-stage application process; initially inviting expressions of interest. Support would be provided to suitable project applicants that have met the

Eol criteria, in order to help them develop successful detailed applications.

2.5 *Project criteria*

It is suggested that successful applications should meet the following criteria:

- impacts are wider than just an individual business
- initiatives must incorporate sufficient flexibility so that they can adapt to changing circumstances or Covid response provisions (e.g. they should not be fixed to a particular point in time)
- the initiative will support the visitor economy outside the peak summer holiday season (July and August)
- projects must contain sufficient detail to prove how they comply with relevant legislation, regulations and guidelines, especially those in place to prevent the spread of Covid-19 (e.g. relating to public health and safety, planning, licencing etc.)
- projects must incorporate measures that minimise their impact upon the environment
- projects must accord and not be in conflict with the campaigns and strategies of Visit East of England, Visit Norfolk, Visit North Norfolk or Visit the Broads.

2.6 *Eligibility criteria*

A wide range of potential applicants should be eligible for the scheme from the private sector and third sector, including:

- individual businesses
- consortia of local businesses
- local business organisations (e.g. Chambers of Trade)
- Destination Marketing Organisations operating in the locality (Visit North Norfolk and Visit the Broads)
- third-sector organisations set up to support the economic wellbeing of local communities.

2.7 *Funding*

A total of £175,000 is available to support initiatives that meet the purposes of the fund. It is proposed that the maximum grant available be £10,000 for individual projects; and for collaborative projects, that involve a number of organisations or benefit multiple localities, it is proposed that the maximum grant available be £20,000. Essentially this scheme intends to help 'de-risk' proposals and potential investments of third parties but in order to ensure accountability and the sound financial sustainability of projects, it is considered important that the risk is shared with the organisation undertaking the project. It is therefore proposed that projects would be supported up to a maximum of 50% of eligible costs (i.e. a maximum grant of £10,000 would be available for a project costing £20,000 or more).

- 2.8 There will be a wide variety of proposals that could meet the criteria suggested for this scheme and it is not proposed to prescribe what these might be; however, it must be stressed that applications must demonstrate how they comply with public health regulations in force at the time of their

operation or implementation. The following are given as possible examples:

- seasonal attractions
- promotional events
- specialist markets
- collaborative promotional activities
- itineraries
- marketing campaigns
- innovative technology
- physical adaptations to property
- temporary structures
- equipment.

3. Corporate Plan Objectives

- 3.1 The proposals set out in this report aim to achieve the objectives set out in the 'boosting business growth' priority of the Corporate Plan but particularly seek to address some of the economic impacts of the covid pandemic on the local visitor economy.

4. Medium Term Financial Strategy

- 4.1 The proposals set out in this report are funded by external grant and will not adversely affect the MTFS.

5. Financial and Resource Implications

- 5.1 The financial implications of the proposed grant scheme are set out in the report. The scheme will be administered by the Economic Growth team with advice and appropriate support from other teams as appropriate (e.g. relating to matters concerning health and safety, planning, licencing etc.)

6. Legal Implications

- 6.1 There are no known legal implications for the proposed scheme.

7. Risks

- 7.1 Any new funding scheme includes inherent risks about the way in which the funding is used. To ensure that projects meet the expected criteria it is proposed that applications will be assessed against the prospectus. The Council is well versed in the operation and administration of grant funding schemes and has the resources and procedures in place to ensure that standards of propriety are maintained and that the funds are properly accounted for and audited. To ensure the robustness of the funding decisions, it is proposed that a panel be constituted to make recommendations on which the responsible officer will act, in consultation with the relevant portfolio holder.

- 7.2 The funding for this scheme is from external grant sources and is budgeted for. In order to ensure that maximum benefit is achieved from this scheme a two-stage application process is proposed. The initial EoI stage will help develop projects of the right scale and to maximise collaboration between applicants, this will also help ensure the maximum take-up of grant.

7.3 If initiatives funded under this scheme are not operated responsibly and do not adhere to Covid-related regulations, guidelines and best practice then there will be a reputational risk to the Council. In order to mitigate this, proposals will be expected to demonstrate how they comply with all relevant legislation, regulation and guidance governing the purpose for which the grant is given; failure to demonstrate this will result in grants being withheld. Grant conditions will be imposed to cover adherence to regulations in place at the time the grant funded project is implemented.

8. Impact on Climate Change

8.1 Environmental sustainability will feature in the prospectus to ensure that applications incorporate measures that minimise their impact upon the environment.

9. Equality and Diversity

9.1 No direct implications arising from this report.

10. Section 17 Crime and Disorder considerations

10.1 No direct implications arising from this report.

11. Conclusion

11.1 In order to support the visitor economy in North Norfolk and help it respond to the challenges that it will face over the coming months and compensate for some of the detrimental impacts of Covid-19, a grant scheme is proposed for projects and initiatives that will meet the purposes of the Tourism Sector Support Package. A prospectus should be provided, setting out the criteria against which applications will be assessed, the principles of which are included in this report.

11.2 It is recommended that:

- Cabinet recommend to Full Council that the £330,000 received from Norfolk Strategic Fund is allocated to a new 'Economic Recovery' reserve and that £150,000 of this is set aside for the tourism Sector Support Package, along £25,000 from the Reopening High Streets Safely' fund, for the establishment of a £175,000 grant scheme to support the local visitor economy;
- delegated authority be given to the Head of Economic & Community Development, in consultation with the Cabinet Member for Economic & Career Development, to establish the terms of a suitable grant scheme;
- a Cabinet working party be established to act as a panel to consider applications to the fund and make recommendations to the Head of Economic & Community Development to implement;
- authority be given to the Head of Economic & Community Development, in consultation with the with the Cabinet Member for Economic & Career Development, to determine the outcome of applications to the funding scheme, and the imposition any appropriate grant conditions.

NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS

Summary:

The Council has been successful in its bid for funding from the Getting Building Fund to support a programme of townscape improvements for North Walsham Town Centre. This will augment the proposals made under the North Walsham Town Centre Heritage Action Zone (HAZ) programme, for which the Council has been successful in winning a grant from Historic England.

This funding provides a significant amount of match funding that will allow a critical element of the project to proceed – North Walsham town centre public realm improvements – with greater haste and more certainty than would otherwise have been the case. This will allow for work to progress on engaging stakeholders and designing a suitable scheme to remodel public spaces within North Walsham town centre. This will be referred to as town centre ‘place-making.’

This should clearly set in sufficient detail all feasible alternatives. This will go in the minutes.

Options considered:

The HAZ programme requires significant levels of match funding in order to achieve its objectives. The funding approved previously by the Council would not have been sufficient to deliver all of the improvements that are hoped to be made to the townscape. This funding will allow that specific project element to proceed, and indeed bring it forward in the overall HAZ programme. There is currently no identified alternative source of funding to deliver this element of the scheme and realistically the only other option is to review the programme in the hope of gaining sufficient funding from elsewhere to deliver it at a later date. This is not considered a sensible option as it would increase the uncertainty over the delivery of this scheme which, given the current economic circumstances, is considered to be optimal timing. The only other alternative is to not deliver this part of the HAZ programme, which itself might jeopardise the whole initiative.

Conclusions:

The proposals contained in this report aim to capitalise on external funding opportunities to deliver a key aspect of the revitalisation of North Walsham town centre.

Recommendations:

It is recommended that:

- 1. Cabinet Recommend to Full Council that the success of bid by this Council be noted and that the sum of £1,170,000 (from a grant received**

from the Getting Building Fund) be allocated in the budget towards the town centre place-making elements of North Walsham High Street Heritage Action Zone.

2. Authority be delegated to Cabinet, in consultation with the North Walsham Town Centre Heritage Action Zone Working Party, to determine the terms of the implementation of the scheme, including the involvement of interested parties, scheme design and implementation.

Reasons for Recommendations: To capitalise on the external funding opportunity in order to deliver improvements to North walsham town centre in a timely fashion.

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)

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Cabinet Member(s) Cllr Richard Kershaw	Ward(s) affected North Walsham Market Cross Ward
Contact Officer, telephone number and email: Robert Young; 01263 516162; robert.young@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Getting Building Fund was established as part of the Government’s response to the economic impacts of Covid-19. It aims (inter alia) to deliver infrastructure in areas facing the biggest economic challenges as a result of the pandemic. It is supporting projects agreed with Local Enterprise Partnerships to boost economic growth and fuel local recovery and jobs. The Council has secured a grant of £1,170,000, via New Anglia LEP. The stated aims of the project are to make the town centre more accessible and to increase its attractiveness to a range of commercial and service uses, reinforced by a marketing campaign.
- 1.2 The High Streets Heritage Action Zones (HSHAZ) programme is a place-based scheme designed to secure lasting improvements to our historic high streets and the communities who use them. The Council’s bid for £975,000 was formally approved on 27th March this year (although news of the award was subject to an embargo). The Council had previously approved a budget of £975,000 of match-funding to support the broad delivery of the programme. The fund is administered by Historic England and the North Walsham programme will be managed by the Council in collaboration with key stakeholders and through close involvement with the local community in North Walsham.
- 1.3 The Programme has as its goal, making the high street (by which for North Walsham is meant Market pace and the surrounding town centre commercial

areas, including the various lokes, passages pavements and routes to/from the car parks) a more attractive, engaging and vibrant place. HSHAZs set out to achieve this through physical works to buildings, including repair and conversion to new uses, and strong community engagement, HSHAZs also seek to improve shared spaces, creating cultural opportunities through learning about the history of the high street and its importance to local communities.

2. Background

- 2.1 At its meeting on 7th October 2019 Cabinet received a report outlining the purposes on the North Walsham HSHAZ bid. Cabinet welcomed and supported the opportunity that this programme provides to regenerate North Walsham town centre and recommended that the Council match fund the programme delivery. Subsequently Full Council at its meeting on 20th November 2019 resolved that that up to £975,000 be allocated from capital receipts to match fund the programme delivery.
- 2.2 Cabinet resolved to delegate the formulation of the detailed programme to the Head of Economic & Community Development in consultation with the Portfolio Holder for Economic& Career Development and the Portfolio Holder for Culture & Wellbeing, following a process that includes Historic England and local stakeholders. It also resolved to establish a Cabinet Working Party to support the project development and delivery. Subsequently the programme for the successful application was developed and the Working Party has met regularly to advise on the development and delivery of the programme. A project manager (Jenni Jordan) has been appointed to the Economic Growth team.

3. Proposals

- 3.1 The town centre place-making scheme will comprise physical improvements to the public realm within North Walsham town centre with the aim of making it a more attractive and accessible place for customers of town centre businesses, thus improving the economic prospects for businesses offering goods and services within the town. Norfolk County Council undertook a 'place-making study', which it published in December 2018. It was on the basis of tentative options within that study that the appropriate elements of the HAZ bid were developed. On the basis of cost estimates, the Getting Building fund proposals were developed.
- 3.2 The starting point for any re-design of the Market Place and surrounding areas will be engaging town centre businesses, shoppers, specific user groups and other interested parties in order to establish the objectives from their various perspectives. With those outcomes in mind a series of potential options would be developed, modelled and tested in order to understand their likely impact and acceptability. Draft designs would likely then be formulated for further consultation. This process is intended to produce an appropriate design as a result of dialogue with those whom the scheme will ultimately benefit (or affect). It should be noted that this element should not be viewed in isolation but as part of an integrated and holistic package of improvements to North Walsham town centre under the HAZ programme.
- 3.3 If the proposal set out in this report is supported then the North Walsham town centre place-making proposals, comprising the Market place and the other linked access and circulation points within the town centre, will have budget made up as follows. It is hoped that additional funding and in-kind

support will be forthcoming from Norfolk County Council in support of their market towns network improvement strategy or related initiatives:

- Historic England: £335,000 (part of the NWHSZAZ programme funding)
- North Norfolk District Council: £385,000 (part of the NWHSZAZ programme match funding)
- New Anglia LEP (MHCLG): £1,170,000 (Getting Building Fund)
- Total: £1,890,000

3.4 The Getting Building Fund must be spent by March 2022. This presents a challenging timescale but one that is achievable as a result of the development work that has already gone into the HSHAZ programme. Officers are reviewing the programme and the HAZ funding profile in order to bring forward the place-making project and ensure its timely implementation.

4. Corporate Plan Objectives

4.1 This proposal supports the 'Boosting Business Growth' objective of "facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure."

4.2 The approach advocated would also support the Corporate Plan priorities of 'Financial Sustainability and Growth' and 'Quality of Life.'

5. Medium Term Financial Strategy

5.1 If the funding outlined in this report is approved, it should be added to the overall NWHSZAZ project fund outlined in the MTFS.

6. Financial and Resource Implications

6.1 The funding that this proposal brings, together with that from other sources, is believed to be sufficient to deliver the scheme; however the works will need to be tendered. The scheme will be managed by staff in the Economic Growth team but specific design and project management resources will be need to be provided by consultants.

7. Legal implications

7.1 The matters addressed in this report have no specific legal implications.

8. Risks

8.1 The HAZ funding has grant conditions and the Getting Building Fund will similarly include strict criteria that the Council will need to adhere to. The principle issue identified to date relates to the delivery timescale. In order to mitigate any risk of the project slipping, sufficient staff resources will need to be dedicated to the place-making project. A HSHAZ project manager was recruited in July and once the funding package for place-making scheme is agreed the project plan will begin to be implemented. The earliest activity will need to be community involvement and stakeholder engagement, in order that work can commence as soon as possible on the formulation of draft design options to meet the identified common aims and objectives of the scheme.

9. Impact on Climate Change

9.1 There are no identified adverse sustainability implications directly resulting from the recommendation or options considered in this report. If the proposals are approved, the resultant scheme will reinforce the role of the town centre as a local service centre and hopefully thus reduce the journey time of its customers and visitors. Improving the public realm will help engender greater the civic pride and provide opportunities to improve the wellbeing of the local population.

10. Equality and Diversity

10.1 There are no identified equality and diversity implications directly resulting from the recommendations or options considered in this report.

11. Section 17 Crime and Disorder considerations

11.1 There are no identified Crime and Disorder implications directly resulting from the recommendations or options considered in this report.

12. Conclusion

12.1 North Walsham is the District's largest town and plays an important role as a service centre to a substantial hinterland. Its significance is likely to increase through planned future expansion. Like many other towns nationally, its town centre has struggled to remain vibrant in the face of changes to the retail sector. This year it has been uniquely challenged also by the huge disruption to town centre accessibility and consequential impacts on town centre businesses caused by the relaying of the gas main, which then collided with the economic impacts of the Covid-19 pandemic.

12.2 The funding package presents a very substantial opportunity to make improvements to the town centre that will improve trading conditions and consequently the vitality and viability of North Walsham town centre through the place-making proposals.

12.3 It is recommended that:

- Cabinet Recommend to Full Council that the success of bid by this Council be noted and that the sum of £1,170,000 (from a grant received from the Getting Building Fund) be allocated in the budget towards the town centre place-making elements of North Walsham High Street Heritage Action Zone.
- Authority be delegated to Cabinet, in consultation with the North Walsham Town Centre Heritage Action Zone Working Party, to determine the terms of the implementation of the scheme, including the involvement of interested parties, scheme design and implementation.

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Options regarding a property

Summary: To consider all options regarding a property owned by the Council.

Options considered: Two further key options were considered:

- 1) A freehold disposal, however this would have resulted in a lost opportunity to provide temporary accommodation locally.
- 2) Further development of the property, however this had risks around planning and financial viability.

Conclusions: This proposal would help to deliver the objective of “Local Homes for Local Need” and the council’s statutory duty to provide accommodation for homeless households.

A small financial yield would be generated from retaining the property, refurbishing and letting it as temporary accommodation alongside on going savings by not placing families in to more costly accommodation and meet its housing obligations.

Officers recommended that a capital budget and allocation of existing funding to be provided to delivery this proposal.

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

- 1) Support the proposal to retain and refurbish the property**
- 2) To utilise the property for temporary accommodation**
- 3) To allocate the funding as described in the exempt Appendix for the project**

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

Cabinet Member(s) Councillor Greg Hayman and Councillor Andrew Brown	Ward(s) affected Sculthorpe
Contact Officer, telephone number and email: Renata Garfoot Asset Strategy Manager, Tel: 01263 516086 Email: Renata.garfoot@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Council acquired 2 properties through a Compulsory Purchase Order (CPO) in 2018, as the owner had failed to bring the properties into a usable state.
- 1.2 The intention was to sell both properties in 2018 however, due to a Land Registry title issue the properties could not be sold until that had been resolved.
- 1.4 Having resolved this issue, one of the two properties was placed on the open market for sale in February 2019. This property was later withdrawn from the market as the Housing Team established a need to utilise the property for temporary accommodation.
- 1.5 The initial intention for the remaining property, which required substantial refurbishment was to dispose of it at auction. However, prior to the auction there was a request for a further review and options appraisal.

2. Review and option appraisal

- 2.1 In summary the appraisal considered 3 main options;
 - 2.1.1 A freehold disposal, retention of the property following refurbishment
 - 2.1.2 Use for temporary accommodation
 - 2.1.3 Further development of the property
- 2.2 Further details of the appraisal, including financial implications, risks and advantages/disadvantages for each option can be found in the exempt Appendix A.

3. Proposal

- 3.1 Following the completion of the options appraisal it is recommended that the remaining property be retained, refurbished and utilised for temporary accommodation.
- 3.2 The Housing Team have successful in letting and managing the adjacent property for temporary accommodation for the last 18 months and this property would further support their service delivery.
- 3.3 The Council retains the scope to extend the property in the future if needed or if a housing company is established the property could be transferred and then let at a market rent to improve the financial yield.

4. Corporate Plan Objectives

- 4.1 This proposal helps deliver the Corporate Plan objective “Local Homes for Local Need” and a statutory duty to provide accommodation for homeless households.

5. Conclusion

- 5.1 Whilst the property remains vacant it does not contribute to the Council’s Corporate Plan and priorities. This proposal would help to deliver the objective of “Local Homes for Local Need” and the council’s statutory duty to provide accommodation for homeless households.

- 5.2 Officers recommend that whilst there would only be a small financial yield generated from retaining the property, refurbishing and letting it as temporary accommodation the Council would create further on going savings by not placing families in to more costly accommodation and meet its housing obligations.
- 5.3 Officers recommended that a capital budget as described in the appendix is provided alongside the £19,400 of existing funding to renovate the property so that it can be utilised as temporary accommodation.
- 5.4 The Council retains the scope to extend the property in the future if needed or if a housing company is established the property could be transferred and then let at a higher market rent to improve the investment yield.

6. Implications and Risks

- 5.1 In terms of legal implications, the council is able to hold in the General Fund, and let on licence, homes to be used for TA for homeless households.
- 5.1 The specific financial implications and risks relating to the proposed option can be found in the Appendix A. (Exempt)

7. Financial Implications and Risks

- 6.1 The specific financial implications and risks relating to the proposed option can be found in the appendix A.
- 6.2 The use of this property for temporary accommodation will help to reduce the net spend on temporary accommodation by reducing the need for more costly alternatives such as bed and breakfast accommodation.

8. Sustainability

- 7.1 Renovation of the property is required to enhance its sustainability and with bring it back into use it can support the Council in providing a sustainable temporary accommodation service.

9. Equality and Diversity

- 8.1 There are no direct equality and diversity matters with this proposal.

10. Section 17 Crime and Disorder considerations

- 9.1 There is a risk of vandalism or anti-social behaviour with the property if it remains unoccupied.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Officer Delegated Decisions (August 2020)

Summary: This report details the decisions taken by Senior Officers under delegated powers from 25th July to 27th August 2020

Options considered: Not applicable.

Recommendations: **To receive and note the report and the register of officer decisions taken under delegated powers.**

Reasons for Recommendations: The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)

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)

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010	

1. Introduction

1.1 Officer delegated decision making process.

The officer delegated decision making process has been refreshed in light of the Covid-19 pandemic so that decisions that need to be made quickly can be. The reporting of decisions taken in this way has been strengthened, so it is clear that it is an officer decision that is being made, and the consultation requirements around those decisions. These decisions are available to the public through the website and are reported to Members through a weekly information bulletin. Key decisions are reported to Cabinet. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 5.1 and 5.2 and the publication of these decisions is a legal requirement.

2. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

- 2.1 Following the outbreak of the Covid 19 pandemic, the Council had to realign its resources and the committee meeting cycle was reviewed and adapted to accommodate the business coming through. Committee meetings are being held remotely for the foreseeable future. All decisions taken under delegation from mid-March onwards are recorded on the Council's website:
<https://www.north-norfolk.gov.uk/tasks/democratic-services/officer-delegated-decisions/>
- 2.2 Several of the key decisions that were taken under delegation in the early stages of the pandemic, have now been re-visited and reversed and this is reflected in the summary list of officer decisions (Appendix A). All of the decisions taken since March 2020 are available to view on the Council's website.

3. Consultation

- 3.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.
- 3.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader. The Covid 19 pandemic was considered to fall within this category.
- 3.3 Overview and Scrutiny Committee will receive the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

4. Financial and Resource Implications

As many of the decisions taken by officers under delegated powers were key decisions there is a financial impact. These are outlined within the delegated decision form.

5. Legal Implications

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected

- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a form.

6. Conclusion and Recommendations

All decisions, including key decisions, that have been taken by senior officers under delegated authority during the period 25th July to 27th August 2020 have been recorded and a summary is provided at Appendix A

Recommendation:

Cabinet is asked to receive and note the register of officer decisions taken under delegation.

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Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised;	Key Decision y/n	Officer exercising Delegation	Details of decision made	Consultations undertaken	Date of decision	Date Reported to Council/Cabinet
<p><i>Chapter 6; Full delegation to Chief Officers</i></p> <p><i>Section 5.1: routine matters</i></p> <p><i>Section 5.2 Emergency powers</i></p>				<p><i>Section 5.1 : Leader or Portfolio Holder/Local Member</i></p> <p><i>Section 5.2: Leader or Deputy Leader</i></p>		
Section 5.2	Yes	Head of Finance	<p>Agreement to fee charges in respect of the Council's newly installed electric vehicle charging points (EVCPs) as follows;</p> <ul style="list-style-type: none"> - Standard tariff = £0.30p /kWh + £0.50p connection fee plus normal parking fee - this would apply to all during the time car parks currently charge (08:00 – 18:00) - 'Resident tariff' = £0.30p / kWh (no connection fee) – 'Resident tariff' applicable between the hours of 18:00 and 08:00 (to coincide with the period when car parks are not charges for). The saving for customers here is the connection fee and favours residents living close to the car park and who would likely charge overnight when there are also no car parking charges levied between 18:00 and 08:00). 	S.5.1 – Portfolio Holder	19.08.20	07.09.20

Record of Decisions taken under Delegated Authority (Appendix A)

Section 5.1	Yes	Head of Economic & Community Growth	In accordance with a temporary agreement, without prejudice, pending a Deed of Settlement, it has been agreed to provide a sum of £36,453 to cover the identified losses suffered by SLM (Everyone Active) for the month of August 2020. To support the Council's leisure contractor with its immediate and longer term cash flow issues following the partial reopening of leisure facilities in the District. In the final agreed Deed of Settlement covering the period July 2020 to March 2021 (due to be considered by Full Council in September) such payment would be deducted from any final settlement made for that period.	S.5.1 – Leader of the Council & Portfolio Holder	24.08.20	07.09.20

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