

# Overview & Scrutiny Committee



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Tuesday, 8 September 2020

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **remotely via Zoom** on **Wednesday, 16 September 2020** at **9.30 am**.

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

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

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

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

**Emma Denny**  
**Democratic Services Manager**

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

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



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

**Chief Executive:** Steve Blatch  
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## A G E N D A

### 1. TO RECEIVE APOLOGIES FOR ABSENCE

### 2. SUBSTITUTES

### 3. PUBLIC QUESTIONS & STATEMENTS

To receive questions / statements from the public, if any.

### 4. MINUTES

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 12<sup>th</sup> August 2020.

### 5. ITEMS OF URGENT BUSINESS

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

### 6. DECLARATIONS OF INTEREST

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

### 7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

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

#### **COVID-19 FINANCIAL IMPLICATIONS – 2020/21 REVISED BUDGET UPDATE**

The following recommendations were accepted by Cabinet and SLT:

To recommend to Cabinet:

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.

To recommend to SLT:

2. OSC requests a deeper understanding of the Council's reserves and asks the Head of Finance to produce a supplementary report with a detailed breakdown of amounts, timescales and projects (in the case of earmarked reserves) and any requirements and constraints in relation to the general (un-earmarked) reserves.

**10. 2019/20 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)**

9 - 30

**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)*

*Budget Monitoring Reports, NNDR returns*

Cabinet Member(s):  
Cllr Eric Seward

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

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

31 - 42

**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 20<sup>th</sup> 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)*

Cabinet Member(s)  
Cllr Sarah Butikofer

Wards affected:  
All

Contact Officer, telephone number and email: Steve Blatch - Chief Executive  
Email:- [steve.blatch@north-norfolk.gov.uk](mailto:steve.blatch@north-norfolk.gov.uk)  
Tel: 01263 516232



**12. NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS**

43 - 48

**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)*

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](mailto:robert.young@north-norfolk.gov.uk)

**13. OFFICER DELEGATED DECISIONS (AUGUST 2020)**

49 - 54

**Summary:** This report details the decisions taken by Senior Officers under delegated powers from 25<sup>th</sup> July to 27<sup>th</sup> 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

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

**WORK PROGRAMMES**

**14. THE CABINET WORK PROGRAMME 55 - 58**

To note the upcoming Cabinet Work Programme.

**15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 59 - 64**

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

**16. EXCLUSION OF THE PRESS AND PUBLIC**

To pass the following resolution, if necessary:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of

business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph \_ of Part I of Schedule 12A (as amended) to the Act.”

**17. SHERINGHAM LEISURE CENTRE OPTIONS**

65 - 72

## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 12 August 2020 in the remotely via Zoom at 9.30 am

<b>Committee Members Present:</b>	Mr N Dixon (Chairman)	Mr H Blathwayt
	Mrs W Fredericks	Mr P Heinrich
	Mr N Housden	Mr G Mancini-Boyle
	Mr N Pearce	Miss L Shires
	Mr J Toye	Mr A Varley
<b>Members also attending:</b>	Mr A Brown (Observer)	Mrs S Bütikofer (Observer)
	Mr C Cushing (Observer)	Ms V Gay (Observer)
	Mrs P Grove-Jones (Observer)	Mr J Rest (Observer)
<b>Officers in Attendance:</b>	Democratic Services and Governance Officer (Scrutiny) (DS&GOS), Chief Executive (CE), Head of Legal & Monitoring Officer (HLS), Head of Finance and Asset Management/Section 151 Officer (HFAM), Chief Technical Accountant (CTA) and Revenues Manager (RM)	

**Also in attendance:**

### 36 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr T Adams and Cllr E Spagnola.

### 37 SUBSTITUTES

None.

### 38 PUBLIC QUESTIONS & STATEMENTS

None received.

### 39 MINUTES

Minutes of the meeting held on 22<sup>nd</sup> July 2020 were approved as a correct record and signed by the Chairman, subject to the following amendment:

On p9 Cllr V Gay stated that there was approximately £200k remaining in the Sheringham Leisure Centre Project's contingency fund, as opposed to the stated £200k of contingency funds spent.

### 40 ITEMS OF URGENT BUSINESS

None received.

### 41 DECLARATIONS OF INTEREST

None declared.

#### **42 PETITIONS FROM MEMBERS OF THE PUBLIC**

- i. The DS&GOS informed Members that a petition had been received against the pedestrianisation of North Walsham Town Centre, however it had not met the threshold for debate due to a significant number of incomplete addresses. It was reported that Cabinet had chosen to respond to the petition, and the CE explained that since social distancing measures had been put in place, there had been regular reviews of the area. As a result, whilst traffic had been excluded from the market place to allow safe queuing, this had now been relaxed following the reopening of non-essential retail establishments to allow traffic and parking. It was noted that ten of fifteen normal parking spaces and two of three blue badge spaces had now been reinstated, although one hours free parking remained in place at the bank loke car park. The CE informed Members that whilst the scheme had been amended as a result of the petition, it was always the intention of the Council to create a Covid-safe pedestrian environment, to balance the needs of customers with local businesses.
- ii. Cllr V Gay stated that the Council would keep the situation in North Walsham under review, and remain alert to the needs of disabled individuals. She added her thanks to all involved and Cllr E Seward who had worked to resolve the issues as soon as possible.

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

None received.

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

- i. The DS&GOS informed Members that Cabinet had accepted the recommendation to undertake a viability study of whether a much earlier demolition of the existing Splash facility would allow for a much earlier opening of the new facility, whilst also delivering enhanced project viability and cost savings.
- ii. On the MTI recommendations it was noted that Cabinet had accepted the recommendation to offer a blanket six-month extension to projects from rounds two and three of funding to account for the delays and impact of Covid-19.
- iii. On recommendations from the customer services report, it was noted that Cabinet had accepted the recommendation for an all Member briefing on the digital by design proposals, to take place at an appropriate time, once further discussion with the portfolio holder had taken place. The CE confirmed that the recommendations had been discussed at SLT, and stated that a further briefing on the digital by design proposals which addressed how they would improve customer complaint handling could potentially come to the Committee's September meeting. On recommendation three, to provide a more detailed report on the nature of complaints, it was stated that it was unlikely that more detail would be available, but this was under review. It was

reported that the Council had just received its annual Local Government and Social Care Ombudsman report, which was very favorable and would also be brought to the September meeting. Cllr S Butikofer noted that no complaints had been upheld by the ombudsman which was a very positive outcome for the Council, and thanked staff for their efforts.

#### **45 COVID-19 FINANCIAL IMPLICATIONS – 2020/21 REVISED BUDGET UPDATE**

The HFAM introduced the report and stated that it highlighted the additional costs and income pressures caused by Covid-19. He noted that in May the forecasted deficit had been approximately £1m, though this had now reduced significantly due to further Government funding as a result of continued lobbying efforts. The HFAM reported that Government support had been received in stages, with an initial payment of £50k, followed by £1m in April, and £185k in July, to a current total of approximately £1.3m. It was recommended that lobbying continued for a fourth tranche of support funding, as a further funding stream had been announced that would aim to address lost income, for which it was estimated the Council could receive up to approximately £1.1m. A funding stream for Council's with in-house leisure facilities was also in the process of being established, though it was reported that the Council would not be eligible without a change in the criteria, as NNDC's leisure facilities were run by an external contractor. The HFAM stated that the current forecasted deficit was approximately £400k, as a result of additional funding, with the caveat that increased cost pressures remained. He added that income loss remained the key area of concern at approximately £1.5m, most of which was lost parking revenue, though parking revenue was showing significant signs of improvement. The HFAM stated that a reserve had been identified to meet the budget gap if required, but the situation would be kept under review. He added that business rates were expected to fall by approximately 5% in the year ahead, though a rollover of funding arrangements caused by ongoing delays to funding reviews, meant that the budget deficit forecasted for the 2021/22 financial year could potentially fall from £1.8m to £1.5m.

#### Questions and Discussion

- i. Cllr L Shires sought to follow-up a written question on the forecasted 5% reduction in Council tax and business rates collection, and asked how the District's demographic might affect this, and whether a comparison could be made elsewhere in the country. The HFAM replied that he accepted that differences in demographics could influence the figure, and stated that he would model the variations when preparing the MTFS. Cllr L shires referred to a second question on whether current expenditure would continue as planned in light of Covid-19, and requested further clarification. The HFAM replied that discussion would continue on the Council's spending priorities, but were no current plans to reduce spending on front-line services and the Council had made some savings as a result of the Pandemic. He added that the focus would remain on reducing the deficit without having to use reserves, and that various proposals were being considered, such as zero base budgeting and a fundamental review of the Council's fees and charges.
- ii. Cllr G Mancini-Boyle noted that without Central Government support the Council would be in a far worse position. He then asked if there was a short, medium, and long term strategy for resolving the Council's forecasted budget deficits. The HFAM replied that in addition to the already mentioned proposals,

other ideas had been given consideration such as expanding car parking provision and developing partnerships for services such as public conveniences. He added that improving the Council's financial position to the point self-sufficiency was an aspiration of the Corporate Plan, and as a result, proposals would continue to be developed in the MTFP.

- iii. Cllr C Cushing reiterated Cllr Mancini-Boyle's comments on Central Government support for local authorities, and asked for clarification of the administration's plans to improve the Council's financial position. He added that he would also like to see further information on the Council's free and earmarked reserves. The HFAM replied that there were a number of earmarked reserves in addition to the general reserve, such as those for the delivery plan, business rates and contingencies, and stated that he be happy to provide more details on these if required.
- iv. Cllr G Mancini-Boyle referred to support received for loss of income revenue, and stated that the Council received 75% support in government grants after paying 5%, which appeared to amount to a 30% loss. He then asked whether the Council might break even or make a profit for the year, to which the HFAM replied that whilst there was a level of recovery possible, with significantly increased car parking revenue in July, he did not expect a full recovery. He added that the current figures were also based on a number of projections, and it had not yet been confirmed whether commercial income would be included in the support grants. Cllr S Butikofer stated that whilst car parking revenue was recovering, significantly increased costs remained elsewhere, as a result of the increased numbers visiting the District. She added that the response to Covid-19 remained a team effort and all parties had to continue to work together for the good of the District.
- v. Cllr J Toye referred to the Council's net operating expenditure in relation to the size of the deficit, and stated that at 1.5%, it had to be kept in context, as under current circumstances, it remained a relatively small amount. The Chairman agreed that the issue was not the in-year deficit, but stated that emphasis must be placed on the MTFP, as the forecasted deficits for the next three years were a much larger concern. He added that were very limited options for reducing those deficits, and these would take considerable time to implement. The Chairman suggested that it would be helpful if the Committee could be involved in the process of identifying solutions to resolve future deficits, and suggested that it may be worthwhile making such a recommendation to Cabinet. Cllr L Shires agreed that working together would be beneficial, but stated that the wellbeing of the District's residents was also crucial, and had to be taken into account alongside economic recovery.
- vi. Cllr N Housden stated that he expected far worse economic conditions ahead, and without the ability to rely on continued support from Central Government, it would take the involvement of all Members the remainder of their term to fully resolve the Council's forecasted deficits. Cllr N Pearce stated that he fully supported a joint approach to resolving forecasted budget deficits by working with Cabinet to pre-scrutinise cost-saving and income generation proposals. Cllr S Butikofer stated that she was supportive of the idea and aim to bring the delivery plan forward each year for pre-scrutiny.



- vii. The Chairman stated that in order to have an impact on the year ahead, it would be beneficial to undertake the work as soon as possible in either October or November. He summarised that any recommendation to Cabinet must include reference to the MTFs and request that Cabinet shares its delivery plans for the next three years in a wide ranging approach that takes into account resident's needs, corporate priorities and viable options. He added that the previously mentioned summary of the Councils reserves would also be helpful. Cllr L Shires stated that she would also like to include a summary of proposals raised at the brainstorming session on income generation held earlier in the year, and also have this sent to Cabinet. She then proposed to take the recommendations en bloc, alongside the existing officers' recommendations, and was seconded by Cllr N Pearce.

## **RESOLVED**

### **To note and 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 Property Reserve (£0.4m);**
- 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.**

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

- 6. 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.**

### **To recommend to SLT:**

- 7. OSC requests a deeper understanding of the Council's reserves and asks**

**the Head of Finance to produce a supplementary report with a detailed breakdown of amounts, timescales and projects (in the case of earmarked reserves) and any requirements and constraints in relation to the general (un-earmarked) reserves.**

#### **46 TREASURY MANAGEMENT OUTURN REPORT 2019-20**

The CTA introduced the report and informed Members that the investment interest totalled just over £1.1m, which was positive though slightly under budget. She added that the average interest rate was approximately 3.4%, which was good considering the current global financial climate. It was reported that the effects of Covid-19 on the Council's investments were beginning to materialise, with approximately £33m of pooled investments reduced to a value of approximately £30m in March, though they risen approximately £1.5m since, but markets remained volatile. The CTA informed Members that this meant that there was an unrealised capital loss on the Council's investments, which would remain unrealised until the Council sold its investments. She added that it was highly unlikely that the Council would need to sell, and as a result, the risk remained relatively low. It was reported that the dividends from the pooled funds had risen, though this was decreasing as a result of Covid-19. It was noted that the Council remained one of the treasury manager's top earning clients, which was a positive reflection of the Council's investment strategy.

#### Questions and Discussion

- i. The Chairman thanked the officers for the report and with no questions Cllr W Fredericks proposed to commend the report to Council for approval, and Cllr J Toye seconded the proposal.

#### **RESOLVED**

#### **To commend the report to Council**

#### **47 DEBT RECOVERY REPORT 2019-20**

The HFAM introduced the report and informed Members that the Council's collection rates remained consistently in the upper quartile for both the county and country, which helped income generation and cash flow. The RM added that recovery action had been stopped for council tax and business rates on 18<sup>th</sup> March, which was prior to Government advice. He added that for the 2019/20 year, council tax collection rates still hit target, though business rates did not. It was noted that the latter was the result of an increase in NDR growth for the Bacton gas site, as the increased collection had not been received until after the 2019/20 accounts deadline. The RM stated that this was still a good news story, as the collectable rates had increased by approximately £1.1m and the rates retention share to NNDC was £577k, whilst Norfolk County was another £247k as it was a pilot year.

#### Questions and Discussion

- i. Cllr Shires referred to the Debt Management and Recovery Policy, and asked how residents were supported and what support was available. The RM replied that officers always reviewed each customer's situation carefully to determine what support could be offered. He added that all efforts were made to resolve issues prior the any collection action, though it was sometimes difficult to differentiate individuals who were not able to pay, from those who refused to pay. It was noted that council tax support was available to residents

if needed and the Team always made people aware of the support available. On business rates collection, the RM stated that there were exemptions, reliefs and discounts available but these are out of date and the Government's decision to review Non-Domestic (Business) Rates is well overdue. It was stated that the first post-lockdown soft reminders for outstanding payments had been sent last week, and some customers had paid after receiving this. The RM informed Members that mental health had become a much larger issue in recent years that the Team took very seriously. He added that the Help Hub was available for referrals, and check-up visits were undertaken by the police when serious concerns were raised.

- ii. Cllr W Fredericks wished to place on record her thanks to the Revenues and Benefits Team for their efforts.
- iii. Cllr L Shires stated that Mind were offering a certified suicide awareness course for free, and encouraged all Members and officers to sign-up for the training. The RM replied that HR had shared an invite for the training on 11<sup>th</sup> August, and he had requested that all Team members (excluding apprentices), be encouraged to sign-up on the same date.
- iv. The recommendations were proposed by Cllr L Shires and seconded by Cllr P Heinrich to be taken en bloc.

#### **RESOLVED**

##### **To note and agree:**

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)**

#### **48 OFFICER DELEGATED DECISIONS (JUNE TO JULY 2020)**

The CE introduced the report and stated that he was happy to take questions if required.

#### **RESOLVED**

##### **To note the report.**

#### **49 THE CABINET WORK PROGRAMME**

The DS&GOS informed Members that the Outturn report was expected to go to Cabinet in September alongside a further Covid-19 recovery report, and both would come to Scrutiny. He added that a budget monitoring report may also be expected.

#### **50 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

The DS&GOS suggested that from September the Committee would need to consider setting a work programme for the rest of the year. He suggested that he

would ask Committee Members to submit potential items for the Work Programme via email, which could then be filtered for suitability prior to formally agreeing a Work Programme for the remainder of the municipal year.

**51 EXCLUSION OF THE PRESS AND PUBLIC**

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

The meeting ended at 11.40 am.

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Chairman

## 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)*

*Budget Monitoring Reports, NNDR returns*

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

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

## 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 16<sup>th</sup> 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
<b>Total cost of services</b>	<b>17,789,167</b>	<b>18,756,245</b>	<b>967,078</b>	<b>5.44</b>

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.

<b>Table 2 - 2019/20 Revenue Account (Excluding Notional Charges)</b>	<b>Updated Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Service Area:</b>			
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
<b>Net Cost of Services</b>	<b>15,308,144</b>	<b>15,926,739</b>	<b>618,595</b>
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
<b>Net Service Expenditure/Income to be met from government Grant &amp; Taxpayers</b>	<b>15,228,011</b>	<b>15,620,370</b>	<b>392,359</b>
<b>Government Grants and Council Tax</b>	<b>(15,228,011)</b>	<b>(15,717,484)</b>	<b>(489,473)</b>
<b>Net (Surplus)/Deficit for the year</b>	<b>0</b>	<b>(97,114)</b>	<b>(97,114)</b>

- 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.

<b>Service and Details</b>	<b>Net (Under)/Overspend (Direct Cost and Income Only)</b>
<b>Corporate And CLT</b>	
<b>Corporate Leadership Team</b> – Staffing costs some of which are one-off and funded from earmarked reserves. Additional external professional fees.	139,797
<b>Community, Economic Development and Leisure</b>	
<b>Car Parking</b> - 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)
<b>Sports Centre's</b> - £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
<b>Leisure Complexes</b> - (£138,028) - Management fee lower than anticipated as capital funding provided for equipment purchases which have helped reduce the revenue contract costs.	(138,146)
<b>Economic Growth</b> - £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
<b>Coastal Management</b> – (£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.	(69,913)
<b>Housing Health and Wellbeing</b> – (£61,243) Surplus Home Improvement Agency fee income transferred to the Housing reserve, to fund service improvements and support additional staffing.	(59,971)
<b>Housing Strategy</b> – (£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)
<b>Community and Localism</b> – 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)
<b>Customer Services and ICT</b>	
<b>Homelessness</b> – 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)
<b>Digital Transformation</b> – Lower salaries and oncosts due to staff vacancies.	(36,048)

Service and Details	Net (Under)/Overspend (Direct Cost and Income Only)
<b>Democratic and Legal Services</b>	
<p><b>Benefits Administration</b> – 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><b>Legal Services</b> – (£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)
<b>Environmental Health</b>	
<p><b>Commercial Services</b> – 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><b>Waste Collection and Disposal</b> – 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)
<b>Finance and Assets</b>	
<p><b>Revenue Services</b> – Employee inflation due to staff re-gradings. £37,801 Reduction in court costs awarded.</p>	46,399
<p><b>Benefits Subsidy</b> – £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><b>Administrative Buildings</b> – £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><b>Property Services</b> – (£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><b>Investment Properties</b> – £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><b>Corporate &amp; Democratic Core</b> - £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)
<b>Planning</b>	
<p><b>Development Management</b> – (£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><b>Planning Policy</b> – (£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><b>Building Control</b> - 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><b>Property Information</b> – (£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**

<b>Capital Scheme</b>	<b>Re-profiled Amount £</b>
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**

<b>Capital Scheme</b>	<b>Variance £ ( Under) / Over</b>	<b>Financing Commentary</b>
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**

<b>Capital Scheme</b>	<b>Additional Budget Requested 2020/21 £</b>	<b>Financing Commentary</b>
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.

<b>Table 8 – Current Reported Funding Forecast</b>			
	<b>2021/22</b> <b>£000</b> <b>(UPDATED)</b>	<b>2022/23</b> <b>£000</b>	<b>2023/24</b> <b>£000</b>
Current Funding Gap/(surplus) <sup>1</sup>	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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## **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 20<sup>th</sup> 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 15<sup>th</sup> July and swimming facilities from 20<sup>th</sup> 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)*

Cabinet Member(s)	Wards
Cllr Sarah Butikofer	affected:
	All

Contact Officer, telephone number and email: Steve Blatch - Chief Executive  
 Email:- [steve.blatch@north-norfolk.gov.uk](mailto: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, 21<sup>st</sup> 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 28<sup>th</sup> July 2020) (BBC News website 20<sup>th</sup> August 2020).
- 1.2 Thankfully the numbers of infections and deaths in North Norfolk has been, and remains, low – 226 confirmed infections (as at 20<sup>th</sup> August) and 54 deaths (as at week ending 7<sup>th</sup> 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 294<sup>th</sup> 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 18<sup>th</sup> May and 6<sup>th</sup> July, the following comments detail the actions taken by the District Council in response to the Coronavirus situation from early July through until the 20<sup>th</sup> 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 10<sup>th</sup> 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 11<sup>th</sup> 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 4<sup>th</sup> 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 24<sup>th</sup> 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 25<sup>th</sup> 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 1<sup>st</sup> June, with applications invited from 3<sup>rd</sup> June and an application deadline of 21<sup>st</sup> 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 29<sup>th</sup> June.
- 2.6.2 The Economic Growth Team then launched a second round of applications from 23<sup>rd</sup> July, with an application deadline of 9<sup>th</sup> 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 9<sup>th</sup> September.
- 2.6.3 On the 4<sup>th</sup> 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 14<sup>th</sup> 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 27<sup>th</sup> 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:-

	<b>2019/2020</b>	<b>1 Apr 2019 – 25 Aug 2019</b>	<b>01 Apr 2020 – 25 Aug 2020</b>
<b>Prevention Opened</b>	148	81	27
<b>Relief Opened</b>	127	52	62
<b>Prevention Outcomes</b>	141	75	17
<b>Relief Outcomes</b>	92	33	32
<b>Final Duties</b>	72	22	32
<b>Final Duties Outcomes</b>	56	18	41
<b>Approaches to the Service</b>	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 12<sup>th</sup> 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 15<sup>th</sup> July; with swimming facilities at North Walsham and Splash re-opening from 20<sup>th</sup> 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 23<sup>rd</sup> 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 18<sup>th</sup> May and 6<sup>th</sup> 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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## **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)*

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](mailto: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 27<sup>th</sup> 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 place and the surrounding town centre commercial areas, including the various lanes, 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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## **Officer Delegated Decisions (August 2020)**

- Summary:** This report details the decisions taken by Senior Officers under delegated powers from 25<sup>th</sup> July to 27<sup>th</sup> 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)	Ward(s) affected
All	All

Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, [Emma.Denny@north-norfolk.gov.uk](mailto:Emma.Denny@north-norfolk.gov.uk) 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 25<sup>th</sup> July to 27<sup>th</sup> 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"> <li>- 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)</li> <li>-</li> <li>'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).</li> </ul>	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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2020

The following key decisions will be considered at the Cabinet Meeting on 7<sup>th</sup> September 2020. Due to these items not being advertised as a key decision on the Cabinet Forward Plan for the required 28 days, the Chairman of the Overview & Scrutiny Committee has given their consent for this item to be considered by Cabinet at the next scheduled meeting on 7<sup>th</sup> September 2020

Cabinet Meeting	Title of Item	Reason for being a key decision
07 Sept 2020	Leisure contract – proposed settlement	The threshold of £100k is reached, more than two wards affected
07 Sept 2020	Splash leisure centre	Cost implications of more than £100k



Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
<b>September</b>					
<b>Cabinet</b>	<b>07 Sep 2020</b>	<b>Out-turn report</b>	<b>Eric Seward</b> <i>Duncan Ellis</i> <i>Head of Finance &amp; Assets</i>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>16 Sep 2020</b>				
<b>Council</b>	<b>23 Sep 2020</b>				
<b>Cabinet</b>	<b>07 Sep 2020</b>	<b>Covid 19 – Recovery Plan</b>	<b>Sarah Butikofer</b> Steve Blatch <i>Chief Executive</i>	<i>Customer Focus</i>	
<b>Scrutiny</b>					



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2020


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	07 Sep 2020	Property Transactions	Greg Hayman Andrew Brown Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i>  <i>Local Homes for Local Need</i>	 <b>Exempt Information</b>
Cabinet	07 Sep 2020	Decisions taken under delegated authority	All Emma Denny <i>Democratic Services Manager</i>		
Cabinet	07 Sep 2020	NW Town Centre Public realm improvements	Richard Kershaw Rob Young <i>Head of Economic &amp; Community Growth</i>		<b>Exempt Information</b>
Cabinet	07 Sept 2020	Tourism Sector Support Package	Richard Kershaw Rob Young <i>Head of Economic &amp; Community Growth</i>		
Cabinet	07 Sept 2020	Leisure Contract (Deed of Settlement)	Richard Kershaw Rob Young <i>Head of Economic &amp; Community Growth</i>	<i>Quality of Life</i>	 <b>Exempt Information</b>



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2020

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	07 Sept 2020	Sheringham Leisure Centre Options	Virginia Gay Rob Young <i>Head of Economic &amp; Community Growth</i>	<i>Quality of Life</i>	<b>Exempt Information</b> 
<b>October 2020</b>					
Cabinet	05 Oct 2020	Medium Term Financial Strategy	Eric Seward Duncan Ellis <i>Head of Finance</i>	<i>Financial Sustainability</i>	
Scrutiny	14 Oct 2020				
Council	18 Nov 2020				
Cabinet	05 Oct 2020	Council Tax Discount Determination 2020/21	Eric Seward Lucy Hume <i>Chief Technical Accountant</i>	<i>Financial Sustainability</i>	
Scrutiny	14 Oct 2020				
Cabinet	05 Oct 2020	Performance Management Q1	Eric Seward Helen Thomas <i>Policy &amp; Performance Management Officer</i>	<i>Customer Focus</i>	
Scrutiny	14 Oct 2020				
Cabinet	05 Oct 2020	Housing Stock – consent for transfer to Flagship Housing Group	Andrew Brown Sarah Bowden <i>Local Government Lawyer, Eastlaw</i>	<i>Local Homes for Local People</i>	



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

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**North Norfolk District Council**  
 Cabinet Work Programme  
 For the Period 01 September to 30 November 2020

November 2020					
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Budget Monitoring</b>	Eric Seward	<i>Financial</i>	
<b>Scrutiny</b>	<b>11 Nov 2020</b>	<b>P6</b>	Duncan Ellis Head of Finance	<i>Sustainability</i>	



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

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# Overview & Scrutiny August 2020 Outcomes & Action List

ACTION BY

PROGRESS/COMPLETION

**ITEM 10: COVID-19 FINANCIAL IMPLICATIONS – 2020/21 REVISED BUDGET UPDATE**

**RESOLVED**

**To note and 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 Property Reserve (£0.4m);**
- 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.**

**To recommend to Cabinet:**

- 6. 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.**

O&S Committee

Complete

Cabinet

October/November

<p><b>To recommend to SLT:</b></p> <p><b>7. OSC requests a deeper understanding of the Council's reserves and asks the Head of Finance to produce a supplementary report with a detailed breakdown of amounts, timescales and projects (in the case of earmarked reserves) and any requirements and constraints in relation to the general (un-earmarked) reserves.</b></p>	Head of Finance & Asset Management	October/November
<p><u>ITEM 11: TREASURY MANAGEMENT OUTURN REPORT 2019-2</u></p> <p><b>RESOLVED</b></p> <p><b>1. To commend the report to Council</b></p>	Council	September
<p><u>ITEM 12: DEBT RECOVERY REPORT 2019-20</u></p> <p><b>RESOLVED</b></p> <p><b>To note and agree:</b></p> <p><b>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.</b></p> <p><b>2. To agree the Debt Write Off Policy (shown in Appendix 2)</b></p> <p><b>3. To agree the use of High Court Enforcement Agents if considered necessary (shown in Appendix 3)</b></p>	O&S Committee	Complete
<p><u>ITEM 13: OFFICER DELEGATED DECISIONS (JUNE TO JULY 2020)</u></p> <p><b>RESOLVED</b></p> <p><b>1. To receive and note the report and the register of officer decisions taken under delegated powers.</b></p>	O&S Committee	Complete



## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>May 2020</b>				
Cabinet Scrutiny	<b>NNDC Covid-19 Response</b>	Sarah Butikofer Steve Blatch	To review the NNDC response to the Covid-19 pandemic	
Cabinet Scrutiny	<b>Covid-19 2020/21 Budget Impact Report</b>	Eric Seward Duncan Ellis	To review the impact of the Covid-19 pandemic on the Council's 2020/21 budget	
Scrutiny	<b>Review of delegated decisions</b>		To review any delegated decisions that have been made as a result the Covid-19 Pandemic	
<b>July</b>				
Cabinet Scrutiny	<b>NNDC Transition from Response to Recovery Coronavirus Pandemic</b>	Steve Blatch Sarah Bütikofer	To brief Members on NNDC's transition from the response to the recovery stage of the Covid-19 Pandemic	
Cabinet Scrutiny	<b>Review of Delegated Decisions</b>	Emma Denny	To allow Members an opportunity to review decisions taken under delegated authority	
Scrutiny	<b>Sheringham Leisure Centre Project Update</b>	Rob Young Virginia Gay	To update Members on the status of the Sheringham Leisure Centre Project	Quarterly
Scrutiny	<b>Market Town Initiative - Interim Update</b>	Matt Stembrowicz Richard Kershaw	To update Members on the current status of MTI projects in relation to the impact of Covid-19	Requested by Chairman
<b>August</b>				
Cabinet Scrutiny Council	<b>Debt Management Annual Report</b>	Eric Seward Sean Knight	To review the Report and make any necessary recommendations to Council	Annual
Cabinet Scrutiny Council	<b>Treasury Management Annual Report</b>	Eric Seward Duncan Ellis	To make recommendations to Council	Annual
Cabinet Scrutiny Council	<b>Financial Impact Covid-19</b>	Duncan Ellis Eric Seward	To review any budget revision suggestions in relation to the financial impact of Covid-19	
Cabinet Scrutiny	<b>Review of Delegated Decisions</b>	Emma Denny	To allow Members an opportunity to review decisions taken under delegated authority	

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>September</b>				
Cabinet Scrutiny Council	<b>Out-turn report/Budget Monitoring P4</b>	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny	<b>NNDC Actions in the Recovery Phase of the Coronavirus Pandemic</b>	Steve Blatch Sarah Butikofer	To review the Councils actions in relation to the recovery from Covid-19	
Cabinet Scrutiny	<b>Delegated Decisions</b>	Emma Denny Sarah Butikofer	To review Officer delegated decisions	Monthly
Cabinet Scrutiny Council	<b>North Walsham Town Centre Public Realm Improvements</b>	Rob Young Richard Kershaw	To inform the Committee of a substantial draw down of funds for a significant project	
Cabinet Scrutiny	<b>Sheringham Leisure Centre Options</b>	Rob Young Virginia Gay	To review options for the existing Splash facility	Requested by Committee
<b>October</b>				
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations</b>	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Cabinet Scrutiny	<b>Income Generation &amp; Savings Pre-Scrutiny</b>	Sarah Butikofer Duncan Ellis	To pre-scrutinise the administration's income generation/cost saving proposals	Requested by Committee
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny	<b>Crime &amp; Disorder Briefing</b>	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on TBC	Annual
<b>December</b>				
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Lucy Hume	To consider the treasury management activities	Six Monthly
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2021/22 Budget

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>January 2021</b>				
Cabinet Scrutiny Council	<b>2021/22 Base Budget and Projections for 2022/23 to 2023/24</b>	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2020/21</b>	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	<b>Capital Strategy</b>	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	<b>Investment Strategy</b>	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
<b>March</b>				
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
<b>April</b>				
Cabinet Scrutiny	<b>Enforcement Board Update</b>	Nigel Lloyd	To receive an update Enforcement Board cases – inc how to raise concerns, resourcing of team and overview of properties	Six-monthly

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>Outstanding/To be Confirmed</b>				
Cabinet Scrutiny Council	<b>Affordable Housing Strategy</b>		Pre-Scrutiny of the affordable housing strategy	
Scrutiny	<b>Waste Contract Monitoring</b>	Nigel Lloyd Steve Hems	To review the performance of the new waste contractor	Six Monthly
Scrutiny	<b>Monitor resource implications for Homelessness Strategy</b>			Requested by Committee
Scrutiny	<b>Website design/functionality</b>		To review the functionality of the Council's website	Requested by the Committee
Cabinet Scrutiny	<b>Performance Management TBC</b>	Helen Thomas	To monitor the performance of the Council and consider any resulting recommendations	Quarterly
Cabinet Scrutiny Council	<b>Annual Action Plan TBC</b>	Sarah Bütikofer Helen Thomas		Annual
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report 2018/19</b>	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Scrutiny	<b>Market Towns Initiative Monitoring/Process Review</b>	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring</b>	Maxine Collis Greg Hayman	To monitor performance of Beach Huts & Chalets	Requested by the Committee
Scrutiny	<b>Ambulance Response Times/First Responders Briefing</b>			Requested by the Committee
Scrutiny	<b>Equality &amp; Diversity Policy</b>			

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

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