

Council



Please contact: Emma Denny

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15 September 2020

A meeting of the **Council** of North Norfolk District Council will be held remotely via Zoom on **Wednesday, 23 September 2020 at 6.00 pm.**

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

PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19

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

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

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

Emma Denny
Democratic Services Manager

To: Mr T Adams, Mr D Baker, Ms P Bevan Jones, Mr D Birch, Mr H Blathwayt, Mr A Brown, Dr P Bütikofer, Mrs S Bütikofer, Mr C Cushing, Mr N Dixon, Mr P Fisher, Mrs A Fitch-Tillett, Mr T FitzPatrick, Mr V FitzPatrick, Mrs W Fredericks, Ms V Gay, Mrs P Grove-Jones, Mr G Hayman, Mr C Heinink, Mr P Heinrich, Mr N Housden, Mr R Kershaw, Mr N Lloyd, Mr G Mancini-Boyle, Mrs M Millership, Mr N Pearce, Mr S Penfold, Mrs G Perry-Warnes, Mr J Punchard, Mr J Rest, Mr E Seward, Miss L Shires, Mrs E Spagnola, Mrs J Stenton, Dr C Stockton, Mr J Toye, Mr A Varley, Ms K Ward, Ms L Withington and Mr A Yiasimi



**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

A G E N D A

1. CHAIRMAN'S COMMUNICATIONS

To receive the Chairman's communications, if any.

2. LEADER'S ANNOUNCEMENTS

To receive the Leader's announcements, if any.

3. TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

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.

4. APOLOGIES FOR ABSENCE

To receive apologies for absence, if any.

5. MINUTES

1 - 6

To confirm the minutes of the meeting of the Council held on 24th June 2020

6. 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.

7. PUBLIC QUESTIONS/STATEMENTS

To consider any questions or statements received from members of the public.

8. REVIEW OF POLITICAL BALANCE AND ALLOCATION OF SEATS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS

7 - 12

Summary: Following a change to the membership of the political groups at North Norfolk District Council, the Council is required to review the allocation of seats on committees, sub committees and working parties to reflect the political balance of the Council, in accordance with Section 15 of the Local Government and Housing Act 1989 and regulations made thereunder.

Conclusions: Following a change in the political balance it is necessary to review the allocation of seats on committees, sub-committees, working parties and panels.

- Recommendations:
1. That Council approves the revised political balance calculation as per section 2.4 of this report
 2. That Council approves the allocation of seats to political groups as shown at Appendix A
 3. That delegation is given to the Group Leaders to make any appointments to committees, sub-committees, working parties and panels (in line with the political balance).

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

9. APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES & PANELS

To consider any appointments to committees, sub committees and working parties of the Council.

10. PORTFOLIO REPORTS

13 - 56

To receive reports from Cabinet Members on their portfolios.

Members are reminded that they may ask questions of the Cabinet Member on their reports and portfolio areas but should note that it is not a debate.

1. Cllr A Brown – Planning & Housing
2. Cllr S Butikofer – Strategy & Corporate Services
3. Cllr A Fitch-Tillett – Coastal
4. Cllr V Gay – Culture & Wellbeing
5. Cllr G Hayman – Commercialisation & Assets
6. Cllr R Kershaw – Economic & Career Development
7. Cllr N Lloyd – Environment
8. Cllr E Seward - Finance

11. RECOMMENDATIONS FROM CABINET 03 AUGUST 2020 AND 07 SEPTEMBER 2020 57 - 168

CABINET 03 AUGUST 2020:

Treasury Management Annual Report 2019/20

**Decision:
RESOLVED:**

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

Debt Recovery 2019/2020

Decision:

RESOLVED to recommend to Council:

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

RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE – 12 AUGUST 2020

The Overview & Scrutiny Committee Supported the recommendations.

CABINET 07 SEPTEMBER 2020:

2019/20 Outturn Report (Period 12 Budget Monitoring Report)

Decision

Resolved:

To 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.

North Walsham Town Centre Public Realm Improvements

Decision

Resolved:

To recommend to Full Council that the success of bid by this Council be the sum of £1,170,000 (from a grant received from the Getting Buil allocated in the budget towards the town centre place-making elen Walsham High Street Heritage Action Zone.

Tourism Sector Support package

DECISION
Resolved

Tot recommend to Full Council that the £330,000 received from Norfolk Strategic Fund is allocated to a new 'Economic Recovery' reserve and that £150,000 of this is set aside for the tourism Sector Support Package, along £25,000 from the Reopening High Streets Safely' fund, for the establishment of a £175,000 grant scheme to support the local visitor economy;

RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE – 17 SEPTEMBER 2020

The Overview & Scrutiny Committee meeting took place after the Council agenda was published. The Chairman will provide an oral update at the meeting.

12. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 12 AUGUST AND 17 SEPTEMBER 2020

To consider any further recommendations from the Overview and Scrutiny Committee.

13. SENIOR MANAGEMENT RESTRUCTURE

169 - 182

Full Council is asked to:-

1.Note the revised senior management structure detailed in the report so as to meet the needs of the organisation moving forward in terms of improved service delivery, delivering the headline objectives of the Corporate Plan, responding to the ongoing COVID situation and engaging with partners in respect to the anticipated White Paper on Devolution;

2. Agree an increase in the budget for the senior management structure of up to £57,000 per annum from 1st November 2020, initially to be paid for from the Invest to Save Reserve and then incorporated into the 2021/22 base budget

3.Nominate members to serve on the Appointment Panel to support the Director level appointments in to the new structure.

Cabinet Member: Cllr S Butikofer, Leader
Steve Blatch, Chief Executive, steve.blatch@north-norfolk.gov.uk

14. REVIEW OF POLLING STATIONS

183 - 194

Summary: To act on the outcomes of three largescale elections held in 2019 in respect of efficiency of some smaller polling stations within the district where there are viable alternatives in terms of health and safety, cost to run the polling stations

and the ability to operate in a post Covid19 world.

Options considered: Alternative Polling Station options within the affected polling districts themselves but given the size of the ones listed within this report, no viable alternatives are suitable.

We have also considered options available to electors affected by these changes so they are able to make arrangements to conduct their vote by post.

Conclusions: Implementation of changes will mean that we are not using premises which could have ongoing health and safety concerns or are not suitable for staff to work long hours in whilst realising efficiencies in terms of cost and number of staff required.

Recommendations: **To approve new Polling Station locations (as described in section 2.1) on a permanent arrangement and the closure of five Polling Stations, with new arrangements in neighbouring Polling Districts (as stated in section 3)**

Reasons for Recommendations: To provide electors in affected polling districts and staff with safer, more comfortable polling stations whilst reducing the cost to the public purse of running elections within North Norfolk by removing some smaller stations where there are local alternatives close by.

Cabinet Member(s)	Ward(s) affected:
Cllr. Sarah Butikofer	Coastal; Erpingham; Hickling; Poppyland; Pr

Contact Officer, telephone number and email: Rob Henry; x6327; robert.henry@north-norfolk.gov.uk
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15. QUESTIONS RECEIVED FROM MEMBERS

None Received.

16. OPPOSITION BUSINESS

None Received.

17. NOTICE(S) OF MOTION

The following Notice(s) of Motion have been received:

1. Support for Community Volunteer Groups

Proposed by Cllr N Dixon and seconded by Cllr C Cushing

This Council recognises and applauds the outstanding efforts of community volunteers in North Norfolk to support the vulnerable and less well off within their communities and it seeks to retain and build up that new found capacity to help communities become more resilient and self sustaining. This Council calls on its leadership, officers and partners to develop opportunities to engage and support the existing range of community volunteer groups, and to promote such schemes in areas not currently covered, to help meet the wider needs of the mental health, home care, wellbeing, independence and contingencies agendas which are so important to the quality of life in North Norfolk.

To work with Community Action Norfolk (CAN) and other Councils to develop community volunteer groups across the District. This would map areas currently covered and identify areas where there are none and how best they might be covered. CAN developments officers are well placed to promote and facilitate the formation of new groups and enhance the capabilities of those already operating. This would require some modest funding to resource CAN and pump prime new groups which CAN normally administers; it is proposed that a nominal sum of £10k be set aside to fund the work and this can be adjusted up or down depending on arrangements agreed with CAN and the degree of success in setting up new groups.

2. Planning White Paper Motion

Proposed by Cllr A Brown and seconded by Cllr E Withington

This Council notes:

1. The publication by Government of the White Paper, 'Planning for the Future' on 6 August 2020, which set out proposals on reforms to the planning process for the future.
2. That currently the vast majority of planning applications are given the go ahead by local authority planning officers and committees, with permission granted to around 9 out of 10 applications across the UK.
3. While some of the analysis of the problems existing within the planning service are accepted, too many of the solutions put forward will not help the situation but may worsen it.
4. That research by the Local Government Association has said that there are existing planning permissions for more than one million homes that have not yet been started. (We should be clear that the proportion of unbuilt homes with extant permission in North Norfolk is below the national average).
5. While the current planning system is not perfect this is at least in part due to reductions in central government funding to local planning authorities which have, in turn, led to local authorities reducing expenditure on planning services. Such reductions have affected both the processing of planning applications and enforcement activities.

This Council also notes:

1. The Royal Institute for British Architects called the proposals 'shameful and which will do almost nothing to guarantee delivery of affordable, well-designed and sustainable homes'. RIBA also said that proposals could lead to the next generation of slum housing.

This Council is concerned that the proposals seek to:

1. Reduce or remove the right of residents to object to applications near them. Over use of electronic systems will prevent some members of the public their democratic rights to express their views.
2. Grant automatic rights for developers to build on land identified as 'for growth'.
3. Remove section 106 payments for infrastructure and their replacement with a national levy.
4. Diminish the role of planning authorities, planning committee members and ward councillors. Contact with the public suggests that what is more often desired is an enhanced role for these bodies and individuals. If these proposals are enacted, local councillors and planning officers are likely to attract more blame for developments beyond their control, thereby adversely affecting the standing of local government in the eyes of those people it is designed to serve.
5. Exacerbate the trend of recent years making planning more of a technical exercise, increasingly divorced from the needs and desires of local communities.
6. Do nothing to address the critical need for young people to find affordable housing in their local rural communities.
7. Do nothing to address the impact of second home owners in areas of the country that have become highly desirable holiday and retirement areas.

This Council Believes:

1. That existing planning procedures, as currently administered by our own team in North Norfolk, allow for local democratic control over future development, and give local people a say in planning proposals that affect them.
2. That proposals for automatic rights to build in 'growth' areas, and increased permitted development rights, risk unregulated growth and unsustainable communities.
3. That local communities must be in the driving seat on shaping the future of their communities, and local determination of the planning framework and planning applications play an important part in this process.
4. Changes to the planning process must address the need for young people to live and work in the communities within which they were raised.
5. That second home ownership is a real threat to village communities in some areas, and government need to address this issue in some rural and coastal communities for them to

have a sustainable future.

This Council resolves to:

1. Take part in the consultation in the planning proposals, and to make representations against the proposals as outlined in this motion.
2. Write to and lobby both of our Members of Parliament, urging them to oppose these proposals and to circulate their replies to members.
3. Highlight its concerns over these proposals with Local Town and Parish Councils the public and local residents.

18. EXCLUSION OF 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 item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph(s) _ of Part 1 of Schedule 12A (as amended) to the Act.”

19. PRIVATE BUSINESS

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Public Document Pack Agenda Item 5

COUNCIL

Minutes of the meeting of the Council held on Wednesday, 24 June 2020 remotely via Zoom at 6.00 pm

Members Present:

Mr T Adams	Mr D Baker
Ms P Bevan Jones	Mr D Birch
Mr H Blathwayt	Mr A Brown
Dr P Bütikofer	Mrs S Bütikofer
Mr C Cushing	Mr N Dixon
Mr P Fisher	Mrs A Fitch-Tillett
Mr T FitzPatrick	Mr V FitzPatrick
Mrs W Fredericks	Ms V Gay
Mrs P Grove-Jones	Mr G Hayman
Mr C Heinink	Mr P Heinrich
Mr N Housden	Mr R Kershaw
Mr N Lloyd	Mr G Mancini-Boyle
Mrs M Millership	Mr N Pearce
Mr S Penfold	Mrs G Perry-Warnes
Mr J Punchard	Mr J Rest
Mr E Seward	Miss L Shires
Mrs E Spagnola	Mrs J Stenton
Dr C Stockton	Mr J Toye
Mr A Varley	Ms L Withington
Mr A Yiasimi	

Also in attendance: The Interim Chief Executive, the Section 151 Officer, the Monitoring Officer, the Democratic Services Manager and the Democratic Services Officer (Scrutiny)

1 A MINUTE OF REFLECTION

The Chairman welcomed Members to the meeting. He said that it would begin with one minutes silence in memory of everyone who had lost their lives to the pandemic and their family and loved ones who had been so sadly affected.

2 APOLOGIES FOR ABSENCE

Apologies were received from Cllr K Ward.

3 MINUTES

The minutes of the meeting held 26th February were approved as a correct record and signed by the Chairman, subject to the following amendments:

Cllr S Penfold was present at the meeting.
Cllr G Perry-Warnes had sent her apologies for the meeting.

4 ITEMS OF URGENT BUSINESS

None.

5 TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS

None.

6 CHAIRMAN'S COMMUNICATIONS

The Chairman began by saying that it should be remembered that the pandemic had much wider effects than purely physical. The lockdown had impacted heavily on people's mental health too and thought and consideration should be given to this. He said that the recent terrorist attack in Reading had emphasised how difficult life could be under such strict rules. He asked Members to take extra care of people in their communities.

The Chairman concluded by asking Members for ideas and suggestions on raising money for his chosen charity, Norfolk Wildlife Trust, following the cancellation of several activities due to the pandemic. He said that he was open to all suggestions, including virtual activities.

7 LEADER'S ANNOUNCEMENTS

The Leader began by saying that a huge amount had happened since the last meeting of Full Council. She said that she wanted to thank all of the staff who had worked so tirelessly for the local community during what had been an unprecedented event. She had found their efforts truly inspiring. The hard work would continue as towns and villages opened up safely for residents and ready for visitors. She asked all members to record a vote of thanks.

The Leader then outlined key points from the Council's response to the Covid 19 pandemic:

An emergency helpline number had been quickly set up and actively promoted and the website was maintained and kept up to date with key information. Ten co-ordination centres were established to deliver food and supplies, and council officers and members had liaised with local communities and worked alongside them to support the most vulnerable. Work was undertaken in conjunction with the army to set up temporary testing stations in local towns. The Council had worked with impacted businesses to deliver business rates support and administered the largest business support grant programme in Norfolk, processing £52m in payments to date. Officers were currently reviewing applications to the discretionary grants scheme.

The Leader then spoke about the recovery phase and informed Members that work was being undertaken to put signage up in local high streets and improve safety by installing sanitation stations and ensuring the regular cleansing of public conveniences. Officers were also working on projects aimed at supporting growth in the Norfolk economy. She went on to say that Norfolk Leaders had been meeting weekly throughout the crisis and they were now moving towards a newly established board to support the recovery phase – the Norfolk Public Services Leaders Board.

The Leader then spoke about the recent devastating fire at the Budgens supermarket in Holt. She said that the Council had responded quickly and assessed the need for a rest centre or emergency accommodation. The Fire Service had been excellent and their quick response had ensured that no other buildings had been affected. However, there was no doubt that the fire was devastating for the town and Budgens' staff. She said that herself and the Chief Executive had met with local councillors, representatives from Holt Town Council and Love Holt and the Fire Service. The Council's Economic Growth Team had offered support to the owners of

Budgens, Bakers & Larners, and the Council was providing free parking across its car parks in the town until the end of July.

8 TO RECEIVE ANY PETITIONS FROM MEMBERS OF THE PUBLIC

The Chairman informed Members that the Council had been copied into a petition relating to the removal of a memorial in Southern Rhodesian Avenue, Southrepps. Details of the petition were available on the Council's website. He said that the memorial was on private land and that the owners had removed it and agreed not to hold any more commemorative ceremonies.

9 PUBLIC QUESTIONS/STATEMENTS

None received.

10 PORTFOLIO REPORTS

The Chairman invited Cabinet Members to introduce their reports:

1. Cllr A Brown, Portfolio Holder for Planning and Housing, made reference to the backlog of approximately 300 planning cases. He explained that it had occurred since the start of lockdown and was partly due to a third of the staff in the Planning department being redeployed. In addition, they had had to adapt to home-working and there had been challenges in the early days of lockdown around restrictions on putting up site notices, which was crucial to the planning process. He said that a significant amount of that backlog had been cleared and 438 cases had been approved since the start of lockdown. Currently there were 392 cases, of which 122 (31%) had been decided.

Regarding the Planning Policy & Built Heritage Working Party, he said that the site allocations were in the process of being considered. The Working Party had met in June and future meetings would take place on the scheduled dates.

2. Cllr S Butikofer, Leader and Portfolio Holder for Strategy and Corporate Services, said that the written reports provided the detail for her portfolio but that she wanted to extend her thanks to the Democratic Services team for their support in organising meetings and helping Members adapt to the use of new technology.

Cllr D Baker said that he had spent a considerable amount of time, in his role as MP, liaising with the Revenues Manager regarding support for businesses and he wanted to extend his thanks to him.

3. Cllr A Fitch-Tillett, Portfolio Holder for Coast, drew Members attention to a recent article in the Eastern Daily Press (EDP) which included a profile of the Council's trainee Coastal Engineer, highlighting her as an example of women working in the engineering sector. Cllr Fitch-Tillett then informed Members that it was intended that the next meeting of the Coastal Forum would be held virtually. She encouraged all Members with an interest in coastal matters to attend.

Cllr H Blathwayt asked about the access to the beach at Sea Palling, saying that it was becoming a danger to the public due to sand erosion. Cllr Fitch-Tillett replied that this had been a problem for several years and that there

was an issue regarding the ownership. The Council was working hard with the Crown Estate to resolve it.

Cllr G Mancini-Boyle asked whether there would be more lifeguard coverage now that lockdown was easing. Cllr Fitch-Tillett said that this fell within Cllr Gay's responsibility as portfolio holder for leisure.

4. Cllr Gay, Portfolio Holder for Culture & Wellbeing, introduced her report. She highlighted some of the key activities that had continued throughout the pandemic – including the awarding of some grants from the Arts & Culture fund. Some of the countryside sites had been closed temporarily and staff had used this opportunity to make improvements. In response to Cllr Mancini-Boyle's question regarding lifeguards, Cllr Gay said that from 4th July there would be lifeguards on three additional beaches – Wells, Mundesley and Sheringham West. There was already a lifeguard service at Cromer East and Sea Palling. Beach wardens would be on patrol at other beaches.
5. Cllr G Hayman, Portfolio Holder for Commercialisation & Assets said that his written report outlined the detail. Given the nature of his portfolio, he said that many of the staff working in the Property and Assets team had been seconded during the pandemic. Regarding car parking, he said that the Council was considering ways to extend the current provision to boost capacity for businesses.
6. Cllr R Kershaw, Portfolio Holder for Economic & Career Development, introduced his report. He started by updating Members on grants payments to businesses. Regarding the small business rate relief grant (£10k) the Council supported 3420 businesses, a total of £34.2m. For the retail, hospitality and leisure (£10k grant) the Council supported 951 businesses, with a further 319 businesses supported via the £25k grant. This was a total of 4690 businesses that had received financial support of £51.68m. Speaking about the discretionary grants scheme, he advised Members that 224 applications had been received so far, with 106 being approved and 31 pending approval subject to further information being received. It was intended that payments would commence on 29th June. He praised the officers for consistently delivering an outstanding service and he had received positive feedback from several businesses. He said that businesses would continue to struggle as the country began to recover from the pandemic. Many self-employed people had not been eligible for funding and it was imperative that the Council continued to lobby the government for support.

Cllr D Baker said that he was pleased to see an extra £2.7m for businesses that did not receive support in the first tranche. He asked of the 224 businesses that had received help, how many, percentage-wise had been bed and breakfast businesses and what was the overall breakdown by business type. He then asked what would happen to the money that was left over from this fund. Cllr Kershaw replied that claims from Bed and Breakfast were not as high as expected. Support for leisure businesses that did not have a retail outlet – such as marquee companies had been provided. He acknowledged that the full £2.7m would not be used and the intention was to explore opportunities for businesses that had not yet been supported. Cllr Baker thanked him for his response and said that he had been lobbying the Government to allow the Council to use the full allocation to provide support to businesses that had so far not been eligible.

Cllr G Mancini-Boyle referred to the discretionary grant pot of £93,400 and asked for information on how it had been shared out across the District. Cllr Kershaw replied that this pot related to the funding to support high streets. He said that this had been apportioned through the town councils. Cllr Mancini-Boyle replied that Hoveton had not received anything via this scheme. Cllr Kershaw said that he would check and come back to him.

7. Cllr Lloyd began by saying that he wished to highlight that the new waste contract was operating very well and so far no complaints had been received. This was due to the hard work of both the contractors and the Head of Environmental Health.

Cllr D Baker said that transport emissions were the highest contributor to climate change and he wondered what progress the Council was making with regards to de-carbonising the waste collection fleet and whether consideration was being given to going fully electric. Cllr Lloyd replied that it was unfortunate that the Government did not include air or shipping transport in its calculations as they were far higher contributors to climate change. He said that it was the Council's intention to move to using electric vehicles but this was not always an option. Ideally he would like to see all of the Council's vehicles moving to electric. He went on to say that one of the benefits of this crisis was that staff had not been travelling into the office to work and this had a significant impact on reducing emissions.

Cllr G Mancini-Boyle asked about food waste collection and whether this was part of the new waste contract if the Council was required by the Government to implement it. Cllr Lloyd replied that the Council was supportive of collecting food waste but it was not clear how it would be funded. It would cost approximately £600k so Government funding would be required. He said that the contract did include a provision for food waste collection but additional funding would be needed to implement it. The same approach applied to garden waste collections.

Cllr L Shires referred to garden waste bin orders, which had been put on hold temporarily, leading to an increase in garden fires. She asked whether there had been a significant uptake in new garden bins. Cllr Lloyd confirmed that this was the case now the service had resumed.

Cllr Kershaw commented that Members had recently received a presentation from Serco on the new fleet and it showed that the waste vehicles would all have electric hoists and that the smaller vehicles would be hybrid. In addition, all of the tools used to maintain verges and parks would be electric rather than petrol-powered.

8. Cllr Seward, Portfolio Holder for Finance, introduced his report. He said that financial forecasting was particularly challenging during the current crisis. He referred to funding for the Big Society Fund (now the North Norfolk Sustainable Communities Fund) and confirmed that funding had been retained at the current level of £242k, with an additional £50k for environmental initiatives.

Cllr V Gay, Chairman of the Constitution Working Party, introduced this item. She explained that there were two recommendations. The first related to a change in legislation and the protocol to support the implementation of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulation 2020 No. 392. The second recommendation related to the revised Employee Code of Conduct.

It was proposed by Cllr V Gay, seconded by Cllr P Grove-Jones and

RESOLVED

1. That the Constitution is amended to reflect the changes required by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulation 2020 No.392
2. That the draft Remote Meetings Protocol is adopted
3. That the revised Employee Code of Conduct is approved and included in the Constitution.

12 RECOMMENDATION FROM THE EMPLOYMENT & APPEALS COMMITTEE - APPOINTMENT OF THE CHIEF EXECUTIVE

The Chairman of the Employment & Appeals Committee, Cllr J Rest, introduced this item. He said that the committee had been impressed with the presentation made at the meeting by the Interim Chief Executive and the recommendation to confirm his appointment had been unanimous.

The Leader, Cllr SA Butikofer, in seconding the proposal said that Mr Blatch brought a wealth of experience to the position and had already demonstrated that he could develop strong relationships with strategic partners and the local community. She said looked forward to working with him.

It was proposed by Cllr J Rest, seconded by Cllr S Butikofer and

RESOLVED unanimously

To offer the position of Chief Executive to the Corporate Director (Stephen Blatch) as a 'suitable alternative employment' position

13 QUESTIONS RECEIVED FROM MEMBERS

None received.

14 OPPOSITION BUSINESS

None received.

15 NOTICE(S) OF MOTION

Cllr R Kershaw introduced the following notice of motion:

'Council notes to support local farmers in the production of food eaten in the UK. COVID- 19 has highlighted the importance of food security and traceability.

Council further notes to support the National Farmers Union stance on maintaining food standards in the UK and call for the Government and our local MP to put into law rules that prevent food being imported into the UK which is produced in ways that would be illegal here or to lower UK food standards. It is essential that food standards and animal welfare conditions are not diminished for the UK food industry.

Council further notes that on June 12th this year Government announced the relaxing of border controls on the import of goods and food in the event of Brexit. It is essential to protect local farmers from food and animals entering the country that do not meet UK food and welfare standards at that time'.

Cllr Kershaw said that the most important farming legislation for many years passed its third reading in Parliament. He said that amendments to protect minimum food safety standards had been defeated. The local MP, Cllr Duncan Baker had spoken previously about the importance of the farming industry to the local economy and promised to fight to protect it. Cllr Kershaw said that he was becoming increasingly concerned that the opportunity to protect the farming industry from cheap food imports and lower welfare standards was slipping by. He said that he would like to see a commitment from Cllr Baker to ensure that this would not happen.

The Chairman invited Members to speak:

- a) Cllr P Heinrich said that he came from a farming family and he believed if you looked after the land it would look after you. Thanks to existing UK law and EU law many pesticides are banned and food was properly certified, unlike in the United States. Such low standards had not been acceptable in Europe for decades and should not be acceptable now. He said that the Council should support the stance of the National Farmers Union and he would be supporting the motion.
- b) Cllr C Cushing said that he was surprised by Cllr Kershaw's reference to the local MP. He said that there were two Members of Parliament for Norfolk, the second being Jerome Mayhew MP, who represented the west of the District. He said that the electorate had made their views clear by opting to leave the European Union. This would leave Britain free to negotiate trade deals with other countries, including the United States. He said that the Conservative Group supported the NFU's high standards of animal husbandry and food standards and that he believed the Government had no intention of reducing these. He said that the new legislation would automatically transfer the EUs current standards into UK law. In effect the law was already in place. He said that this was this was the first agriculture bill for 60 years and would transform the sector by improving biodiversity, environmental stewardship and connecting public money with the provision of public good. He concluded by saying the motion did not acknowledge the huge export potential of the UK's agricultural sector.
- c) Cllr N Housden said that he supported the motion and found it very disappointing that 3 Norfolk MPs voted in support of the legislation. He said that anything that would dilute the UKs very high food standards was completely unacceptable.
- d) Cllr H Blathwayt commented that farmers did not share the Conservative Group's confidence and many were horrified at the legislation going through with the support of local MPs.

- e) Cllr D Baker said that he had received a lot of correspondence about this issue and had spoken to the NFU. He said that he wanted to be absolutely clear that the Government would not be compromising on existing food safety and animal welfare standards. He said he understood the sentiment of the motion and it was an important issue. He reiterated Cllr Cushing's point that the exiting EU law regarding food standards and animal welfare would be transferred into UK legislation at the end of the transition period. He said that when he explained this to constituents they understood why he voted in support of the legislation. He said that when a free trade agreement with the EU was forthcoming, he would be looking for increased welfare and safety standards.

Cllr Kershaw thanked everyone for their comments and Cllr Baker for his clear commitment to high standards. He sought reassurance from Cllr Baker that if no deal could be reached with the EU and the UK had to fall back onto World Trade Organisation (WTO) rules, which did not support current high standards, that he would fight on the District Council's behalf. Cllr Baker replied that there was no indication that the Government was seeking no-deal. He acknowledged that under WTO rules the UK could not impose production and welfare standards as part of a trade deal. He said that there was absolutely no way that he would want to see standards reduced in any circumstances.

Cllr L Shires requested a recorded vote.

It was proposed by Cllr R Kershaw, seconded by Cllr H Blathwayt

and **RESOLVED** by 31 votes, with 8 abstentions

To support the Motion.

Before moving onto the second Motion, the Chairman referred to two videos that had been circulated in advance of the meeting and he requested that Members observed one minute of silent reflection.

The following notice of motion had been proposed by Cllr R Kershaw:
Council notes that after the recent protest marches in the UK as a result of the killing of George Floyd in the USA there has been a noticeable rise in racial tension in the country.

Council further notes the release of the Government's reporting the disproportionate impact of COVID-19 on Black, Asian and Minority Ethnic people.

Council notes that there is no place for racism and that far more needs be done to eradicate race discrimination in society.

Council recommits to lead by example to ensure equal opportunities for all regardless of race, religion, sexual orientation, ethnicity or disability.

Norfolk has a proud tradition of welcoming people from overseas. We need to reinforce that reputation. It is our responsibility to respond thoughtfully and improve our ignorance and educate with the aid of the BAME community.

Cllr Kershaw introduced the motion. He said that this was about fairness. Black

people comprised 3% of the population in England and Wales yet accounted for 12% of the prison population. This was a higher disproportionality than the USA. He said that 48% of young people held in custody were from black or ethnic minorities. People from BAME backgrounds had to submit 60% more applications to get the same level of interviews for jobs. Similarly, they were twice as likely to be unemployed as white people. Black students were given lower predicted grades despite regularly over-achieving and people from BAME backgrounds also accounted for more than a third of COVID 19 patients admitted to ICU. He said that intolerance and hate crimes had increased since the referendum to leave the EU. Now was the time to address these issues and educate ourselves, youngsters and the community as a whole. The challenges were great and should be faced together. Passive acceptance was not good enough – people needed to be pro-active about stopping racism.

The Chairman invited Members to speak:

- a) Cllr Cushing said that the Conservative Group abhorred racism and they would be supporting the motion.
- b) Cllr E Withington said that she welcomed the opportunity to discuss this issue in an area which was predominantly white. Many people had little understanding of what it was like to belong to a BAME group and it was important that people worked together to show their support for minority groups. She said that it was not a question of saying that black lives mattered more than other lives but it sent an important message that racism significantly impacted on the lives of black people globally. In the UK, history had placed black people in a position which indicated that their lives did not matter as much as their white counterparts.
- c) Cllr N Lloyd said that he supported the motion and it was important that in the light of global events, the Council actively took a stance on the black lives matter movement.
- d) Cllr S Butikofer said that in the UK, 26% of cases where the police used firearms were against people from BAME backgrounds. She said that everyone needed to challenge themselves as individuals and highlight the dangers around unconscious bias. Everyone needed to reflect on the injustices of racism and should ask themselves what more could be done to eradicate racism once and for all. Standing by was not an option.
- e) Cllr J Rest said that he would like to have seen a bit more detail included in the Motion.
- f) Cllr L Shires said that it was a very important motion for the future of children growing up in the District. She had attended safeguarding training and had heard from many families from the BAME community about how their children just had to live with racism and the effects that it had on their lives. Now was the time to re-commit to re-educating ourselves and equality and the future that we want to see for North Norfolk children.

The Chairman said that there was a simple truth that we were all human and all one race and to deny this was absurd and an affront to humanity.

Cllr Kershaw thanked everyone for their comments. He said that this was an opportunity to embrace real change and work with schools and local communities on educating people about racism and all hate crimes and how to eliminate them.

It was proposed by Cllr R Kershaw, seconded by Cllr L Shires and

RESOLVED

To support the motion.

16 EXCLUSION OF PRESS AND PUBLIC

17 PRIVATE BUSINESS

The meeting ended at 7.47 pm.

Chairman

REVIEW OF POLITICAL BALANCE AND ALLOCATION OF SEATS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS

Summary: Following a change to the membership of the political groups at North Norfolk District Council, the Council is required to review the allocation of seats on committees, sub committees and working parties to reflect the political balance of the Council, in accordance with Section 15 of the Local Government and Housing Act 1989 and regulations made thereunder.

Conclusions: Following a change in the political balance it is necessary to review the allocation of seats on committees, sub-committees, working parties and panels.

Recommendations:

- 1. That Council approves the revised political balance calculation as per section 2.4 of this report**
- 2. That Council approves the allocation of seats to political groups as shown at Appendix A**
- 3. That delegation is given to the Group Leaders to make any appointments to committees, sub-committees, working parties and panels (in line with the political balance).**

Contact Officer(s), telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010, emma.denny@north-norfolk.gov.uk ;
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1. Introduction

1.1 Since the last review of the political balance of the Council in May 2019, there has been a change to the political make-up of the Council. As a result of this change, it is necessary to review the political balance again and determine the allocation of seats on committees to ensure that they reflect the revised balance.

1.2 Council's duty is to determine the allocation of seats to be filled by appointments by the authority, except the Cabinet. The purpose is to ensure that there is proportionality across all formal activities of the Council, reflecting the overall political composition. It affects all formally constituted committees, sub-committees, working parties and panels which discharge functions on behalf of the authority.

2. Background

2.1 On 28th August 2020 a Liberal Democrat member joined the Conservative Group. This has resulted in a change to the political balance of the Council.

The Council composition is as follows: Liberal Democrats (29 members), Conservatives (7 members) Independent Group (4 members)

2.2 Section 15(1) of the Local Government & Housing Act 1989 requires the Council to review the representation of the different political groups on committees and sub-committees:

- at, or as soon as practicable after the Annual Meeting of the Council or,
- where notice is received of a change in the composition of political groups

2.3 The Head of Paid Service has a duty, whenever such a review takes place, to submit a report to the Council showing what the allocation of seats, in their opinion, best meet the requirements of the above Act.

2.4 Political Composition

The political composition of the Council is outlined below:
(As there is one vacancy for the purposes of the political balance calculation they are not included in the table below – see section 2.6)

Group	No. of members	%
Liberal Democrat	29	72.5
Conservative	7	17.5
Independent	4	10
Total	40	100%

2.5 The Council needs to approve the allocation of seats to the political groups on those committees which are required by law to be politically balanced.

2.6 The obligation to ensure that there is proportionality in the political composition of the Council's committees extends only to proportionate representation of members of political groups and does not require that a vacant seat is represented.

2.7 In carrying out any review, the Council is obliged to adopt the following principles and to give effect to them 'so far as is reasonably practicable':

- a) That not all seats on the Council are allocated to the same political group
- b) That the majority of the seats on the Council are allocated to a particular group if the number of persons belonging to that group is a majority of the authority's membership
- c) Subject to the above, that the number of seats on ordinary committees of the Council which are allocated to each political group, have the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority and
- d) Subject to a) and c) above, that the number of the seats on the Council which are allocated to each group have the same proportion to the number of all the seats on that Council as is borne by the number of members of that group to the membership of the Council.
- e) It was agreed at the Annual meeting of Full Council on 15th May 2019 that delegation should be given to the Group Leaders to make any changes

required to appointments to committees, sub-committees, working parties and panels as long as they are in accordance with the political balance. Group Leaders will inform the Democratic Services Manager of any changes and Members will be informed via the Members' Bulletin. In addition, and to ensure they changes are recorded formally, an update will be provided to the next meeting of Full Council.

3. Entitlement to Places

3.1 The table at Appendix A shows those Committees that are required to be politically balanced and provides the entitlement to places of each group. Generally, the approach taken has been to round up percentages where they are above 0.5% or close to 0.5

3.2 According to NNDC's Constitution, Chapter 5 section 6.2 'Working Parties shall in law be Committees of the Council' and consequently the political balance rules will also apply to working parties – unless they are Cabinet sub-committees. Cabinet sub-committees are not required to be politically balanced but it is the practice at NNDC that they are and for this reason they are included in the table (marked with an asterisk)

4. Conclusion

Council is asked to allocate seats and substitutes to political groups in accordance with the political balance rules.

5. Implications and Risks

In line with the relevant legislation, the Council must review the political balance and allocation of seats following the formation of a new political group. There is no alternative.

6. Financial Implications and Risks

There are no financial implications arising from this report.

7. Sustainability

There no sustainability issues arising from this report.

8. Equality and Diversity

An Equality Impact Assessment has not been completed because there are no service, policy or organisational changes being proposed.

9. Section 17 Crime and Disorder considerations

There are no Crime and Disorder implications arising from this report.

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			Liberal Democrat		Conservative		Independent		TOTAL
Members			29		7		4		40
Expressed as %			72.5%		17.5%		10%		100%
Committee	No. of Seats Currently		Entitled Places (exact)	Entitled Places (rounded)	Entitled Places (exact)	Entitled Places (rounded)	Entitled Places (exact)	Entitled Places (rounded)	
Licensing Committee	15		10.8	44 10	2.62	2 3	1.5	2	15
Development Committee	14		10.15	44 10	2.45	2 3	1.4	1	14
Overview & Scrutiny	12		8.7	9	2.1	2	1.2	1	12
Planning Policy & Built Heritage WP	12		8.7	9	2.1	2	1.2	1	12
Standards Committee	7		5.07	5	1.22	1	0.7	1	7
*NN Sustainability Fund Grants Panel	7		5.07	5	1.22	1	0.7	1	7
*Member Development Group	6		4.35	4	1.05	1	0.6	1	6
Governance, Risk & Audit Committee	6		4.35	4	1.05	1	0.6	1	6
Constitution Working Party	5		3.62	4	0.87	1	0.5	0	5
*Joint Staff Consultative Committee	5		3.62	4	0.87	1	0.5	0	5
* Council Tax Support Working Party	5		3.62	4	0.87	1	0.5	0	5
TOTAL	94		68.05	68	16.42	17	9.4	9	94

**Please note that all of the committees marked with an asterisk * are Cabinet sub-committees and therefore they are not required to be politically balanced – however, it is the practice at NNDC that they are politically balanced.*

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CABINET MEMBERS REPORT TO COUNCIL**23 September 2020****COUNCILLOR ANDREW BROWN - CABINET MEMBER FOR PLANNING & HOUSING**

For the period June 2020 to September 2020

1 Progress on Portfolio Matters (Housing elements).**Business as usual activity**Temporary Housing

The Council has an urgent need for temporary housing and has used an existing budget to buy four properties for use as temporary housing, Cabinet has also recently supported the refurbishment of a Council owned property in Wicken Green to be used as temporary accommodation – bringing the total to seven homes. These homes reduce the cost of providing temporary housing; the alternative being more expensive and less suitable bed and breakfast accommodation. A bid has been submitted for government funding under its Next Steps Accommodation Programme (which follows on from the “Everyone In” initiative aimed at getting rough sleepers accommodated to reduce Covid19 risks). NNDC has submitted a bid for £125k government funding to help purchase four further units of accommodation to be used as a temporary/move-on accommodation for rough sleepers. We hope to hear if our bid has been successful imminently, and if it is a report will be taken to Cabinet seeking further resources to implement the scheme.

Section 157 sales and enquiries

There have been a very high number of sales (or at least enquires) in the last few months involving homes with a Section 157 restriction. This restriction requires that many ex-Council homes sold under the Right-To-Buy can only be sold on to someone who has lived or worked in Norfolk for the preceding three years and that the home is used as a primary residence (i.e. not a second home). The aim of this restriction is to keep a pool of relatively affordable homes to buy for local people. The Council intends to work with estate agents to ensure this restriction is better understood and publicised to prospective purchasers, in order both to better achieve the objective and help prevent wasted time on behalf of all parties involved.

Extra Care Housing

The construction of Housing 21's Fakenham Extra Care Housing scheme is progressing well. The sales and letting launch for the 66 flats (36 shared-ownership, 30 rented) will begin from mid-November.

Housing Strategy – 2020 – 2023

The key themes for the Housing Strategy are set out in the 'Homes for Local People' element of the Corporate Plan. The Strategic Housing Team is preparing a report on the context/ profile of housing in the District and proposals for member engagement in development of the detailed strategy.

Emerging Local Plan

The Housing team are working closely with the Planning Policy team to ensure the emerging Local Plan reflects housing need in the District and helps deliver as many affordable homes as possible.

Covid 19 related activity

Environmental Protection Team

As COVID 19 restrictions have eased, the team have seen the number of housing condition complaints increase. However, it is notable that requests for assistance in the summer months often *decrease* due to the warm dry weather and then increase in Autumn and Winter due to higher precipitation levels and lower temperatures.

Currently, housing enforcement officers continue to only undertake home visits where essential (i.e. dwellings where there is a high likelihood of significant harm occurring) and where social distancing can be applied. As such, the number of home visits required during recent months has been low (this is fortunate, as redeployment cut team numbers by 50%) which has allowed officers to focus on historical complaints and other cases (including 'filthy and verminous' premises, dangerous structures, Houses in Multiple Occupation etc.).

IHAT

The integrated housing adaptations team are now able to progress more adaptations cases. All contractors are now back working, but this has resulted in significant backlogs and many are experiencing difficulties in getting some materials and supplies. Some customers are still reluctant to go ahead with adaptations and are delaying work, but most are now happy to proceed.

All assessments are initially telephone-based, a view is taken as to whether a visit is required to clarify issues prior to recommendations being made. All schedules are being produced based on information provided by third parties and visits as yet have not been needed to progress any cases.

Housing Options

At the start of lockdown, in accordance with Government advice, the team focused on accommodating rough sleepers and homeless households. The team continue to support rough sleepers and those at risk of homelessness or rough sleeping. With the agreement of partner Registered Providers the team temporarily halted the choice based lettings scheme. This has now been reviewed and the partners have all agreed to a partial reopening of 'Your Choice Your Home'. This means that 1 in 3 vacancies will be considered as a direct let and this will give the team the ability to consider clients that the authority is working with under the homelessness legislation and rough sleepers. The remaining 2 out of 3 lets will be advertised through Your Choice Your Home.

Housing Enabling

Work in this area continues in spite of lockdown, working with partner Registered Providers to assess local housing need, identify suitable housing sites and work with partners, landowners and colleagues in Planning to help deliver affordable homes. In Northrepps, Broadland Housing Association held a virtual consultation event with local residents about their proposed exceptions housing scheme in the village. The event was well received. Planning applications have recently been submitted for Exception schemes in Hindringham and Walcott.

2 Forthcoming Activities and Developments.

The result of our bid for Next Steps Funding is awaited (See section 1 for further detail).

3 Meetings attended

3 Performance Information

Affordable Homes

The projected number of affordable homes to be delivered in 2020/21 is 262 – the highest number for many years. This figure includes some large schemes (H21's Extra Care scheme – 66 flats; Flagship's Laundry Loke development – 43 homes; S106 homes at Hempstead Road, Holt – 35 homes). Some of these developments are due to complete towards the end of 2020/21 so some may slip into 2021/22. By the end of August, 23 new affordable homes had been delivered so far this year.

Environmental Protection Team

Statistics from April 01 2020 to August 31 2020:

- Number of housing condition complaints received: 23
- Number of those complaints resulting in inspections: 4
- Number of those dwellings inspected with category 1 hazards: 2
- Number of dwellings made decent (including cases where initial complaint was made before 01 April 2020): 7

Housing Options Team

Housing List and Properties Let

As at 31st Aug there were 2,902 households on the housing list of which 395 were in the housing register, broken down as follows: 1 x Priority Card, 238 x Band 1 and 156 x Band 2.

Between 1 Apr 2020 – 31 Aug 2020 there were 96 affordable home lets (in 2019/20 the team let 304 homes).

Homelessness

Temporary accommodation – as at 31 Aug 2020: 59 clients were in TA (by 11 Sep 2020 this had gone down to 47)

Live Cases: as at 11 September 2020:

- Final Duties accepted: 23
- Prevention duty accepted: 23
- Relief Duty accepted: 38
- Triage (mixture of new cases, rough sleepers, being supported): 60

Rough Sleepers

- Currently still being accommodated: 10
- Currently rough sleeping: 7

IHAT (Integrated Housing Adaptations Team)

The team has a budget for 2020/21 of £1,194,000 and also has £404,000 budget for work approved in 2019/20 and carried forward into 2020/21.

Up to the end of August:

- Recommendations for adaptations received – 67
- Cases approved – 41
- Cases completed – 20
- Grant approved - £3358k
- Grant spent - £165k

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR ANDREW BROWN - CABINET MEMBER FOR PLANNING

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

Development Management Performance

Our latest figures for speed of decision stand up to month end July in as:

- *Two-year average Majors to end of August stand at 81.36%, down 1.50% since May. National indicators require decisions should exceed 60%. In August 100% of major application were determined within time.*
- *Two-year average Non-major applications to end of August stand at 88.77% up by 3.06% from May, (National indicators require decisions to be a minimum of 70%). In August 98.44% of Non- major application were determined within time.*

The performance profile for both sections is moving positively upwards since May. COVID 19 protocols for site inspections has been simplified and are enabling officers to visit sites at an earlier stage and will deliver improvements in the timeliness of decision making.

Our latest figures for quality of decision (end of July); as measured by appeal success stand as:

- *Majors no appeal decisions have overturned Council decisions for the 2 year reporting period.*
- *Non-major developments 1.04%, no appeals were approved against Council decisions since last reporting.*

The national standard for performance on this matter is 10% of appeals being approved in the 2-year cycle. The Council have an excellent record in relation to the quality of decisions being made.

No fees were refunded as a result of requests made following failure to determine the cases in 26 weeks.

Planning Policy & neighbourhood planning

Local Plan Review

The Planning Policy and Built Heritage Working party (PPBH) continue to work remotely and include public engagement via the Council's YouTube channel. Through these provisions PPBH was able to recommend a series of outcomes for site allocations to Cabinet. Further reports are to be heard to reconsider allocations at Cromer, Holt, and Mundesley. Cabinet have required that the recommendation for allocations at Blakeney is to be re-heard.

Along with site allocation PPBH have also progressed:

- Open space, Sport and Recreation study has been (approved)
- Five-year land supply 2020 (standing at 5.16) (approved)
- Coastal Adaptations Supplementary Planning Document (approved)
- Planning White Paper consultation response (reporting to September meeting)

Neighbourhood Plan

Great Ryburgh neighbourhood plan recommendations have now been agreed. We will look forward to the plan being made in due course. Weight may now be given to the Neighbourhood plan in any applications to be determined within the plan area.

Major projects & Conservation, Design & Landscape

The major housing development appeal for 110 homes and land for a new primary school at Beresford Close, Holt, originally proposed for determination by written reps, was considered by the appointed planning inspector. The inspector has determined that the case must be heard as a public inquiry which is due to take place via remote hearing on 20 October 2020 over four days.

Planning applications submitted by Crisp Maltings group are progressing. The applicant has agreed to withdraw the housing application focussing instead on the two applications to extend the existing malting's business including provision of a new access road. The applicant is seeking to address matters raised at consultation stage and the cases will be referred to Development Committee for determination.

Housing schemes at Fakenham (Trinity College) and two sites on the edge of Cromer (Norwich Road and Roughton Road) are also progressing with referral to Development Committee expected before end 2020. The Majors Team are focussing efforts to clear a number of outstanding cases at this busy time.

Work continues to progress on the review of Conservation Areas within the Glaven Valley being undertaken in partnership with Purcell. This includes the Conservation Areas of Holt, Baconsthorpe, Hempstead, Letheringsett and Glandford and then Brinton with Thornage, Sharrington, Hunworth, Edgefield and Stody before the larger Glaven Valley Conservation Area is reviewed. Reports will be taken to the Planning Policy and Built Heritage Working Party

in the coming months detailing progress and to agree actions such as public consultation.

Work is also continuing to review and finalise the Council's updated Landscape Character Assessment and Sensitivity Study ahead of formal adoption. The Council are working with LUC to finalise the document in the coming months.

Building Control

Covid 19 remains challenging for our Building Control team, recently more flexible working arrangements have enabled a backlog of internal final inspections for dwellings to be cleared. All sites are now being inspected first hand, remote site inspections are now entirely exceptional. The team continue to provide a timely and well respected service to the construction sector in North Norfolk.

Software Introduction

COVID 19 has led to the Go Live date for the Uniform (planning applications) project being deferred. From August onwards the project team have been able to recommence work on project in earnest. The revised project timetable will deliver an agreed Go Live in December 2020.

Staffing

The following Officers have joined the service since reporting in May:

Alice Walker – Planning Trainee

Chris Neal – Senior Officer Development Management

Richard Riggs – Senior Officer Major Projects

A contract offer has been made to a further candidate to fill a vacancy as a Senior Officer Major Projects; Interviews will be held for the appointment of an Assistant technical officer Building Regulations, and Assistant Landscape Officer.

I am pleased to announce the promotion of Elliot Schubert to Building Surveyor. Very much positive news to report on recruitment with only 2 vacant posts in the service currently.

Planning White Paper Consultation

Members will be aware of significant proposed changes to the planning system that are currently under consultation. It is essential that members and our community are made aware of this process and are enabled to comment on the proposals.

Officers will be reported verbally to the PPBH Working Party on September 14. This has been followed by circulation of a briefing paper and invitations for members to attend a virtual briefing / Q&A session later this month. Officers will also contact Parish and Town Councils to raise awareness of the White paper consultation and its proposals.

Prior to final completion of the Council's response officers will report to the final draft response to Business Planning for consideration.

Planning Awards

I am pleased to report that NNDC (Housing and Planning) in partnership with Housing providers and Planning consultants has been nominated for a regional planning award under the Royal Town Planning Institute in relation to an innovative strategy that has successfully delivered affordable homes in North Norfolk. The district-wide strategy delivered 61 affordable homes in 5 rural locations, linked by one Section 106 Agreement. The schemes have been thoughtfully designed having regard to existing and future residents to ensure the creation of sustainable, inclusive, communities.

https://www.rtpi.org.uk/find-your-rtpi/rtpi-english-regions/rtpi-east-of-england/awards/?dm_i=1MBA,70LG8,359IAQ,SAAVL,1

2 Forthcoming Activities and Developments.

Planning Policy & Build Heritage Working Party – 14 September 2020

Development Committee – 17 September 2020

3 Meetings attended

Planning Policy & Build Heritage Working party – 15 June, 13 July, 17 August.

Development Committee – 23 July, 10 August.

CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR S BUTIKOFER - CABINET MEMBER FOR CORPORATE SERVICES & STRATEGY (CUSTOMER SERVICES)

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

Reprographics:

During the Covid-19 Lockdown, Reprographics has worked with a number of departments and within the last couple of weeks has helped the Council Tax and Business rates to start producing soft reminder payment letters to our customers.

Reprographics has produced multiple signs in a range of sizes this has now included the signage to replace some of the early Covid signs with the new 'You are Welcome!' signage.

Customer Services:

Although our offices are currently only open to those with a pre-booked appointment service to our customers has continued to be delivered throughout the lockdown period

The following table shows the number of pre-booked customer appointments held at our offices between 23 March and 28 August 2020;

Week Commencing	Face to face appointments
29/06	4
06/07	5
13/07	7
20/07	6
27/07	5
03/08	9
10/08	3
17/08	7
24/08	7

Customers contacting the council online has increased as shown by the following table;

	April	May	June	July	August
Online Contact Us Form 2019/20	522	176	125	195	185
Online Contact Us Form 2020/21	444	355	351	351	359
Increase/Decrease	-15%	101%	180%	80%	94%

(April 2019 was disproportionately high due to customer contact regarding the Bacton Sandscaping project and the environmental impact of netting on the cliffs)

Customer contact by telephone has also increased:

	April	May	June	July	August
CS Calls 2019/20	3554	3623	2907	6536	3375
Total Calls 2020/21	7182	4783	5518	5748	5948
Increase/Decrease	102%	32%	89%	-12%	76%
Percentage made up of additional calls (CT/Business Rates, Housing Benefits, Covid-19)	73.38%	61.80%	43.64%	30.86%	29.20%

(July 2019 was disproportionately high due to customer contact regarding Garden Bin payments)

2 Forthcoming Activities and Developments.

Reprographics:

The current main Reprographics equipment contract is due to end in June 2021. The contract is a 5-year rental agreement for one mono (black and white) printer and one colour printer along with the necessary software. The contract was procured and awarded via the government Crown Commercial Framework with 5 companies bidding for the contract. Xerox was awarded the contract and over the life of the contract so far, the printers have been reliable and produced good quality print. Overall, the print machines and software have met the Council's corporate printing requirements.

It is prudent to start the procurement process in good time, with the indicative timescale as follows:

September to November 2020 – Soft market testing to identify equipment availability to meet needs and indicative costs

December 2020 – Cabinet paper to seek approval to procure new print equipment

January 2021 – Procurement via Crown Commercial Framework

February 2021 - Award contract (subject to satisfactory procurement – quality/price)

May – June 2020 – Installation.

Customer Services:

As the council moves towards seeing more customers in the office there will be a reduction in the pool of Customer Service Advisors available to take calls. Since lockdown customer services have been the first point of contact for calls to Housing Benefits, Council Tax, Business Rates and Housing Options so that back office staff time is freed up to deal with processing. There will be a need to carefully consider how best to resource these calls going forward so that customer satisfaction is maintained and service levels maintained.

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR S BUTIKOFER - CABINET MEMBER FOR CORPORATE SERVICES & STRATEGY (HUMAN RESOURCES)

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

The Senior Leadership Team restructure is ongoing. Have completed two rounds of consultations with each member of the SLT, and anticipate confirmation of the structure (subject to approval from FC) within the next week.

2 Forthcoming Activities and Developments.

Not strictly forthcoming, and some are retrospective since joining in April

- Have moved occupational health providers. This benefits us by having appointments within 5 days as opposed to four weeks, as was the case with our previous provider. All medical opinion is now provided by Dr's as opposed to mainly Nurse. More efficient booking and document exchange using a secure portal.
- Financial – have removed £9k worth of costs from an HR advice service over the next three years. Reduced our Skillgate (ELearning software) costs by 10% over the next two years. 10% reduction in agency fees for the planning roles, these are now at 15%.
- Launched our corporate training plan
- Updated the appraisal process, moved from an appraisal to a new, revised and efficient process. By 16th September, we have completed two manager training sessions, and two all staff sessions. We've had a significant amount of positive feedback from employees and managers.
- Supported by the Head of IT and Digital Transformation, we are re-procuring our HR and payroll software. We are also being supported by a consultant to drive more efficiency and reporting capacity from the software
- We've adapted our recruitment process to continue recruiting through COVID
- One Business Partner has led a re-org in part of property services to enable more efficient cover of responsibilities through the week, and

cost reductions

- One Business Partner has put significant work into recruiting into our Planning service. Since April 2020 we have recruited into five roles. And have an interview next week for a Senior Planning Officer.
- We've put a significant amount of time and effort into developing a wellbeing page to support through COVID
- We've run organisational wide menopause awareness training
- Our flu vaccination campaign is planned and waiting to go
- All officers pay will increase by 2.75% this month, and will be backdated to April 2020
- All HR transparency data has been produced, and shared
- Launched a new employee benefits portal

3 Meetings attended

Monthly EELGA Heads of HR calls
Inclusivity and Diversity with Emma Denny and Lucy Hume

CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR SARAH BÜTIKOFER CABINET MEMBER FOR CORPORATE SERVICES & STRATEGY (IT)

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

Support for remote working users is still consuming a significant amount of IT resource.

A number of Web Forms, Analytics and Reporting systems have been delivered to support the allocation of Covid19 relief grants and other Covid19 related response activities

The Environmental Health System has been upgraded as a part of the ongoing technology refresh of the "M3" system to the "Assure" system

The contract for the Council's asset management system "Concerto" has been re-let.

The contract for the provision of Mobile Phone and Data services has been let to a new supplier. Costs are broadly in line with the old contract but the Council will have increased data allowances.

The Finance system elements that deal with cash handling and receipting has been upgraded.

A number of obsolete servers have been upgraded to the current standard

2 Forthcoming Activities and Developments.

The Council's three year Microsoft Enterprise Agreement ends in December. The abolition of the Central Government negotiated discounts would have resulted in significantly higher costs for the Council. Officers have been working closely with County IT to access the discounts they have access to which should mitigate any cost increases

Work has restarted to deliver the infrastructure and data necessary for the new Planning system "Uniform" go live which is scheduled for this December.

A new GIS Based Protected Tree Register will be launched to coincide with

the Uniform go live. This will replace the existing textual based system with an interactive map of all protect trees in the District

The HR System Contract will be re-let and any resultant changes will be implemented.

The bandwidth upgrade between Cromer and Fakenham will be commissioned following an extended wait for the service provider to upgrade their internal networks to support the Councils requirements. This will allow the long, planned, enhancement of the data backup facilities which will significantly improve our ability to maintain services and in the speed of recovery from outages in the Cromer offices.

The integration of the Councils' online payments facilities will be moved from Capita to Gov.Pay this will result in some cost savings and an improved level of customer services.

Work will continue to enhance the facilities in the Cromer Offices to accommodate a variety of home/office based working arrangements and patterns.

The integration with Serco IT systems following the waste contract change of service providers; will continue to allow online reporting of missed bin collections and other Waste related issues directly to Serco without requiring NNDC officer intervention will go live in October.

3 Meetings attended

A recently reinvigorated Norfolk IT Managers forum held a successful on-line meeting to share best practice and knowledge. Regular future meetings are planned.

CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR S BUTIKOFER - CABINET MEMBER FOR CORPORATE SERVICES & STRATEGY (LEGAL, DEMOCRATIC SERVICES & BENEFITS)

For the period July 2020 to September 2020

1 Progress on Portfolio Matters.

Democratic Services:

The Democratic Services team continues to be very busy arranging and supporting remote committee meetings. The majority of meetings are now on schedule and working parties and panels are also now convening following a 'pause' during the pandemic. Attendance by elected members at these meetings remains very high and subscribers to the Council's e-democracy YouTube channel continues to rise steadily, along with the number of views for each meeting, which in some cases is over 150.

2 Forthcoming Activities and Developments.

Democratic Services:

We are looking at options for providing training and support remotely to Members. Initially, provision will focus on mental health and wellbeing and Unconscious Bias / equality and diversity – following the support at Council in June for the Black Lives Matter motion.

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CABINET MEMBERS REPORT TO COUNCIL

SEPTEMBER 2020

Clr Fitch-Tillett Portfolio Holder for Coastal Management

For the period 10 June – 11 September

PROGRESS ON PORTFOLIO MATTERS.

1 Progress on Portfolio Matters.

Project Updates

Bacton to Walcott.

Analysis of the data collected to date to assess the expected re-profiling of the foreshore at Bacton and Walcott is underway.

Specialists have been working alongside our team in continuing to survey breeding birds at Bacton. Surveys to date are available on the NNDC website. Sand martins and Ringed plover have again nested this year. NNDC agree with Natural England and the RSPB as to additional measures put into place to minimise disturbance from walkers and dogs.

NNDC has entered an agreement to fund, through the Sandscaping Environment Agency Grant, Queen Mary University, working on behalf of the British Museum and Historic England a short project relating to the Palaeolithic artefact discoveries arising from the Sandscaping project. The project will:

1. Working with collectors to provide training, advice and information to ensure good recording and reporting practices.
2. Enabling wider public engagement through events* and information;
3. Working with the NHES to deal with the backlog of artefact identification and to support ongoing recording and ID work;
4. Facilitating discussions between stakeholders regarding longer-term funding of the work;
5. Providing information to other stakeholders, through (for example) talks, workshops, data, GIS files

The CPE team supported other NNDC teams in the delivery of the new Bacton car park and in the response to the opening of a private free car park at Walcott.

A lessons learned assessment has been completed through the University of East Anglia with regards to the develop and delivery of the Sandscaping project. Please contact the Coastal Manger for more information.

The Sandscaping Project has been submitted to and shortlisted for a number of awards, including:

- Environment Agency Flood and Coast Award

- British Construction Industries Award – Climate Resilience category

CLIFF:

The Coastal Loss Innovative Funding and Finance (CLIFF) phase 1b has been prepared and is due to start shortly. This will investigate options identified in phase 1a in more detail. It is funded by NNDC (Adaptation/Pathfinder reserve), Lewes District Council, LGA Coastal Special Interest Group and is supported by DEFRA

Hemsby, Pakefield and Great Yarmouth

Although not in the NNDC district, it is relevant to report the CPE team continue to input into coastal erosion management issues at Hemsby, Pakefield and Great Yarmouth. Karen Thomas, Head of the Coastal Partnership East Team, was interviewed by Panorama at Hemsby in relation to coastal change and the challenges of managing an eroding coast.

Shoreline Management Plan (SMP) Refresh

The CPE team continued to input in to the SMP refresh on a local and national basis, the final SMP refresh reports are due to be released by the Environment Agency soon.

Broadland Futures Initiative

We continue to keep light-touch involvement in the project, attending stakeholder meetings and contributing to drafts of key coast related documents as part of the evidence review. A group for elected members is under development and the formal initiation of this group is expected.

Inspections and Maintenance update

Maintenance since June has included:

- Overstrand concrete blocks revetment improvements (using block recycled from the gas terminal)
- Bacton and Ostend revetment repairs and shaping of beach cliffing
- Safety works to timber groyne at Walcott and Bacton
- Groyne markers repairs – Sheringham and West Runton
- Renewal of beach access signage where necessary
- H&S and sand martin signage has been erected along Bacton, Walcott and Ostend.
- Sheringham East removal of end debris
- Purchase and delivery of f Sea Defence hardwood stock from suitable sustainable sources.
- Filled uneven and cracked surfaces on Mundesley sea wall apron below Manor hotel
- Repairs to Cromer groynes
- Set up replacement stores unit at Weybourne following failure of old unit due to age.
- Repairs at Vale Road beach access
- Cromer sea wall and apron repairs (minor)
- Cromer West Groyne 4 repairs
- Various repairs at Cromer and Sheringham

Sea Palling Beach Access

The Environment Agency are seeking a consultant to consider design options and costs for improvements to Sea Palling ramp. Once there is a preferred way forward,

other discussions such as funding and future ownership/liabilities will need to be finalised.

Health and Safety and Incidents

22nd July 2020 at around 4pm, NNDC and RNLI were notified of a potential Unexploded Ordinance (UXO) under Cromer Pier. The Pier was shut to all members of the public by the police and Cromer ALB launched. The divers working on the pier legs were out of the water at approx. 4.30 pm. Bomb Disposal arrived on scene approx. 5.30pm and notified the police, coastguards and NNDC that it was in fact an old piece of steel most likely from the pier. The pier was re-opened shortly after that.

CPE team & Environmental Health team visited to Caravan and Holiday park coastal sites to reaffirm H&S of cliff safety

CPE team provide inspection and maintenance information to assist with a claim from a person injuring themselves on steps at Sheringham earlier in the year.

The CPE team and Leisure and Localities have received and increased and high numbers of reports and concerns from the public relating to inappropriate use of jet skis on the coast over the summer. The CPE team have supported other teams with managing this as best as possible and to begin to consider how this can be better managed.

Planning

The Planning Policy Working Party agree the draft scope for the initial consultation of the Coastal Adaptation Supplementary Planning Document.

A Partnership of East Suffolk Council, Great Yarmouth Borough Council, North Norfolk District Council, The Broads Authority, and the shared Coastal Partnership East team is at an early stage in preparing a Coastal Adaptation Supplementary Planning Document (SPD). The purpose of this SPD is to provide guidance on aligned policy approaches along the coast and to take a holistic (whole coast) approach, which follows from the Statement of Common Ground on Coastal Zone Planning agreed between the partnership authorities in September 2018. In doing so, this SPD will ensure planning guidance is up to date, aid the interpretation and delivery of planning policy, and provide case study examples of coastal adaptation best practice. The scope of the SPD is now open for consultation.

Comprehensive Spending Review

CPE are working across the authorities alongside the finance teams and with the LGA Coastal SIG to develop evidence to submit as part of responses to the Comprehensive Spending Review regarding the level of revenue Coastal Protection/Management funding and inequities with Flood Defence revenue funding (which is 100% funded nationally). Data from 22 Local Government Association Coastal SIG members has been collected to help support the Comprehensive Spending Review / RSG response from the LGA Coastal SIG and LA members.

National Policy and Strategy

Government Flood and Coastal Erosion Risk Management Policy Statement released – we are considering the content and identifying opportunities.

Environment Agency Flood and Coastal Erosion Risk Management Strategy laid

before parliament on Tuesday. Again we are digesting the content. NNDC as a Risk Management Authority under the Flood and Water Management Act must act consistently with this strategy. There are wider links beyond coastal management such as Planning and Environment. NNDC have been highlighted twice with the National Strategy document.

Research

NERC UK Climate Resilience Embedded Researcher Scheme

Unfortunately, the NERC UK Climate Resilience Embedded Researcher Scheme was not successful which was extremely disappointing. However, the team are looking at alternative ways parts of this essential research to be completed and funded.

Appointments

Cllr Angie Fitch-Tillett as Adaptation Lead and Karen Thomas Head of Coastal Partnership East as Adaptation Champion for the LA Coastal Special Interest Group.

AFT chaired the first resurrected meeting of the Adaptation Group to explore and champion Coastal Adaptation attended by Karen Thomas and Rob Goodliffe alongside other national local government colleagues.

Cllr Angie Fitch-Tillett in the LGA Adaptation Lead role will also chair the CLIFF Steering Group.

Forthcoming Activities and Developments.

The Environment Agency have written to all Risk Management Authorities (Flood and Coastal) to introduce the new Innovative Resilience Fund that is soon launch for Expressions of interest. Key points:

- Proposals must seek to improve resilience of households, communities and businesses to flooding and/or response to coastal change now and in the future.
- Projects must be led by a single Lead Local Flood Authority (LLFA) or Coast Protection Authority (CPA) but successful projects will represent a consortium of other local partners.
- Applications for this new Innovative Flood and Coastal Resilience Programme will open in autumn 2020, with successful projects will be announced in spring 2021 and completing before spring 2027.
- Selected partnership projects will receive up to £6 million over the six years.

The CPE team will be seeking further guidance and develop options for the Expressions of Interest process.

3 Meetings Attended

Note all meetings have been held as appropriate with regards to COVID.

- Weekly briefings to end July

July:

- Cabinet

- Coastal Forum
- CPE Board meeting
- Planning Policy and Built Heritage
- Regional Flood and Coastal Committee
- Trimmingham Parish Council
- Overview and Scrutiny
- Norfolk Coast Partnership “Re-Opening The Coast” Task & Finish Group
- Wash & North Norfolk Marine Partnership
- LGA Independent Briefing - Devolution
- LGA Coastal Special Interest Group

August:

- Cabinet
- Governance, Risk & Audit Committee
- Broads Internal Drainage Board
- Planning Policy & Built Heritage
- LGA Coastal SIG Adaptation Meeting
- Development Committee
- Norfolk Coast Partnership “Re-Opening The Coast” Task & Finish Group
- Business Planning
- Cabinet Pre-Agenda
- Carbon Trust Presentation
- Devolution Briefing

September:

- Overstrand Parish Council (Social distancing in Parish Hall)
- Cabinet
- North Norfolk Coastal Update
- Still to come:
- Planning Policy & Build Heritage
- Trimmingham Parish Council
- Overview & Scrutiny
- Development Committee
- Regional Flood & Coastal Local Choices Committee

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR V GAY - CABINET MEMBER FOR CULTURE & WELLBEING

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

Business as usual activity

Grants

Arts & Culture Fund – There has been a reduction in grant applications as a result of Covid 19. Only two grant applications were received for the period March 2020 – July 2020. Grants were awarded to North Norfolk Writers Group - £2,000 and “Extraordinary Lives” poetry project £2,500. Unfortunately due to Covid 19 some previously funded projects had to be cancelled, postponed or delivered virtually.

Community Transport Fund – No grant applications were received between March 2020 and July 2020. It is likely that this is due to the impact of Covid 19 on Community Transport services. Organisations that provide community transport will be proactively contacted and encouraged to apply to the current round.

The new North Norfolk Sustainable Communities Fund reflects the Council's increased focus on environmental and community sustainability and wellbeing. The fund aims to support communities in developing new and innovative projects to improve their environment as well as health and social wellbeing. The first round of this received 10 applications: one application was ineligible and one was withdrawn as alternative funding was sourced.

The Panel will meet on 7th October to consider eight applications for grants between £1,000 & £15,000. For projects requesting grants under £1,000 a smaller monthly Panel will meet to enable decisions on these grant applications to be made more quickly.

Wellbeing/Social Prescribing

The Council has contracts to deliver Social Prescribing services in North Norfolk on behalf of Norfolk County Council and two Primary Care Networks in North Norfolk. The five Social Prescribing Officers support vulnerable people to help them deal with or manage complex or significant issues which are impacting on their health and wellbeing. Currently this is not a self-referral service. Organisations such as Health, social care, police, housing associations and internal NNDC services with consent refer vulnerable people for support. During June, July & August 104 referrals were received.

In total this year so far 315 referrals have been received.

This figure is lower than in previous years (probably due to Covid and people not going to their GPs as much); although since the lockdown restrictions ended the number of referrals have increased. It is anticipated as the longer term effects of Covid become known, in particular the economic impacts (especially with the impending end of the Job Retention Scheme and suspension of evictions) there will be a significant increase in referrals.

The District Council has submitted its thoughts to a consultation on the Norfolk Older People's Social Care Strategy.

The Council is working with the Sue Lambert Trust to help the Trust in providing assistance with remote meetings for its clients.

Information, Advice & Guidance

The Council has previously funded Norfolk Citizens Advice to provide an Information, Advice & Guidance service. In line with NCC this is now being reviewed. Due to Covid 19, Norfolk CA have been unable to reopen offices in North Norfolk and are offering a telephone and web based service only.

An interim grant has been given to Norfolk Citizens Advice whilst a review of IAG services is carried out.

Leisure Facilities

The fitness suites (gyms) at all three main Council owned leisure centres (Fakenham, Splash and Victory) reopened on 25 July, with group exercise recommencing at Fakenham and Splash also. The two swimming pools, at Splash and Victory, reopened on 22 August. The three dual-use sports centres (based at the three Academy sites) will reopen in November.

The Leisure Operator has implemented extensive measures to safeguard their customers and staff, including enhanced cleaning regimes, hand sanitiser throughout, floor markings, signage and gym equipment being moved into adjacent studios (to ensure customers can participate at a safe distance). Initial feedback from customers has been very positive, and that they are happy to be able to return in safe manner.

The first throughput figures (visits) for the three facilities in August were 12,813. Whilst these are approximately one third of what we would normally expect, they are higher than estimated and quite encouraging.

Following the period of temporary closure, there has been a 17% loss of members to those facilities. Thus in an effort to incentivise customers to return, and given the now limited offer/provision, membership prices have been reduced as follows:

Fakenham:	£20/month
Splash:	£20/month
Victory:	£24.99
Cromer Gym:	£15.00

Countryside

The relaxing of restrictions on movement saw a significant increase in visitors to our country parks and woodland sites. For example, Holt Country Park (HCP) had an increase of over 3,000 visitors compared to July and August 2019.

The Visitor Centre at the site has been redesigned and reopened, and good feedback has been received from customers.

A new sculpture was installed and unveiled at HCP and discussions regarding the installation of additional sculpture across the Council's woodland sites are being held.

The Green Flag inspections (being undertaken via mystery visits) are taking place during September (somewhat later than usual, due to the pandemic), with results due in October.

Due to Covid there will be no Countryside events until February 2021 at the earliest. This enables the team to investigate alternative options, such as self-led trails for future holiday periods such as Easter, Halloween and Christmas.

The team is investigating the possibility of providing volunteer days for Council staff to assist with projects at our sites as part of the Council's volunteer scheme. This would be a good opportunity to bring staff and teams safely back together following the Covid restrictions, whilst supporting one of the Council's services.

Parkrun

Parkrun UK announced that it is aiming to restart their England based events towards the end of October (date to be confirmed). It is unclear at this stage whether the Parkrun at Sheringham will be able to commence but Officers are in discussions with the National Trust team at Sheringham Park, in order to agree when it will be safe to recommence this popular event.

Beaches

Due to the Coronavirus pandemic it was not possible to provide a full beach safety service across all of our six Blue Flag beaches this year. However, the RNLI Lifeguards have provided patrols at Sheringham, Mundesley, Cromer and Sea Palling.

The relaxation of Government restrictions saw a large increase in visitors to the District and its resorts. There were no major incidents at the Council-run beaches. Full visitor numbers and incidents statistics will be reported at the end of the year.

Culture

The Pier operator recommenced trading on the Pier on 13 June. Initially this only included take-away refreshments, gifts and merchandise.

The Council has provided support and advice the operator, which has led to an independent organisation providing an indoor show entitled, 'Strictly Variety' in the theatre. It is believed that this was the first Covid-safe indoor theatre show in the country; it comprised single person acts, and operated with comprehensive social distancing measures, with vastly reduced audience numbers. The shows have reportedly been a great success and, to-date, every show has been sold out. The shows will help inform how and when other shows may be able to be planned and operated.

The District Council has also continued with its Orchestras Live programme and has supported a live outdoor concert at Mannington Hall, supported by mini-performances outside local care homes. These outreach activities went down very well indeed and, like the pier variety shows, the main event was sold out. This demonstrates a demand for such concerts and shows that they can be staged in a Covid-secure way, although to a much reduced audience. This event was promoted by Sheringham Little Theatre, for which it raised funds.

Covid 19 related activity

As the lockdown eased and shielding was paused the requests for support from vulnerable people reduced considerably. Requests for support with prescriptions or shopping are primarily being assigned to Voluntary Norfolk (to DBS checked volunteers). The Council is signposting people experiencing economic hardship, for people on an income-related benefit, to the Norfolk Assistance Scheme, which is able to provide financial support (e.g. for the purchase of furniture, white goods etc.). People requesting the Companionship Calls which the Council previously undertook, are referred (with consent) to Voluntary Norfolk or a local community organisation.

The Council is working with Norfolk County Council to provide a local Contact Tracing service in North Norfolk. This is for people who have tested positive for Covid 19 but where national or NCC contact tracers have been unable to reach them by phone. A team of NNDC officers will be available to visit people to request that they register details of people they have been in contact with. Support will be also offered to people who have tested positive for Covid 19 to enable them to self-isolate.

2 Forthcoming Activities and Developments.

The Mammoth Marathon did not go ahead this year but plans are afoot to stage it next May, with the majority of participants choosing to retain their registration for the postponed event.

The Norfolk Records Committee, of which I am a member, has not met in any form since March. But by the time you read this the County Archives will have reopened (on September 15th). Researchers will be obliged to book their place and their documents in advance but this will be very welcome

news to family historians, community groups and students.

3 Meetings attended

Apart from my regular Council meetings, I have attended meetings of the Health and Well Being Board for Norfolk, the Norfolk Joint Museums Committee, the Board of the Sheringham Little Theatre and a briefing meeting on the subject of the Cromer Museum. By the time that you read this I shall also have attended another meeting of the District Councils' sub-committee of the Health and Well Being Board.

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CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR GREG HAYMAN - CABINET MEMBER FOR COMMERCIALISATION AND ASSETS

For the period June 2020 to September 2020.

1 Progress on Portfolio Matters.

Bacton car park – A new public car park has recently opened, giving easy access to Bacton’s beautiful sandy beach which has been brought about by the recent Sandscaping Scheme.

The car park will be operating on a pay and display basis and visitors can make use of the cashless payment app MiPermit. The car park is situated just outside of the main village of Bacton, on the Coast Road between the village and the Gas site. A short walk along the seashore (approx. 350m) will allow visitors to access the village amenities and public toilets without walking along the main coast road.

With direct access to the beach via a ramp, the car park offers 40 parking bays and provision of 5 cycle stands to support the Council’s healthy living and wellbeing agenda. It is easily accessed from the main road being situated between Cable Gap and Castaways holiday parks to the north west of Bacton village.

COVID-19 response – following the involvement of the Property team during the Council’s initial response to the COVID crisis, the team have more recently been involved with reopening assets and trying to ensure safe

operation. This includes areas such as the main office in Cromer and across assets such as public conveniences and playgrounds, which have been subject to a new fogging regime.

The Estates teams continue to support our tenants through this difficult time, and a number of staff have been redeployed over the previous months to support with the Small Business Grants administration process and the operation of the Community Hubs.

Electric Vehicle Charging Points (EVCP) – due to the impact of COVID-19 outbreak an extension for the completion of this project has been agreed with the main grant funder until the end of the current calendar year. Two towns are now live, these being Sheringham and Holt, with Cromer, Fakenham and Wells being expected to come on-stream later this month, followed by North Walsham.

Cromer office roof works – the works to the glulam beams and roof glazing at the main administrative office in Cromer have now been completed and the scaffolding removed.

Cromer pier survey work - Two years ago we let a 5-year contract for pier surveys which are undertaken by HOP Consulting, the previous survey completed back in 2018 informed the recent refurbishment works which are now largely complete.

HOP are currently in the process of providing an updated survey to inform future repair and maintenance cost estimates and this will be considered by Cabinet once the anticipated costs are known so that a decision can be made regarding the next phase of works.

The surveys normally grade certain areas of works and say how urgent they are so we can consider a 'phased approach' to any works required.

2 Forthcoming Activities and Developments.

Delivery Plan (DP) – there are a number of areas of policy and strategy formulation within the 'Financial Sustainability' theme of the new Delivery Plan. Two of these areas are to receive particular focus over the coming months to try and ensure delivery and these are as follows;

Financial Sustainability Strategy (DP action 2.1) - work is progressing in relation to the development of a new Financial Sustainability Strategy which will consider how the Council can take a more commercial and business like approach to service delivery, efficiency and income generation and this is due to be considered by committee before the end of the calendar year.

Car Parking Policy (DP action 2.2) – the Council continues to consider opportunities to maximise income from this important revenue source whilst taking account of the ongoing impacts of COVID.

Take a strategic approach to commercial development opportunities, including (DP action 3.3) -

- Updating the Asset Management Plan

The updated AMP is expected to be agreed through the committee process before the end of the calendar year.

Leases, licences, acquisitions and disposals – the current case load in respect of the Estates team

continues to be reviewed to ensure that all pending property transactions provide best value for the Council and consider and take advantage of improved use of assets wherever possible. The team have also been busy trying to support our tenants during these incredibly difficult times despite being a member of staff down, recruitment is currently ongoing and the team will be supported during the interim period by agency staff.

3 Meetings attended

Nothing further to report at the present time.

CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR R KERSHAW - CABINET MEMBER FOR ECONOMIC & CAREER DEVELOPMENT

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

Business as usual activity

Engagement with businesses

The usual engagement with businesses has been maintained, albeit with a reduced level of site visits. Much of the current resource and activity has been focused on helping businesses to access grants administered by the Council (see below) and helping businesses to obtain funding and other local and national support.

Careers and training

Contact has been maintained with all relevant stakeholders including careers leads in North Norfolk. The North Norfolk Careers Group meetings was held in June and July with good attendance, demonstrating a positive interest in supporting career and employment opportunities in the current climate. Much concern remains for the local economy once the current furlough support ceases. However, a number of local support schemes are anticipated to which NNDC is actively engaged in their development through the New Anglia LEP's Workforce Workstream.

North Walsham Town Centre Heritage Action Zone

This round of HAZ is expected to be officially launched (nationally) on Saturday 19th September (although clearance for lifting the embargo locally was given previously). The post of Project Manager has now been filled (by Jenni Jordan). A number of key activities have commenced including a condition survey on The Cedars and the formulation of a community engagement plan.

The Council has also been successful in its bid for funding from the *Getting Building* Fund to support a programme of townscape improvements for North Walsham Town Centre. The grant of £1.17m will provide a significant amount of match funding to support the delivery of this critical element of the project, 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.

Covid 19 related activity

Business support

Working collaboratively with staff across the Council, effective procedures have been implemented for the efficient processing of the following grants and business support measures:

Through the *Small Business Grant* (£10k Grant) and the *Retail, Hospitality and Leisure Grant* (£10k/£25k Grant), the Council has supported 4,788 businesses with £53,445,000 awarded (as at 10 September 2020).

The Council is also currently finalising the payments for the Discretionary Grant, which will further support over 200 more businesses with an additional £2.76m.

Business impacts

Between 13 May and 12 June a survey was undertaken of businesses in the District to establish a clear picture of the challenges they face as a result of the crisis. The results (from the 319 respondents) will be used to inform response plans, strategies and actions.

Visitor economy

The Council has continued to support and work very closely with Visit North Norfolk, in order to maintain communication with visitor and hospitality businesses in the District. VNN has kept up contact with their network in the local visitor sector, providing information and important messages to help them plan their response to the crisis and to plan for recovery. Key local businesses were surveyed to better understand the impacts of the current crisis and how they are preparing for a recovery. The present campaign, aligned with national marketing, is entitled 'Unexplored North Norfolk' (see latest video <https://youtu.be/pM7zfTXftsc>)

A consortium comprising Norfolk Local Authorities, together with Visit East of England, has secured funding from the Norfolk Strategic Fund for a 'Tourism Sector Support Package.' On the basis of the proportion of businesses operating in the appropriate sector, North Norfolk received an allocation from the fund of £330,000; which is divided between measures to assist in meeting the additional costs for the safe operation of the towns, resorts and visitor hotspots; and funding towards initiatives that will support the visitor economy and businesses that it supports. Combined with the remaining £25,000 from the 'Reopening High Streets Safely' fund that is allocated for marketing purposes, a total pot of £175,000 is proposed to support a grant scheme, with expressions of interest initially welcomed and final recommendations concluded by a Cabinet Working Party.

2 Forthcoming Activities and Developments.

Norfolk and Suffolk Innovation Launch

15 September 6:00pm to 7:30pm

To support Norfolk's ambition to be the best connected rural county in the UK, this event marks the official launch of the Norfolk and Suffolk Innovation Network, the largest public sector low-power wide-area network (LoRaWAN) deployment in the UK.

Norfolk County Council leader Cllr Andrew Proctor and a number of technical experts will explain how businesses can grow using this innovative tech, and how to sign up to benefit from it

To register, visit: www.eventbrite.co.uk/e/norfolk-and-suffolk-innovation-network-launch-tickets-117655900967

Also see www.norfolk.gov.uk/digital

Rise! A Recovery Event for Food and Drink Producers

23 September 2020 2pm-4:30pm

Norfolk County Council in partnership with Tech East, New Anglia LEP, Norfolk Chambers of Commerce and Local Flavours are delighted to bring a food and drink producers webinar.

The agenda will feature sector experts and businesses that have survived and thrived over the last few months during COVID-19, showcasing what has worked and why.

This event will help to inspire businesses to think better and bigger and to rise above the current situation, including learning how digital technology can play a key role in business growth.

Speakers already confirmed include:

Andrew Fearne, Professor of Value Chain Management at University of East Anglia

Emma Taylor, Funding Manager at New Anglia Local Enterprise Partnership

Matt and Steph Brown, Wild Knight Distillery

Sam Steggles, Fielding Cottage

Edwina Mullins, Social Media Trainer at Socialb

Tim Robinson, COO at Tech East

More speakers to be confirmed soon.

To register, visit: www.eventbrite.co.uk/e/rise-a-recovery-conference-for-food-and-drink-producers-tickets-116092015343

**Restart Festival
29 and 30 September 2020**

Practical advice, inspirational speakers and innovative new ideas will all be showcased at the RESTART Business Recovery Festival on 29 and 30 September.

Taking place virtually, RESTART will deliver two days of free, informative and exciting sessions to give Norfolk and Suffolk's businesses the support they need to kickstart and consolidate their recovery from the impact of the Covid-19 pandemic.

To register, visit: <https://newanglia.co.uk/restart-festival/>

3 Meetings attended

Parish Council meetings in ward, by Zoom and in person
Development Committee meetings
Planning policy meetings
North Walsham HAZ Working Party meetings by zoom and site visits
Discretionary Grant panel meetings
Regular Economic & Career Development briefings with officers

CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR NIGEL LLOYD - CABINET MEMBER FOR ENVIRONMENT

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

The goats spent some of the summer months on the cliff but have now returned to winter quarters. We have continued to sell "Goats on a Slope" merchandise but with reduced sales this year. Following the successful breeding programme this year we have reduced the herd size by 17, with these goats being sold to someone looking to set up a conservation herd themselves.

The Environmental Protection Team have to manage Travellers visiting North Norfolk and the temporary stopping places in the district have been relatively busy over the summer months. Legal action has been taken on two occasions over the summer to move groups on and we continue to work closely with police colleagues on this matter.

A Fixed Penalty Notice has been issued and payed relating to a Dog off the lead on Cromer beach- (£80 fine).

An individual was also successfully prosecuted for breach a noise abatement notice last Christmas which resulted in a small fine, our prosecution costs and the forfeiture of the noise making equipment.

Officers attended court in relation to an ASB case in Sheringham, and have adjourned the injunction proceeding for a year, based on current good behaviour and a change in circumstances.

There have been a number of emergency incidents over the period which officers have responded to including:

- 20 June – Budgens of Holt fire
- 2 July – Pollution Report 60 nautical miles off Cromer coast, no action required
- 3 July – dangerous structure in Wells following RTC
- 22 July - Suspected UXO on Cromer Pier which enabled the testing of readiness to set up a Covid secure rest centre but not ultimately required as the UXO turned out to be scrap metal
- 16 August - Sheringham surface water flooding in addition to having officers on the ground a Local Coordination Centre was set up in the office and post event a multi-agency debrief completed
- Flood alert issues re Storm Francis at the end of August

Taxi handbook consultation ended 24 August 2020. Seventy-two responses have been received, mainly from the trade. These are being collated for the next available Licensing Committee to consider.

Following the reopening of businesses, trade waste customers who suspended their accounts have predominantly returned to normal levels of collections. We continue to see some growth in the number of trade waste customers using the service.

We continue to grow the number of customers on the Garden Waste Services with around 1200 new customers since the service was reopened to new subscribers in late June.

The community fridge in Fakenham is being well used. The fridge in North Walsham has moved venue and has recently relaunched in a new venue in collaboration with NW Community Shop. Work is progressing well on a further 2 community fridges at Stalham and Sheringham.

Covid Impacts

Like other areas of the Council, Covid has been a major factor in the work of the service over recent months.

Officers have been involved in ongoing attendance at multi-agency meetings and tabletop exercises re Covid-19, plus weekly reporting Rest centre arrangements reviewed and two 'Covid secure' rest centre boxes have been ready to deploy since June.

The large increase in visitor numbers seen across the summer months has placed significant pressure on cleansing services and additional resources have been deployed in order to address this. Additional travel time and bin weights have also added to issues with vehicle reliability leading to some bins not being collected on their scheduled day of collection.

A number of officers within Environmental Health have been redeployed onto other duties to support the Covid response. As well as the continued support of the Community support activities the Reopening the High Street project received took significant officer resource from normal duties.

There have been additional burdens on Officers from normal work. These include amongst others:

- an increase in the number of noise and ASB complaints,
- business enquiries over complying with guidance and businesses adapting to new ways to trade etc
- increase in enquiries regarding events and temporary events notices which have involved focused engagement with applicants with complex and changing guidance
- increase in complaints from the public regarding gatherings, caravan sites, social distancing and face coverings

- involvement in developing the Local Outbreak Control Plan, a key piece of work with stakeholders across Norfolk and nationally
- comment and review of the Review of return to work guidance for all Council staff and ensuring the office is Covid secure
- additional processing to suspend and the reinstate a significant number of trade waste customers

EVCP

Electric vehicle charging points are now operational at Holt and Sheringham car parks. Fakenham, Wells and Cromer to follow soon. Delays to an installation at NW have been caused by lack of access to a nearby sub station.

PSPO

Starting the week commencing the 28th of September the Environmental Protection Rangers will be installing new signage across the district advertising the Public Space Protection Orders. These require dogs to be kept on leads and excluded dogs from certain areas such as playgrounds and parkland. The new signage will help ensure that the public know exactly what the restrictions are and will contribute to the Councils responsible dog ownership work. Along with the traditional metal signage we will be trailing a new series of pavement decals in certain areas.

2 Forthcoming Activities and Developments.

Ongoing work around Covid with planning for a second wave being undertaken.
Climate change strategy

3 Meetings attended

Tree planting planning meetings for this winter
Carbon Trust follow up meeting – carbon footprint
Climate change strategy meetings



CABINET MEMBERS REPORT TO COUNCIL

23 September 2020

COUNCILLOR ERIC SEWARD - CABINET MEMBER FOR FINANCE, REVENUES & BENEFITS

For the period June 2020 to September 2020

1 Progress on Portfolio Matters.

COVID-19 – a second update report in respect of the ongoing financial pressures as a result of the COVID-19 pandemic was provided for Member's consideration to Cabinet and Overview and Scrutiny in August. Following on from the previous update report in May which highlighted a potential budget deficit of around £1m in the current financial year, the updated position is now forecasting a potential deficit of around £0.3m. Further update reports will be provided as part of the budget monitoring process over the remainder of the year which will include the latest forecasts.

Business rates NHS appeal – On the 12th December the Council received some excellent news in relation to this case which determined whether or not the NHS Trusts are charitable and the Court determined that they are not. It's extremely good news for the Council. However, the NHS have appealed this decision and we are now awaiting an update as to when the appeal will be heard so unfortunately the case is still not concluded.

Small Business Grants – the Revenues and Finance teams have been heavily involved in the delivery of this grant scheme which will have closed by the time this report is published (end of August 2020). The support provided to local businesses through this scheme totals £53.4m and has helped nearly 5,000 customers. I would like to pass on the thanks of my Cabinet colleagues for the work that has gone in to the success of this scheme to all of the various teams involved.

2019/20 Business Rates Pilot – the figures for the pilot are contained within the 2019/20 outturn report which was presented to Cabinet earlier this month and saw additional income received by the District of c£0.6m.

2019/20 Accounts – despite the additional pressure brought about by the COVID pandemic the finance team were able to publish the 2019/20 **draft** accounts in line with the government target of the end of July. The audit work is scheduled for October and the accounts are due to be signed off by the Governance, Risk and Audit Committee (GRAC) in December. Members will be aware of the capacity issues that have been faced nationally by our external auditors, the 2018/19 accounts are now due to be signed off by

GRAC in September.

Government reviews - Due to national and global impact of COVID-19 the Fair Funding Review has been slipped until at least 2021. Consultation is ongoing in respect of the Local Government Finance Settlement and Business Rates Review, the deadline for responses is 24 September and 11 November respectively. The finance team will continue to monitor the position and will take account of any known funding changes as part of updating the 2021/22 Medium Term Financial Strategy and next year's budget.

Redmond review – The recommendations from the Redmond Review into local government accounts and audit were published earlier this month. The main ones relating to financial reporting by Councils are summarised below:

- *A standardised statement of service information and costs be prepared by each authority and be compared with the budget agreed to support the council tax/precept/levy and presented alongside the statutory accounts.*
- *The standardised statement should be subject to external audit.*
- *The optimum means of communicating such information to council taxpayers/service users be considered by each local authority to ensure access for all sections of the communities.*
- *CIPFA/LASAAC be required to review the statutory accounts, in the light of the new requirement to prepare the standardised statement, to determine whether there is scope to simplify the presentation of local authority accounts by removing disclosures that may no longer be considered to be necessary.*

These requirements could have implications for the way we complete our statement of accounts in the future and CIPFA/LASAAC will be consulting on this as part of their Annual Code consultation process.

2 Forthcoming Activities and Developments.

Upcoming Reports – a number of reports are due to be considered over the following months as follows:

- 2021/22 council tax discount determinations
- Budget Monitoring Report Period 6/COVID update
- 2021/22 Fees & charges
- 2020/21 treasury management half yearly report
- Medium Term Financial Strategy 2021/2022 onwards
- 2021/22 Budget
- Budget Monitoring Report Period 10/COVID update

3	Meetings attended
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Nothing further to report.	
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Debt Recovery 2019-20

Summary: This is an annual report detailing the council's collection performance and debt management arrangements for 2019/20
The report includes a:

- A summary of debts written off in each debt area showing the reasons for write-off and values.
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

1.

Recommendations: 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.

Cabinet member(s): Eric Seaward
All All
Contact Officer, telephone number, Sean Knight 01263 516347
and e-mail: Sean.Knight@north-norfolk.gov.uk

1. Introduction

1.1. The Corporate Debt Management annual report is one of the performance management measures to provide members with outturn figures for 2019/20 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values.
- Collection performance for Council Tax and Non - Domestic Rates (NNDR).
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

2. Background

2.1. Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this report identify those debts.

3. Performance

3.1. Below are a summary of the Council's three main income streams and the level of debt associated with each, for the last four financial years.

Table 1

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)

			(after write – offs)** (£)		
Council Tax	2016/17	1,998,329*	844,646**	1.36%	733,817
	2017/18	2,289,564	942,469	1.43%	755,756
	2018/19	2,297,629*	997,954**	1.40%	778,470
	2019/20	2,599,769	1,192,173	1.60%	863,985

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included (after write – offs)** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
NNDR	2016/17	331,206	134,548	0.52%	189,593
	2017/18	387,822	129,877	0.51%	228,797
	2018/19	323,870	192,064	0.71%	195,124
	2019/20	1,655,968*	724,063**	2.60%	958,258

3.2. *This is the cumulative arrears (excludes costs) for all years including 2019/20.

3.3. ** This is the arrears figure as at 31/3/2020. Collection of the 2019/20 debt is ongoing and £171k council tax and £508k NNDR has been collected since 28 July 2020 against the previous 2019/20 year's arrears.

3.4. The table below shows the level of sundry debt outstanding at the year-end. For 2019/20, this will exclude the residue of Housing Benefit Overpayments, which is shown separately.

Table 2

Income Area	Year	Total Arrears at 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income	2016/17	1,540,486	6,328,603	24.34%	710,210
	2017/18	1,710,721	6,918,600	24.72%	794,015
	2018/19	1,330,004	5,579,524	23.84%	762,096
	2019/20	610,999	22,839,235	2.68%	78,407

3.5. The above figures previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments here are not treated as a

corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.6 The table below shows the breakdown of 2019/20 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 3

Income Area	Year	Total Arrears at 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income Residual Housing Benefit Overpayments (in Finance)	2019/20	83,297	0.00	100	82,443
Housing Benefit Overpayments (put to invoice in the Benefits Service)	2019/20	**873,268	320,942	272%	654,537

3.7. ** Housing Benefit overpayment recovery was transferred to the Benefits Service in August 2019. In January 2020, following a review of resources in the team, two full-time Housing Benefit Overpayment Officers were moved across from Housing Benefit processing to provide a solid resource for Housing Benefit debt recovery. Training for the two officers was due to take place in March 2020, but due to the pandemic, this has been postponed. This has affected the level of overpayments recovered. Seventy two percent (72%) of the debt outstanding is serviced through attachments, debt enforcement, County Court Judgements and payment plans.

Table 4

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2016/17	61,902,431	54,172	1,143	1,998,329
	2017/18	65,861,821	54,530	1,208	2,289,564
	2018/19	71,201,165	54,938	1,296	2,297,629
	2019/20	74,697,433	55,169	1,354	2,599,769
NNDR	2016/7	26,115,380	6,865	3,804	331,206
	2017/18	25,544,969	7,174	3,561	387,822
	2018/19	27,210,079	7,334	3,710	323,870
	2019/20	27,870,878	7,652	3,642	1,655,968
Sundry Income	2016/17	6,328,732	5,833	1,085	1,540,486
	2017/18	6,918,600	5,433	1,273	1,710,721
	2018/19	5,579,524	6,093	1,870	1,329,966
	2019/20	22,839,235	6,867	3,893	610,999

3.8. The above figures for 2016/17 to 2018/19 previously included Housing Benefit Overpayments being recovered through weekly reclaim against the ongoing Housing Benefit. The value of overpayments here are not treated as a corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.9. The Provision for Bad/Debt for Sundry Income for all years is £762,096 which includes £732,409 for housing benefit overpayments. £632,166 is the level of housing benefit overpayments in the Benefit Service and £100,243 is the residual housing benefit overpayments in the Finance.

3.10 The table below shows the breakdown of 2019/20 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 5

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Sundry Income (residual Housing Benefit overpayments in finance).	2019/20	83,297	17	4,900	83,297
Housing Benefit overpayments put to invoice in the Benefits Service.	2019/20	873,268	647	1,350	873,268

Table 6

Income Area	2015/16	2016/17	2017/18	2018/19	2019/20	Target 2019/20
Council Tax	98.6%	98.7%	98.74%	98.72%	98.51%	98.4%
NNDR	99.3%	99.36%	99.40	99.15%	97.32%	99.1%

3.11. There have been a number of changes over the past few years that have affected council tax charges. From April 2013, support for council tax was localised. The Government reduced the level of funding that it had previously provided to cover the cost of the support (council tax benefit). All those of working age who had previously been on 100% benefit had to pay a minimum of 8.5%. In addition some people on benefits were also affected by other welfare reform changes – e.g. under occupation of properties in the social sector, the benefit cap and Universal Credit, putting additional pressure on incomes. In addition to the welfare changes there were a number of technical changes to council tax. These included an increase

in the charge for empty properties, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some residents to pay. The target for council tax collection continues to be challenging given the above.

3.12 There are no longer national indicators for the collection of Council Tax and Non-Domestic (Business) Rates. The performance indicator (PI) is retained as a local PI, and continues to be monitored monthly. An important part of debt management is to ensure that bills are sent out accurately and timely and that council tax and business ratepayers are aware of any appropriate discounts, exemptions, reliefs and benefit entitlement they may apply. Information is sent with the annual bills and is shown on our web site with service information being provided on these. The ongoing promotion of Direct Debit also forms an important part of debt management where 74% of council taxpayers are paying by direct debit and 30% of NNDR customers pay by direct debit.

3.13 The Government has made the Small Business Rate Relief (SBRR) scheme more generous from 1 April 2017. Small businesses with a Rateable Value below £12,001 are now entitled to receive 100% relief (increase funded by Government). Small businesses with a Rateable Value between £12,000 and £15,001 may now be entitled to receive a percentage reduction in their rates bill. There has been a number of new relief schemes to help small businesses with Non-Domestic Rates over the past few years.

3.14 The Government's NDR Retail Discount Scheme was implemented from 2019/20 to award retail businesses with a third off their net rates bill.

3.15 The temporary NDR Growth position that we employed to identify growth and help to increase revenue to NNDC has been a real success. In 2019/20 one property that was identified and reported to the Valuation Office Agency alone because it had previously expanded its business without our knowledge had a backdated rates bill of over £1.1m. This revaluation was proactively chased by us and confirmed in March 2020 so NNDC and Norfolk County Council could gain more retention rather than 50% being passed to central government because it was actioned before 31 March 2020 as part of the Business Rates 2019/20 Pilot. NNDC received 55.5% (40%+12.5%) which equated to £577k and the Norfolk County Council's share was 22.5% (10%+12.5%) which equated to £247k. This increased the NDR debit by £439k in March 2020 to be collected by 31 March 2020 and has also adversely affected our NDR collection figures for 2019/20.

3.16 Since March 2020 because of the pandemic and the effect of this on customers' ability to pay, we took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers have been given the opportunity to defer or delay their payments to us whilst they sort out their personal finances. This has impacted on the collection performance for 2019/20 as well as 2020/21.

4. Write-Offs

4.1. The table below shows in summary the amounts of debts that have been written off over the last four years. From 2019/20 Sundry Income is now illustrated separately to the residual Housing Benefit overpayments.

Table 7

Income Area	2016/17 (£)	2017/18 (£)	2018/19 (£)	2019/20 (£)

Council Tax	123,931	116,965	141,522	165,133
NNDR	48,950	47,404	135,839	45,671
Sundry Income (includes residual Housing Benefit write-offs)	16,113	17,038	11,380	
Housing Benefit	56,121	42,160	37,070	
Sundry Income only				9,248
Sundry Income (residual Housing Benefit overpayments in finance).				12,497
Housing Benefit overpayments put to invoice in the Benefits Service.				20,556

4.2. The table below details the category of debts that have been written off over the year 2019/20 (includes costs) for all years.

Table 8

Category	Council Tax(£)	NNDR(£)	Sundry Income(£)	Sundry Income (£) (residual Housing Benefit overpayments in finance)	Housing Benefit overpayments put to invoice in the Benefits Service (£)
Unable to collect Uneconomic/ bailiff unable to collect	-54	13	975	-271	4,407
Debtor deceased	3,801	1,380	69	12,885	4,879
Debtor absconded	68,884	5,036	754		1,600
Debtor in bankruptcy Or liquidation or other	66,327	37,041	6,363		9,084

Insolvency proceedings					
Debt cannot be proved (conflict of evidence)	454	2,076	121		0
Ill health & no means	1,016	0			0
Undue hardship	3,437	0			0
Debt remitted by the Court	0	0	129		0
Irrecoverable	18,549	125	2,109	166	0
Detained/Prison	718	0			273
Other	2,001	0	-1,272	-283	313
Totals	165,133	45,671	9,248	12,497	20,556

4.3 The level of Non-Domestic (Business) Rates debts written off has reduced since last year. The Council Tax and Non-Domestic (Business) Rates debts that have been written off are principally debts from insolvency and people absconding. Whilst every effort is made to trace debtors there is a number of debtors that cannot be traced and the debt has to be written off.

5. Implications and Risks

5.1. The information gained from this report will help improve monitoring and our ability to consider the risks in a more accurate way.

6. Financial Implications and Risks

6.1. The Council is already required to make provision for bad and doubtful debts. The additional information gained from this report will help improve monitoring and our ability to consider the appropriateness of the provisions in a more accurate way.

7. Sustainability

7.1 This report does not raise any issues relating to Sustainability.

8. Equality & Diversity

8.1 The Debt Management & Recovery Policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide reasonable facilities and assistance for them to do so.

8.2. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken into account to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case. All write-offs are dealt with in the same fair and consistent way in line with equality and diversity issues.

8.3 While you can be sent to prison for up to 3 months if the court decides you don't have a good reason to not pay your Council Tax and you refuse to do so it is not our Council's policy to take such action where there is an inability to pay and there is a range of support which the Council offers in order to avoid this.

9. Section 17 Crime and Disorder considerations

9.1 This report does not raise any issues relating to Crime and Disorder considerations.

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CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

Effective debt management is crucial to the success of any organisation. It is essential that this authority has clear policies and strategies to help prevent debt in the first instance and then manage the recovery of debt where prevention has failed. If the Council is to achieve its aim of first class resource management, then it must seek to recover all debts due and sustain collection rates. It also has a key role in the prevention of debt, and in providing advice and assistance to clients where there is genuine hardship.

This policy has therefore been designed to address these concerns. Its implementation aims to deliver measurable service improvement and adherence to recognised good practice. Members need to be confident that debt is being managed within the parameters set by this document.

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

- ◆ To identify debtors as early as possible, and consider fully the debtors circumstances and ability to pay, and so distinguish from the outset between the debtor who won't pay, and the debtor who genuinely can't pay.
- ◆ To work with the client to clear the debt as soon as possible. To ensure a professional, consistent and timely approach to recovery action across all of the Council's functions.
- ◆ To cost effectively pursue all debts owed to the Council, seeking to maintain and improve on the levels of income collected by the authority.
- ◆ To promote a co-ordinated approach towards sharing debtor information and managing multiple debts owed to the Council. To actively work alongside approved advice agencies to seek early identification of clients who are failing to meet multiple debt liabilities.
- ◆ To only write debt off once all avenues have been exhausted for the recovery of debt. This is in accordance with the Council's write-off policy.
- ◆ To treat individuals consistently and fairly regardless of age, sex, gender, disability, ethnicity, race or sexual orientation, and to ensure that individual's rights under General Data Protection Regulations (GDPR) and Human Rights legislation are protected.

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES

This Policy supports the Council's drive towards continuous improvement whilst recognising equality and diversity issues. It is reflective of the values and standards adopted by this Council within the Corporate Plan and contribute towards the following priorities:

First Class Resource Management – To manage the Council's resources efficiently and effectively and to make sensible choices in setting priority led service budgets which do not burden council tax payers with unnecessary or unjustifiable costs.

Better Access to Council Services – To improve customer service through all access channels, and to move towards a fully integrated front office with multi-agency enquiry-handling capacity.

The Policy also supports the wider aim of improving service provision through partnership working by seeking to maximise the benefits of external debt advisory agencies.

DEBTS COVERED BY THIS POLICY

The main section involved in debt recovery is Finance.

The debts involved are primarily:

- Council Tax
- National Non Domestic Rates
- Overpaid Housing Benefit
- Sundry Income

The policy will apply to all sections of the Council and focus on collecting the charge set rather than how the charge is arrived at. Ability to pay is a paramount concern when considering debt recovery. For Council Tax a discretionary scheme (Council Tax Support) is provided on application, which is designed to offset the effects of low income on ability to pay.

Charging policy, statutory or discretionary will never completely remove the problems of people and families on low incomes. The approach to recovery must therefore be sensitive to individual circumstances and take into account multiple debts owed to ensure that arrangements are manageable. The primary aim remains the recovery of debt and improved data sharing will support this aim.

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY

The Council has a legal duty to ensure cost-effective billing, collection and recovery of all sums due to the Council. This policy is in addition to existing legislation and will provide a framework for procedures to be developed and improved.

This debt recovery policy is concerned primarily with the recovery of debts prior to legal action being taken, but the principles should still be applied wherever appropriate even if litigation has commenced.

Local Taxation

Council Tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments.

National Non-Domestic Rates recovery procedures are laid down by statute in The Local Government Finance Act 1988 and subsequent regulations and amendments.

The Council appoints Enforcement Agents to recover local taxation arrears in accordance with an enforcement protocol. Changes to legislation came in from April 2014 under The Taking Control of Goods (Fees) Regulations 2014 nationally standardising fees and charges and an enforcement protocol for bailiffs. Since this date, bailiffs became known as Enforcement Agents. The changes to the legislation are to ensure that the rates and charges added by the Enforcement Agents are transparent and nationally set making it easier for debtors to understand the consequences of non-compliance and the powers available to Enforcement Agents. The Enforcement Agent Code of Practice & Enforcement Agent Instructions with the statutory fees recoverable is shown in Appendix 3.

Housing Benefits

Housing Benefit overpayments are reclaimed in accordance with Regulations 98-105 of The Housing Benefit (General) Regulations 1987 (as amended) And Sections 105 & 106 of the Welfare Reform Act 2012 and Social Security Overpayment and Recovery) Regulations 2013. The Benefit Overpayment Policy sets out the basis under which these debts are recovered and is shown in Appendix 4.

Miscellaneous Income

Sundry Debt arrears are collected within a well-established framework, but written guidelines are required. On certain debts, interest may be charged for late payment. The debtor will be made aware of any additional costs in advance so that they have the opportunity to avoid this wherever possible. Customers will also be made aware of legal fees and costs that will be incurred for non-payment.

THE POLICY

- Full names, contact address and a phone number will be established wherever possible prior to service provision or invoicing/billing.
- All Council bills and invoices will be raised as soon as practicable on a daily basis and will include clear, relevant and full information as to:
 - What the bill is for;
 - When payment is due;
 - How to pay;
 - How to contact us if there is a query in relation to the bill or in relation to making payment.
- All letters and reminders will:
 - Be written in plain English;
 - Explain fully what has been agreed and the consequences of non-payment;
 - Include appropriate contact details.
- Debtors will be encouraged to make prompt contact if they disagree with a bill or have difficulty in making payment on time. Contact can be made by:
 - Website
 - Email
 - Telephone
 - Letter
 - In person at the Council Offices.

- Problems and bill discrepancies raised will be resolved as quickly as possible to prevent unnecessary delays in payment and incorrect debits.
- All debtors seeking help due to financial difficulties will:
 - Be given the opportunity to have their ability to pay assessed by the relevant collection unit;
 - Be invited to provide details of their means by listing their income and expenditure. (Evidence to confirm the accuracy of the means statement will be requested if necessary);
 - Be invited to use the money and debt advice services available from the Citizens Advice Bureau (CAB);
 - Be asked if they have other debts owing to the Council that they also wish to be considered;
 - Be given access to the Council's interpreter service if required.
- If legal proceedings have already commenced, consideration will be given to whether the debt can firstly be attached to earnings or benefits, the priority of the debts owed and the level of repayments currently being made.
- If a specific recovery action has already commenced e.g. attachment of earnings or the debt has been passed to an Enforcement Agency, the action taken will usually continue. However, any arrears not included in the action will be considered in line with existing arrangements and this policy.
- If it is found that the debtor has the ability to pay, but refuses to pay, then recovery action will continue promptly within the existing arrangements for the type of debt.
- If it is found that the debtor is suffering severe hardship or has difficulty managing their own affairs, the following will be considered:
 - Can we reduce the debt? Are they entitled to take up relevant benefits, discounts, exemptions, reliefs or any other reductions to minimise the potential for debt accrual?
 - Does the debtor owe money to other Council services? If so the debtor will be advised that, with their consent, all their Council debts may be taken into consideration when deciding on an arrangement. The advantage to the debtor in making a common arrangement is that they may save time and costs. However, it is for the debtor to decide if this is an option they want to pursue.
- If a debtor takes up the offer to deal with all Council debts collectively, the various services will communicate the debtor's details confidentially between themselves and will endeavour to take a holistic approach to collection without prejudice to their own service. An officer will be identified as a single point of contact for the debtor and will act as a liaison between services.
- Where there is no continuous liability a special long-term arrangement may be made according to the ability to pay and the existing recovery provisions such as an attachment of earnings.
- Where liability is continuous e.g. Council Tax, NNDR any arrangement made will normally require payments over and above the on-going monthly liability. Future instalments must be paid when due as a condition of the arrangement.

Longer term arrangements for older arrears will be strictly monitored and reviewed. If there is no improvement by the review date and if the amount payable cannot be reduced (by awarding Council Tax Support or other reliefs, discounts, exemptions etc.), the Council will reserve the right to continue with legal action, and in the case of Local Taxation, obtain a Liability Order from the Magistrates' Court. This is to protect the Council's interests and prevent the debt from becoming statute barred and irrecoverable. Nevertheless regular contact with the debtor will be made and part payments will be accepted to reduce the overall debt. Furthermore it is not in the debtor's best interest to have a long term arrangement when liability is continuous, since the level of debt will increase as time goes by and the debtor's situation deteriorate rather than improve.

- If a debtor is receiving Income Support or Job Seekers Allowance, this will usually limit the ability to pay to no more than the amount that can be paid directly to creditors by the Department of Work and Pensions (DWP). Where appropriate, a separate agreement will be made for additional debts and Liability Orders depending on the individual's circumstances.
- Debtors given time to pay will be advised to contact the Council immediately should they experience a change of circumstances affecting their ability to pay. This is to discuss the options available to prevent recovery action and additional costs.

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
- Not consenting to multiple debts being dealt with together, and/or
- Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.

- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where these properties are occupied and there is very large debts because of repeated non-payment, then this method

LIMITATIONS ON DEBT RECOVERY

All Enforcement Agents appointed will work to an agreed Enforcement Agent Code of Practice & Enforcement Agent Instructions as shown in Appendix 3.

PROCEDURES AND TRAINING

This policy will be made available to all staff dealing with income collection and recovery. This will be reinforced with training and management supervision of all staff involved in collecting debt.

MONITORING

Each section will be responsible for ensuring that this policy is adhered to and effective. Management information will be required for each debt stream on a monthly basis.

Revised July
2020

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DEBT WRITE OFF POLICY

1. This forms part of the Council's Corporate Debt Management and Recovery policy (Appendix 2).
2. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this document provides the framework within which procedures must be documented and followed.
3. The Debt Management and Recovery policy takes account of the impact that getting into debt can have on people and their families, so it also encourages people to pay, and aims to provide all reasonable facilities and assistance for them to do so. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt, together with any other factors that it feels are relevant to the individual case.
4. The Council will only consider write off in the following circumstances:

Category	Requirement	Action
De-minimus / Uneconomic to collect	Debts less than £25.00 would not be cost effective to pursue. Sundry Income Debts of £100 plus which have been returned from tracing agents and where legal costs will exceed the debt.	Submit for Write Off
Debtor deceased – No Estate	Insufficient funds in estate to discharge debt.	Submit for Write Off
Debtor absconded / Unable to Trace / Detained or Imprisonment *	All attempts to trace debtor have failed. Including tracing agent for debts over £25.00. Including long-term imprisonment (12 months) or more.	Submit for Write Off
Debtor in bankruptcy or liquidation or other insolvency proceedings including Debt Relief Orders**	A claim against the debtor has been lodged with the administrators. No dividend is to be paid or the balance after the dividend is submitted.	Submit for Write Off
Debt cannot be proved (conflict of evidence)	An explanation should be given as to why recovery cannot be made.	Submit for Write Off
Ill Health & no means	Written evidence of one of the following criteria: 1. Terminal illness and limited means 2. Where payment would cause further ill health 3. Old age and frailty and no financial	Submit for Write Off

Appendix 2

	assistance 4. Severely mentally impaired and no financial assistance 5. Long term hospitalisation or residential care and no means to pay	
Undue hardship and debt remaining following negotiated settlement.	Where the debtor can provide written evidence of genuine financial difficulty, showing evidence of inability to pay even small instalments, or that such payment will cause undue hardship.	Submit for Write Off
Debt remitted by the Court	Action in the Magistrates Court has resulted in the Magistrates remitting the debt, leaving the Council with no alternative but to write off the amount.	Submit for Write Off
Irrecoverable / Out of Jurisdiction***	The debtor has moved out of legal jurisdiction or the debt has been returned nulla bona and all other recovery avenues have failed.	Submit for Write Off

** If a debtor's whereabouts become known after the write-off has been approved, then the debt should be written back on.*

*** If a dividend is subsequently paid, then the debt should be written back on.*

**** If the debtor subsequently moves back into legal jurisdiction, then the debt should be written back on.*

5. Debts will normally only be considered for write off where the account is "closed" (i.e. no recurring debt). Only in exceptional circumstances will amounts on "live" (i.e. ongoing accruing debt) accounts be considered for write off. Such cases must demonstrate that further recovery action will not achieve collection of the debt.
6. The Head of Finance will be accountable to Cabinet Committee for the effective management of debt write offs and will ensure that appropriate performance management arrangements are introduced across all Council service and debt areas.
7. Decisions on the write off of individual debts will be taken in accordance with the Council's Scheme of Delegation. They must also comply with all relevant statutory requirements and those of the Head of Finance or designated representative(s).
8. Cabinet Committee will receive an annual report from the Head of Finance summarising performance on debt write offs during the previous year.
9. Each Service Head will be responsible for the initial recovery of debt within their service. Where the debt is collected through Sundry Income the Head of Finance will be responsible. Once recovery action is required this must be passed to the recovery section who will then take ownership of the debt.
10. The Heads of Service will be responsible for the regular review of debts and will consider the need for write off of individual debts within their jurisdiction, monthly.

Appendix 2

11. Negotiated settlements generally result in the need for a write off. Any negotiation of a settlement at court will be the responsibility of the Court Officer, as such situations cannot be planned and we need to respond immediately. Any other negotiated settlement will require approval according to the Scheme of Delegation i.e. the write off amount is the sum being remitted through negotiation.
12. Prior to write off being proposed, the debt will be reviewed to ensure that no Further recovery action is possible or practicable.
13. Following the appropriate investigation, those debts still considered irrecoverable will be proposed for write off. The following information needs to be provided for each debt to the officer who authorises the write offs:
 - Debtors name
 - Debtors address
 - Description of debt
 - Period of debt and / or date of invoice
 - Amount to be written off
 - Reason for write offSupporting documentation must be retained and available that shows:
 - Evidence to support write off
 - Recovery history
 - Details of tracing and enquiries carried outIn considering a debt for write-off the following conditions will apply:
 - Each case will be considered on its merits
 - Each request will be supported by relevant documentation
 - Each case will receive authorisation from the appropriate authorised officer
14. Appropriate records of all authorised write offs will be maintained and reviewed periodically against live caseload. This will enable any trends to be identified and will support the review of the Policy every 12 months.
15. Authorisation levels are reflected in the Scheme of Delegation within the following parameter.

Section Manager / Team Leader	up to £2,000
Head of Service / Revenues Manager	up to £10,000
Section 151 Officer or Deputy Section 151 Officer	up to £20,000
Head of Finance or Chief Executive in consultation with the Portfolio Member	over £20,000
16. The Head of Service will record all write-off decisions, and provide a summary to the Head of Finance. This will be available for further Scrutiny, for Audit purposes and for reporting to Cabinet.
17. The Head of Corporate Finance will submit an annual report to Cabinet identifying the following:
 - A summary of debts written off in each debt area showing reason for write-off, values and number of cases.
 - Collection performance for each service area
 - Level of arrears outstanding
 - Level of provision for bad and doubtful debts

Reviewed July 2020

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Enforcement Agent Code of Practice

Any Enforcement Agent engaged by this Council shall adhere strictly to the provisions contained in the appropriate legislation relevant to taking control of goods and any other instructions laid down by this Council as may be in force at the relevant time.

The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below:-

Schedule of Enforcement Fees (other than under a High Court Writ)

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £1500
Compliance Stage	£75.00	0%
Enforcement Stage	£235.00	7.5%
Sale or disposal stage	£110.00	7.5%

The above figures are not including VAT.

The Enforcement Agent shall not represent himself as an employee or representative of the Council, unless directly employed by the Council.

- The Enforcement Agent shall not follow any irregular practices with regard to taking control of goods or attempting to take control of goods, or in the execution of warrants and shall not cause nuisance or trespass in the execution of his duties.
- The Enforcement Agent may conduct his business out of normal office hours, (8:30 - 5:00) but shall at all times consider the reasonableness of the time and the debtor's personal and business movements.

- The Enforcement Agent shall not discriminate against or in favour of a debtor on the grounds of ethnic origin, sex, religion, status, race, colour, creed or disability.
- No removal of goods is to be undertaken without prior authorisation, preferably in writing, by the Client, against the long term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, those on Income Support, or those where in the opinion of the attending Enforcement Agent to do so would cause the Council unwarranted publicity.
- All Enforcement Agents are required to be Certificated Enforcement Agents of the County Court and either corporate or individual members of CIVEA or working towards it and shall not have, nor permit any of his personnel to have, any criminal convictions or disqualification including those under the Rehabilitation of Offenders Act 1974 and shall sign a declaration to that effect.
- Debtors are to be given a minimum 14 days notice before enforcement visits commence.
- The Enforcement Agent shall indemnify the Council against any and all actions arising from any act or omission not occasioned by the Council and those where the Enforcement Agent was aware that there was an act or omission prior to the action taking place.
- Cases where the taking control of and removal of “Tools of the Trade” over the statutory £1350 limit is being sought shall be referred on a case by case basis to the Revenues Team Leaders/Revenues Manager. No such removal shall take place without this referral having been made.
- Whilst permitted in legislation, visits are not to be made on Sundays.

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- **Enforcement Agent Instructions**



1. General

1.1 It is the Council's policy to be firm yet fair when dealing with our taxpayers.

1.2 Although the Council's preferred method of recovery is Attachment of Earnings or Benefits the Council's Policy is that the most appropriate method shall be used from information available to recover the sums due.

1.3 No method of recovery shall be used which is either not in the Council's best interests or which may bring the Council into disrepute. At all times an attempt should be made to minimise the detrimental effect on the family of the taxpayer whilst ensuring the debt is paid. Special care shall be taken when dealing with vulnerable groups i.e. the elderly, the long term sick, the disabled (either mental or physical) those in hospital, those recently bereaved, or those on Income Support/Job Seekers Allowance Income Based.

1.4 If there is a genuine inability to pay and the debt is small the Enforcement Agent should pass the information and circumstances to the office so that an informed decision as to the appropriate action can be made.

2. ENFORCEMENT AGENT WORKING PRACTICES.

2.1 The Contractor shall not sub-contract the provision of the service or any parts thereof to any person.

2.2 Work shall be issued to the Enforcement Agent electronically.

2.3 The Enforcement Agent shall conduct his/her affairs in accordance with statutory requirements and comply with the [North Norfolk District Councils Code of Conduct for Enforcement Agents](#), Enforcement Agent Guidelines, Enforcement Agents Code of Practice, and any nationally approved Code of Practice.

2.4 All visits shall be carried out in accordance with legislation.

2.5 The Enforcement Agent shall commence processing all cases issued to him within 3 days of instruction unless otherwise agreed by the Council.

2.7 The Enforcement Agent shall, on each visit to a debtors premises, present his identification without being requested to do so once it has been confirmed that he is speaking to the debtor.

2.8 The Enforcement Agent shall thoroughly and accurately complete the appropriate visiting documentation provided to him by his employer.

2.11 The Enforcement Agent shall seek completion of signed controlled goods agreements where required.

2.12 The Enforcement Agent shall have regard to the Council's [Special Arrangement Policy](#) when considering entering into Controlled goods agreements with the debtor.

2.13 Goods taken into control shall be detailed on the appropriate Enforcement Agency documentation. In the case of electrical goods, serial numbers shall be listed on the inventory.

2.14 In exceptional circumstances, i.e. where the Council or the Enforcement Agent is aware of a debtors imminent intention to move away or another Enforcement Agents' imminent involvement in one of our cases, the normal process will be by-passed and immediate action to take control of/remove goods to secure the Councils' position shall take place.

2.17 The Enforcement Agent shall provide sufficient and accurate evidence, including a nulla bona certificate, in cases where required.

2.18 The Enforcement Agent shall obtain authorisation from the Revenues Manager or Revenues Team Leader prior to the removal of goods taken control of.

2.19 The Enforcement Agent shall attend Court to act as witness if so required.

2.20 The Enforcement Agent shall immediately inform the Revenues Manager or Revenues Team Leader of any cases of physical or verbal abuse or where any action could lead to an official complaint or legal challenge being directed at the Council.

2.21 The Enforcement Agent shall be notified by the Council within five working days of the posting to an individual's account of payments received or amendments made which alter the balance of any Liability Order currently being processed by him/her.

COUNCIL'S SPECIAL ARRANGEMENT POLICY

- When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.
- Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
- If the debtor requests that the instalment profile is extended over a year end or twelve month period written or verbal authorisation shall be sought from a member of the Revenues Team
- Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
- All arrangements shall be made subject to the debtor signing a controlled goods agreement.
- Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised July 2020

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Treasury Management Annual Report 2019/20

1. Introduction

- 1.1 The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.
- 1.2 The Authority's treasury management strategy for 2019/20 was approved at a meeting on 27th February 2019. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.
- 1.3 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 1.4 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 27th February 2019.

2. External Context

- 2.1 **Economic background:** The UK's exit from the European Union and future trading arrangements, had remained one of major influences on the UK economy and sentiment during 2019/20. The 29th March 2019 Brexit deadline was extended to 12th April, then to 31st October and finally to 31st January 2020. Politics played a major role in financial markets over the period as the UK's tenuous progress negotiating its exit from the European Union together with its future trading arrangements drove volatility, particularly in foreign exchange markets. The outcome of December's General Election removed a lot of the uncertainty and looked set to provide a 'bounce' to confidence and activity.
- 2.2 The headline rate of UK Consumer Price Inflation fell to 1.7% y/y in February, below the Bank of England's target of 2%. Labour market data remained positive. The ILO unemployment rate was 3.9% in the three months to January 2020 while the employment rate hit a record high of 76.5%. The average annual growth rate for pay excluding bonuses was 3.1% in January 2020 and the same when bonuses were included, providing some evidence that a shortage of labour had been supporting wages.
- 2.3 GDP growth in Q4 2019 was reported as flat by the Office for National Statistics and service sector growth slowed and production and construction activity contracted on the back of what at the time were concerns over the impact of global trade tensions on economic activity. The annual rate of GDP growth remained below-trend at 1.1%.

2.4 Then coronavirus swiftly changed everything. COVID-19, which had first appeared in China in December 2019, started spreading across the globe causing plummeting sentiment and falls in financial markets not seen since the Global Financial Crisis as part of a flight to quality into sovereign debt and other perceived 'safe' assets. In response to the spread of the virus and sharp increase in those infected, the government enforced lockdowns, central banks and governments around the world cut interest rates and introduced massive stimulus packages in an attempt to reduce some of the negative economic impact to domestic and global growth.

2.5 The Bank of England, which had held policy rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% from 0.75% and then swiftly thereafter brought them down further to the record low of 0.1%. In conjunction with these cuts, the UK government introduced a number of measures to help businesses and households impacted by a series of ever-tightening social restrictions, culminating in pretty much the entire lockdown of the UK.

2.6 Financial markets: Financial markets sold off sharply as the impact from the coronavirus worsened. After starting positively in 2020, the FTSE 100 fell over 30% at its worst point with stock markets in other countries seeing similar huge falls. In March sterling touch its lowest level against the dollar since 1985. The measures implemented by central banks and governments helped restore some confidence and financial markets have rebounded in recent weeks but remain extremely volatile. The flight to quality caused gilts yields to fall substantially. The 5-year benchmark falling from 0.75% in April 2019 to 0.26% on 31st March. The 10-year benchmark yield fell from 1% to 0.4%, the 20-year benchmark yield from 1.47% to 0.76% over the same period. 1-month, 3-month and 12-month bid rates averaged 0.61%, 0.72% and 0.88% respectively over the period.

2.7 Credit review: In Q4 2019 Fitch affirmed the UK's AA sovereign rating, removed it from Rating Watch Negative (RWN) and assigned a negative outlook. Fitch then affirmed UK banks' long-term ratings, removed the RWN and assigned a stable outlook. Standard & Poor's also affirmed the UK sovereign AA rating and revised the outlook to stable from negative. The Bank of England announced its latest stress tests results for the main seven UK banking groups. All seven passed on both a common equity Tier 1 (CET1) ratio and a leverage ratio basis. Under the test scenario the banks' aggregate level of CET1 capital would remain twice their level before the 2008 financial crisis.

2.8 While the UK and Non-UK banks on the Arlingclose counterparty list remain in a strong and well-capitalised position, the duration advice on all these banks was cut to 35 days in mid-March. Fitch downgraded the UK sovereign rating to AA- in March which was followed by a number of actions on UK and Non-UK banks. This included revising the outlook on all banks on the counterparty list to negative, with the exception of Barclays Bank, Rabobank, Handelsbanken and Nordea Bank which were placed on Rating Watch Negative, as well as cutting Close Brothers long-term rating to A-.

3. Local Context

3.1 On 31st March 2020, the Authority had net investments of £33.265m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

3.2 The treasury management position at 31st March 2020 and the change during the year is shown in Table 1 below.

Table 1: Treasury Management Summary

	31.3.19 Balance £m	Movement £m	31.3.20 Balance £m	31.3.20 Rate %
Long-term borrowing	0.000	0.000	0.000	0
Short-term borrowing	3.000	2.000	5.000	0.96
Total borrowing	3.000	2.000	5.000	
Long-term investments	34.250	(2.250)	32.000	3.37
Short-term investments	4.200	2.065	6.265	0.71
Total investments	38.450	(0.185)	38.265	
Net investments	35.450	(2.185)	33.265	

4. Borrowing Update

4.1 On 9th October 2019 the PWLB raised the cost of certainty rate borrowing by 1% to 1.8% above UK gilt yields as HM Treasury was concerned about the overall level of local authority debt. PWLB borrowing remains available but the margin of 180bp above gilt yields appears relatively very expensive. Market alternatives are available and new products will be developed; however, the financial strength of individual authorities will be scrutinised by investors and commercial lenders.

4.2 The Chancellor's March 2020 Budget statement included significant changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new HRA loans to 0.80% above equivalent gilt yields, available from 12th March 2020 and £1.15bn of additional "infrastructure rate" funding at gilt yields plus 0.60% to support specific local authority infrastructure projects for England, Scotland and Wales for which there is a bidding process.

4.3 The consultation titled "Future Lending Terms" represents a frank, open and inclusive invitation, allowing key stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals on allowing authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield without impeding their ability to pursue their core policy objectives of service delivery, housing, and regeneration. The consultation also broaches the possibility

of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.

4.4 The consultation closes on 31st July 2020 with implementation of the new lending terms expected in the latter part of this calendar year or financial year beginning 2021/22. Officers will be responding to this consultation.

5. **Borrowing strategy**

5.1 At 31st March 2020 the Authority held £5m of loans, (an increase of £2m from 31st March 2019, as part of its strategy for funding current years' capital programmes and cash flow. Outstanding loans on 31st March are summarised in Table 2 below.

Table 2: Borrowing Position

	31.3.19 Balance £m	Net Movement £m	31.3.20 Balance £m	31.3.20 Weighted Average Rate %	31.3.20 Weighted Average Maturity (years)
Local authorities (short-term)	3.00	2.00	5.00	0.96%	<1
Total borrowing	3.00	2.00	5.00		

5.2 The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

5.3 With short-term interest rates remaining much lower than long-term rates, the Authority considered it more cost effective in the near term to borrow rolling temporary / short-term loans instead.

5.4 As this year has illustrated, PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields plus 0.80%, i.e. the PWLB HRA borrowing rate. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

6. **Treasury Investment Activity**

6.1 The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £46.005 and £32.540 million due to timing differences between income and expenditure. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

	31.3.19 Balance £m	Net Movement £m	31.3.20 Balance £m	31.3.20 Income Return %
Banks & building societies (unsecured)	0.000	0.000	0.000	0.00
Covered bonds (secured)	2.250	(2.250)	0.000	0.00
Government (incl. local authorities)	2.000	(2.000)	0.000	0.00
Money Market Funds	2.200	4.065	6.265	0.71
Other Pooled Funds:				
- <i>Cash plus funds</i>	3.000	0.000	3.000	1.16
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.97
- <i>Strategic bond funds</i>	5.000	0.000	5.000	2.59
- <i>Equity income funds</i>	8.000	0.000	8.000	4.43
- <i>Property funds</i>	5.000	0.000	5.000	4.37
- <i>Multi asset income funds</i>	8.000	0.000	8.000	3.91
Total investments	38.450	(0.185)	38.265	3.37

6.2 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

6.3 Given the increasing risk and low returns from short-term unsecured bank investments, the Authority has previously diversified into more secure and/or higher yielding asset classes, and this strategy was maintained during the financial year.

6.4 The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 4 below.

Table 4: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Rate of Return %
31.03.2019	3.00	AA	34%	0.92
31.03.2020	4.19	AA-	100%	0.71
Similar LAs	3.95	AA-	59%	0.68

*Weighted average maturity

6.5 £32m of the Authority's investments are held in externally managed strategic pooled bond, equity, multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price

stability. These funds generated an average total return -4.99%, comprising a 3.61% income return which is used to support services in year, and -7.60% of unrealised capital loss.

- 6.6 In a relatively short period since the onset of the COVID-19 pandemic, the global economic fallout was sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate echoing lockdown-induced paralysis and the uncharted challenges for governments, businesses and individuals. Volatility measured by the VIX index was almost as high as during the global financial crisis of 2008/9 and evidenced in plummeting equity prices and the widening of corporate bond spreads, very close to rivalling those twelve years ago. Gilt yields fell but credit spreads widened markedly reflecting the sharp deterioration in economic and credit conditions associated with a sudden stagnation in economies, so corporate bonds yields (comprised of the gilt yield plus the credit spread) rose and prices therefore fell.
- 6.7 The Authority is invested in bond, equity, multi-asset and property funds. The falls in the capital values of the underlying assets were reflected in the 31st March fund valuations with every fund registering negative capital returns over 12 months to March. Several March-end dividend details are awaited, but early calculations suggest that, despite decent income returns in 2019-20, these funds will post negative total return over the one-year period due to the capital component of total returns.
- 6.8 The unrealised capital losses (the 'drawdown' referred to by fund managers) in equity income funds were especially large, ranging from -19% to -33% and between -6% to -27% for short- and long-dated bond funds.
- 6.9 The Authority is using the alternative fair value through profit and loss (FVPL) accounting and must defer the funds' fair value losses to the Pooled Investment Fund Adjustment Account until 2023/24.
- 6.10 Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives is regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five-year period total returns will exceed cash interest rates. In light of their performance over the medium and long-term and the Authority's latest cash flow forecasts, investment in these funds has been maintained.

Non-Treasury Investments

- 6.11 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by Ministry of Housing, Communities and Local Government's (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
- 6.12 The Authority also held £3.793m of such investments in
- directly owned property £0.831m

- loans to housing associations £2.962m

A full list of the Authority's non-treasury investments is below:

Grove Lane Depot, Holt, Norfolk – valued at £0.350m

Fair Meadow House, Itteringham, Norfolk – valued at £0.441m

Loan to Broadland Housing Association – outstanding value £2.962m

6.13 These investments generated £0.150m of investment income for the Authority after taking account of direct costs, representing a rate of return of 3.85%. This rate of return compares favourably to that generated by treasury investments. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments. The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

7. Treasury Performance

7.1 The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 5 below.

Table 5: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Budget %	Over/ under
Short term borrowing from other Local Authorities	£0.038m	£0.010	Over	0.76	1.13	Under
Total borrowing						
Term deposits (incl MMFs)	0.040	0.015	Over	0.71	1.09	Under
Pooled Funds	1.079	1.214	Under	3.37	3.57	Under
Total treasury investments	1.120	1.228	Under	2.97	3.47	Under

8. Compliance

8.1 The Chief Finance Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 6 below.

Table 6: Debt Limits

	2019/20 Maximum	31.3.20 Actual	2019/20 Operational Boundary	2019/20 Authorised Limit	Complied? Yes/No
Borrowing	£7.500m	£5.000m	£15.030m	£23.400m	Yes
PFI and Finance Leases	£0.000m	£0.000m	£0.000m	£0.000m	Yes
Total debt	£7.500m	£5.000m	£15.030m	£23.400m	Yes

8.2 Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 7: Investment Limits

	2019/20 Maximum	31.3.20 Actual	2019/20 Limit	Complied? Yes/No
Any single organisation, except the UK Central and Local Government	Nil	Nil	£6m each	Yes
UK Central and Local Government	£2m	Nil	unlimited	Yes
Any group of organisations under the same ownership	Nil	Nil	£6m per group	Yes
Any group of pooled funds under the same management	£7m	£7m	£15m per manager	Yes
Negotiable instruments held in a broker's nominee account	Nil	Nil	£10m per broker	Yes
Limit per non-UK country	Nil	Nil	£6m per country	Yes
Registered providers and registered social landlords	£3.096m	£2.962m	£10m in total	Yes
Unsecured investments with building societies	Nil	Nil	£5m in total	Yes
Loans to unrated corporates	Nil	Nil	£5m in total	Yes
Money Market Funds	£11.425m	£6.265m	£16m in total	Yes
Real Estate Investment Trusts	Nil	Nil	£10m in total	Yes

9. Treasury Management Indicators

9.1 The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.20 Actual	2019/20 Target	Complied?
Portfolio average credit score	4.19	6.0	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	31.3.20 Actual	2019/20 Target	Complied?
Total cash available within 3 months	£6.265m	£3m	Yes

Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	31.3.20 Actual	2019/20 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£34,051	£600,000	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£34,051	£600,000	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	31.3.20 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	100%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2019/20	2020/21	2021/22
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£42m	£42m	£42m
Complied?	Yes	Yes	Yes

10. Other

10.1 IFRS 16: CIPFA/LASAAC has proposed delaying the implementation of the new IFRS 16 Leases accounting standard for a further year to 2021/22.

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

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

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

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Executive Summary

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

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

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

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

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

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

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

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

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

These are partly offset by things such as;

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

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

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

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

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

1. Introduction

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

2. Revenue Account – Outturn 2019/20

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

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

Estimates Included in the Accounts

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Revenue Account – Detailed Commentary 2019/20

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

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

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

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

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

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

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

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

Non Service Expenditure and Income

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

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

Retained Business Rate Income

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

4. Reserves

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

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

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

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

5. Capital Programme 2019/20

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6 Capital Programme – 2020/21 Update

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

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

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

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

- 6.3 The Holway Road Roundabout scheme has been cancelled since the budget 2020/21 was set. Therefore, the approved £100,000 budget has been removed from the updated budget in Appendix E.

- 6.4 The outturn position in respect of the Prudential indicators is also included for information within Appendix F.

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

- 7.1 The budget for 2020/21 was approved in February 2020. At the same time financial projections for the following three years to 2023/24 were also reported.

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

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

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

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

8 Financial Implications and Risks

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

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

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

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

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

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

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General Fund Summary Outturn 2019/2020

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

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Service Area Summaries Outturn 2019/20

Community, Economic Development & Coast

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

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

Community, Economic Development & Coast

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

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

Sports Centres

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

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

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

Leisure Complexes

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

Other Sports

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

Community, Economic Development & Coast

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

Community, Economic Development & Coast

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

Community, Economic Development & Coast

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

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

Housing (Health & Wellbeing)

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

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

Housing Strategy

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

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

Community, Economic Development & Coast

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

Service Area Summaries Outturn 2019/20

Corporate Leadership Team and other Corporate Services

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

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

Registration Services

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

Corporate Leadership Team

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

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

Corporate Leadership Team and other Corporate Services

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

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

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

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

Customer Services and ICT

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

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

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

Tourist Information Centres

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

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

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

Customer Services and ICT

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

Customer Services Housing

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

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

Digital Transformation

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

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

Reprographics

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

Customer Services and ICT

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

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

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

Environmental Health

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

Environmental Health

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

Environmental Health

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

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

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

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

Cleansing

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

Environmental Strategy

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

Community Safety

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

Civil Contingencies

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

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

Finance & Assets

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

Finance & Assets

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

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

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

Finance & Assets

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

Finance & Assets

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

Service Area Summaries Outturn 2019/20

Legal & Democratic Services

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

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

Members Services

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

Legal Services

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

Total Legal & Democratic Svs	1,522,056	1,885,665	363,609	
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Service Area Summaries Outturn 2019/20

Planning

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

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

Planning Policy

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

Conservation, Design & Landscape

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

Planning

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

Service Area Summaries Outturn 2019/20

Clf / Corporate

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

Customer Services & ICT

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

Service Area Summaries Outturn 2019/20

Community, Economic Development & Coast

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

Service Area Summaries Outturn 2019/20

Environmental Health

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

Service Area Summaries Outturn 2019/20

Finance & Assets

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

Legal & Democratic Svs

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

Service Area Summaries Outturn 2019/20

Planning

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

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Reserves Statement 2019/2020 Outturn

Appendix C

Reserve	Purpose and Use of Reserve	Balance 01/04/19	Transfers in	Transfers Out	Outturn Movement	Balance 01/04/20	Budgeted Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24
		£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £1.9 million.	2,360,755	224,253	(277,995)	(53,742)	2,307,013	(116,528)	2,190,485	(69,109)	2,121,376	(50,000)	2,071,376	(50,000)	2,021,376
Earmarked Reserves:														
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	2,480,010	35,604	(1,211,818)	(1,176,214)	1,303,796	(636,302)	667,494	0	667,494	0	667,494	0	667,494
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	1,087,006	20,467	(153,283)	(132,816)	954,190	(27,000)	927,190	(5,000)	922,190	(15,000)	907,190	(5,000)	902,190
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	1,340,308	63,000	(505,349)	(442,349)	897,959	(253,801)	644,158	0	644,158	0	644,158	0	644,158
Broadband	Earmarks £1million for superfast broad band in North Norfolk. (600k was transferred from the BSF reserve and £400k from NHB reserve)	1,000,000	0	(1,000,000)	(1,000,000)	0	0	0	0	0	0	0	0	0
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	191,428	21,053	0	21,053	212,481	(44,441)	168,040	(44,441)	123,599	(44,441)	79,158	(44,441)	34,717
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	2,438,428	0	(363,720)	(363,720)	2,074,708	(27,068)	2,047,640	(18,000)	2,029,640	(18,000)	2,011,640	(18,000)	1,993,640
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	180,595	70,000	(12,302)	57,698	238,293	(37,958)	200,335	0	200,335	0	200,335	0	200,335
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	1,651,796	25,709	(676,509)	(650,800)	1,000,996	(242,000)	758,996	(242,000)	516,996	(242,000)	274,996	0	274,996
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	0	0	0	0	0	2,379,266	2,379,266	0	2,379,266	0	2,379,266	0	2,379,266
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	170,621	9,000	(14,000)	(5,000)	165,621	(10,000)	155,621	0	155,621	0	155,621	0	155,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	123,000	40,000	(160,000)	(120,000)	3,000	40,000	43,000	40,000	83,000	40,000	123,000	(120,000)	3,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	137,354	0	(24,381)	(24,381)	112,973	0	112,973	0	112,973	0	112,973	0	112,973
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	323,332	12,733	0	12,733	336,065	0	336,065	0	336,065	0	336,065	0	336,065
Grants	Revenue Grants received and due to timing issues not used in the year.	536,670	75,326	(2,958)	72,368	609,038	(57,066)	551,972	(14,655)	537,317	(14,655)	522,662	(14,655)	508,007

Reserves Statement 2019/2020 Outturn

Appendix C

Reserve	Purpose and Use of Reserve	Balance 01/04/19	Transfers in	Transfers Out	Outturn Movement	Balance 01/04/20	Budgeted Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24
		£	£	£	£	£	£	£	£	£	£	£	£	£
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,534,316	287,276	(293,049)	(5,773)	2,528,543	(488,585)	2,039,958	(611,672)	1,428,286	(548,293)	879,993	0	879,993
Land Charges	To mitigate the impact of potential income reductions.	289,280	19,246	0	19,246	308,526	0	308,526	0	308,526	0	308,526	0	308,526
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	128,691	67,428	0	67,428	196,119	(25,446)	170,673	(16,964)	153,709	0	153,709	0	153,709
LSVT Reserve	To meet the cost of successful warranty claims not covered by bonds and insurance following the housing stock transfer.	435,000	0	(435,000)	(435,000)	0	0	0	0	0	0	0	0	0
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	512,183	0	(219,976)	(219,976)	292,207	(225,460)	66,747	0	66,747	0	66,747	0	66,747
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	314,475	13,625	(59,059)	(45,434)	269,041	(97,885)	171,156	(23,083)	148,073	(18,629)	129,444	0	129,444
Part of	To help Coastal Communities adapt to coastal changes.	143,168	0	(15,115)	(15,115)	128,053	(20,500)	107,553	(20,500)	87,053	(3,417)	83,636	0	83,636
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	109,684	50,000	0	50,000	159,684	50,000	209,684	50,000	259,684	50,000	309,684	50,000	359,684
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	2,000,000	0	(1,000,524)	(1,000,524)	999,476	(999,476)	0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	0	2,000,000	0	2,000,000	2,000,000	(2,000,000)	0	0	0	0	0	0	0
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	2,352,537	0	(683,154)	(683,154)	1,669,383	(732,950)	936,433	(240,000)	696,433	(100,000)	596,433	0	596,433
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	5,682	0	(3,042)	(3,042)	2,640	0	2,640	0	2,640	0	2,640	0	2,640
Total Reserves		22,846,317	3,034,720	(7,111,234)	(4,076,514)	18,769,803	(3,573,200)	15,196,603	(1,215,424)	13,981,179	(964,435)	13,016,744	(202,096)	12,814,648

GENERAL FUND CAPITAL PROGRAMME - 2019/20

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

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

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

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

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

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Prudential Indicator Outturn 2019/20

1. Background:

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

2. Capital Expenditure:

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

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

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

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

3. Capital Financing Requirement:

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

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

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

4. Authorised Limit and Operational Boundary for External Debt:

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

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

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

5. Ratio of Financing Costs to Net Revenue Stream:

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

5.2 The ratio is based on costs net of investment income.

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

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

6. Adoption of the CIPFA Treasury Management Code:

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

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

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NORTH WALSHAM TOWN CENTRE PUBLIC REALM IMPROVEMENTS

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

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

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

Options considered:

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

Conclusions:

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

Recommendations:

It is recommended that:

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

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

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

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

1. Introduction

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

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

2. Background

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

3. Proposals

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

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

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

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

4. Corporate Plan Objectives

- 4.1 This proposal supports the 'Boosting Business Growth' objective of "facilitating the transition of our town centres to be places which are attractive and accessible for living, working and for leisure."
- 4.2 The approach advocated would also support the Corporate Plan priorities of 'Financial Sustainability and Growth' and 'Quality of Life.'

5. Medium Term Financial Strategy

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

6. Financial and Resource Implications

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

7. Legal implications

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

8. Risks

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

9. Impact on Climate Change

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

10. Equality and Diversity

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

11. Section 17 Crime and Disorder considerations

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

12. Conclusion

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

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

12.3 It is recommended that:

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

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Tourism Sector Support Package

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

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

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

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

Recommendations: **It is recommended that:**

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

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

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

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

1. Background

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

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

2. Proposals

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

2.2 Project outcomes

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

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

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

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

Process

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

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

2.5 *Project criteria*

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

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

2.6 *Eligibility criteria*

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

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

2.7 *Funding*

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

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

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

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

3. Corporate Plan Objectives

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

4. Medium Term Financial Strategy

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

5. Financial and Resource Implications

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

6. Legal Implications

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

7. Risks

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

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

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

8. Impact on Climate Change

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

9. Equality and Diversity

9.1 No direct implications arising from this report.

10. Section 17 Crime and Disorder considerations

10.1 No direct implications arising from this report.

11. Conclusion

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

11.2 It is recommended that:

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

Senior Management Restructure

Recommendations:

Full Council is asked to:-

- **Note the revised senior management structure detailed in the report so as to meet the needs of the organisation moving forward in terms of improved service delivery, delivering the headline objectives of the Corporate Plan, responding to the ongoing COVID situation and engaging with partners in respect to the anticipated White Paper on Devolution;**
- **Agree an increase in the budget for the senior management structure of up to £57,000 per annum from 1st November 2020, initially to be paid for from the Invest to Save Reserve and then incorporated into the 2021/22 base budget**
- **Nominate members to serve on the Appointment Panel to support the Director level appointments in to the new structure**

Steve Blatch, Chief Executive, 01263 516000, steve.blatch@north-norfolk.gov.uk

Following the Full Council elections in May 2019 the incoming administration commissioned a review of the Council's organisational capacity and capability to deliver their manifesto pledges. This concluded that the Council needed to achieve "a rapid step change in the style and drive of corporate leadership".

Subsequently, the Council agreed to re-create the post of Chief Executive (confirmed at its meeting of the 24th June 2020) and detailed consideration has since been given to how the style, culture, capacity and resilience of the senior management structure can be changed and strengthened to meet the administration's ambitions for the authority over the period to at least 2023.

The context in which the Council has operated since the Capability Review was undertaken has changed significantly over the past year. Over the past six months the Council's focus has needed to be on responding to, and more recently supporting recovery from, the COVID pandemic. This has meant that the focus of the organisation has been on partnership activity to protect and support our communities and businesses rather than seeking to deliver on the Council's Corporate Plan priorities and objectives.

Looking forward there remains considerable uncertainty, but the expectation that the virus would "come back" during the autumn / winter period seems to be being realised, and the economic impact of the virus on the wider economy, including here in North Norfolk, is expected to be significant requiring ongoing focus of the Council. At the same time, the Government is to publish a White Paper later this month on Devolution which will inevitably require detailed appraisal and consideration with the potential of renewed debate in Norfolk about local government reorganisation if we are to realise the benefits of increased financial resources and powers for the County from Government through some form of "Devolution Deal".

objectives and has begun to review and prioritise its ambitions in the short (next nine months) and medium terms (next two years). Concerns in this regard have been raised that the Council might seek to do too many things at once and doesn't have a good track record of delivery / completion of projects and proposals – essentially that we try to do too many things at once such that we don't do many things in a timely manner or particularly “well”. The Council therefore needs to do fewer things better, with a keen focus on delivery and completion both at an officer and Cabinet (member) level. Reflection has also been given to whether the existing senior management arrangements have the capacity to deliver the political vision for the district as a team of seven.

Whilst there is no standard or “right” model for the management of a district or borough council, recognising that each place or community is unique and faces different challenges, service demands, geographical, economic and demographic context – the management models of many similar local authorities to North Norfolk have been reviewed and a model proposed which it is believed would serve the District well over the next few years in meeting the expectations and political vision of the current administration.

The model proposes a new senior management structure which seeks to increase the strategic and service delivery capacity of the organisation through more clearly defining the roles and responsibilities of senior managers within the Council.

The model proposes separating leadership and management responsibilities through a new Corporate Leadership Team and Operational Management Team as outlined in the attached presentation.

The model has been the subject of consultation over the period 10th August to 9th September 2020, during which time a number of small changes have been proposed and agreed reflecting the line management and reporting arrangements for a small number of teams / functions. The fundamental model of a Chief Executive and small Executive Core of corporate support functions; together with three Directors / Directorates, supported by six Assistant Director posts, is however now proposed for adoption moving forward.

This will increase the senior management capacity of the organisation by moving from a recent senior management structure of 8 posts - 2 Corporate Directors and Joint Heads of Paid Service and 6 Heads of Service; to 10 posts – 1 Chief Executive, 3 Directors and 6 Assistant Directors thereby strengthening organisational capacity and resilience.

The model now proposed for adoption has a maximum first year cost of £881,000 (inclusive of on-costs at 28.3%); which means for the period 1st November 2020 - 31st March 2021 an increase in the current salary budget of £18,864 which it is proposed is financed through the Invest to Save Reserve. Thereafter, the base budget for senior management salaries will need to be increased by £57,000 in the base budget from April 2021 and this will be factored in to the setting of the 2021/22 budget. Full Council is therefore asked to approve these additional costs for the current financial year and to the base budget being increased in future years to reflect the cost of the new management model moving forward.

Council is also asked to nominate members to serve on the Appointment Panel for the Director (Chief Officer) appointments. Appointments to the Panel will be made according to political representation on the Council – ie 3 Liberal Democrats, 1 Conservative, 1 Independent.

SENIOR MANAGEMENT STRUCTURE

V3 - FINAL
14/09/2020

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NORTH
NORFOLK
DISTRICT
COUNCIL

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BUSINESS CASE

SENIOR MANAGEMENT RESTRUCTURE – THE CASE FOR CHANGE

Following the Full Council elections in May 2019 the incoming administration commissioned a review of the Council's organisational capacity and capability to deliver their manifesto pledges which concluded that the Council needed to achieve "a rapid step change in the style and drive of corporate leadership".

Subsequently, the Council agreed to re-create the post of Chief Executive and detailed consideration has since been given to how management style, culture, capacity and resilience can be changed and strengthened to meet the administration's ambitions for the authority over the period to at least 2023.

The context in which the Capability Review was undertaken has without doubt changed since the summer of last year. Over the past six months the Council's focus has needed to be on responding to, and more recently supporting recovery from, the COVID pandemic. This has meant that the focus of the organisation has been on partnership activity to protect and support our communities and businesses rather than seeking to deliver on the Council's Corporate Plan priorities and objectives.

Looking forward there remains considerable uncertainty, but an expectation that the virus will "come back" during the autumn / winter period, whilst the economic impact of the virus on the wider economy, including here in North Norfolk, is expected to be significant requiring ongoing focus of the Council. At the same time, the Government is to publish a White Paper in September on Devolution which will inevitably require detailed appraisal and consideration with the potential of renewed debate in Norfolk about local government reorganisation if we are to realise the benefits of increased financial resources and powers for the County from Government through some form of "Devolution Deal".

Notwithstanding this context, the Council's Cabinet wishes to see delivery of its Corporate Plan objectives and has begun to review and prioritise its ambitions in the short (next nine months) and medium terms (next two years). Concerns in this regard have been raised that the Council might seek to do too many things at once and doesn't have a good track record of delivery / completion of projects and proposals – essentially that we try to do too many things at once such that we don't do many things in a timely manner or particularly "well". We therefore need to do fewer things better, with a keen focus on delivery and completion both at an officer and Cabinet (member) level. Reflection has also been given to whether the existing senior management arrangements have the capacity to deliver the political vision for the district as a team of seven.

BUSINESS CASE cont.

Whilst there is no standard or “right” model for the management of a district or borough council, recognising that each place or community is unique and faces different challenges, service demands, geographical, economic and demographic context – the management models of many similar local authorities to North Norfolk have been reviewed and a model is now proposed which it is believed would serve the District well over the next few years in meeting the expectations and political vision of the current administration.

The model proposes a new senior management structure which seeks to increase the strategic and service delivery capacity of the organisation through more clearly defining the roles and responsibilities of senior managers within the Council.

The model proposes separating leadership and management responsibilities through a new Corporate Leadership Team and Operational Management Team as outlined below and on the attached structural chart.

The model proposes a Chief Executive and small Executive Core of corporate support functions; together with three Directors / Directorates, supported by six Assistant Director posts.

This will increase the senior management capacity of the organisation by moving from a recent senior management structure of 8 posts - 2 Corporate Directors and 6 Heads of Service; to 10 posts – 1 Chief Executive, 3 Directors and 6 Assistant Directors. The model allows for retention of existing postholders and their knowledge and experience and seeks to provide growth and personal development opportunities for individuals within the current Heads of Service and Service Manager cohort, thereby strengthening organisational capacity and resilience.

The model has been the subject of consultation through the period 10th August to 9th September 2020; during which time a number of small changes have been made to the draft proposal issued for consultations. These changes equate to the line management of the Customer Services, Democratic Services and Human Resources teams and functions, based on comments made during the consultation process.

Corporate Leadership Team:-

The Corporate Leadership Team (CLT) will be made up of the Chief Executive and three Directors, supported by the Communications and PR Manager to provide advice on external and internal communications issues and the PA to the Chief Executive and Leader / Corporate PA team.

CLT will work closely with the Council's Cabinet in seeking to deliver the Corporate Plan objectives and ambitions. This will include engaging with and through partners at a local, county, regional and national level to ensure that North Norfolk's needs are understood in terms of policy development and in seeking to secure the resources needed to deliver the Council's priorities.

CLT will ensure that through the work of the Council at an officer and member level and working in partnership with a wide range of other bodies including statutory organisations, other public bodies, and organisations in the voluntary, charitable and environmental sectors, the objectives of the Council are widely promoted and understood so that the best possible outcomes can be secured for the District's residents, communities and businesses.

CLT will take a strategic overview of the Council's performance management framework, customer services standards and financial position but will empower the Operational Management Team, made up of the Directors and Assistant Directors, to lead on and be accountable for service level performance, high levels of customer service, efficiency and delivering value for money.

CLT will manage relationships with external stakeholders and seek to build and further promote the positive reputation of the Council as a provider of good quality services, champion of local communities and as a Category 1 responder in respect of civil contingency events.

CLT will consider and advise all elected members on matters of corporate policy as they impact upon both the Council and the District particularly with regards to the emerging Devolution agenda and potential local government reorganisation such that the needs of individuals and communities across our large rural and coastal district are promoted and understood.

CLT will co-ordinate the Council's response to civil contingency events and emergency situations as required with a member of the team fulfilling a lead "duty officer" role on a weekend / Bank Holiday rota basis.

Operational Management Team:-

The Operational Management Team (OMT) will be made up of the three Directors and six Assistant Directors and will provide leadership and clear communication to senior managers, internal teams, and staff across the Council to ensure that the Council's objectives are met through a focus on good quality customer service, efficiency and delivering value for money services.

For clarity, the Chief Executive will not be a member of OMT, responsibility and accountability for service standards and customer experience, service delivery methods, continuous improvement, budget management and financial control at a service and directorate level will rest with OMT, with only significant reporting of variances and key staffing / resourcing issues being matters for CLT.

This arrangement is intended to provide empowerment, responsibility and accountability for service delivery to the Operational Management Team and Directors / Assistant Directors at a Directorate / Service Team level through the development and operation of sound performance management systems, positive use of the Council's appraisal system and encouraging creativity and innovation at a service and individual level in the delivery of high quality, value for money services to customers.

BUSINESS CASE cont.

Organisational Structure:-

The Executive Core will comprise the Chief Executive, Corporate PA Team, Communications Team, Elections Team, Corporate Delivery Unit (Corporate Performance) and Human Resources Team – all core elements of the Council's corporate responsibilities as a democratic public body.

There will then be three Directorates covering the following service areas / functions:-

Place and Climate Change -

Development Management, PPU, Building Control, Conservation & Landscape, Enforcement, Property Information, Planning Policy, Economic Growth, Tourism, Regeneration Projects, Coast, Climate Change, Housing Strategy & Community Engagement

Communities -

Benefits, Housing Options, Housing Adaptations, Early Help Hub, Health & Wellbeing, Public Protection, Commercial & Licensing, Waste, Civil Contingencies, & Leisure

Resources -

Accountancy, Audit, Revenues, Exchequer, Legal, Democratic Services, Property Strategy & Beach hut lettings, ICT, Customer Services, Property Services and Facilities Management

Posts at risk:-

The model in itself does not propose any redundancies and anticipates some growth opportunities for individuals at a Head of Service and Service Manager level whose current posts would then be proposed would be deleted from the establishment. In this respect, the new model proposed that the six current Heads of Service positions are deleted, therefore all post holders are at risk of redundancy.

Financial Implications:-

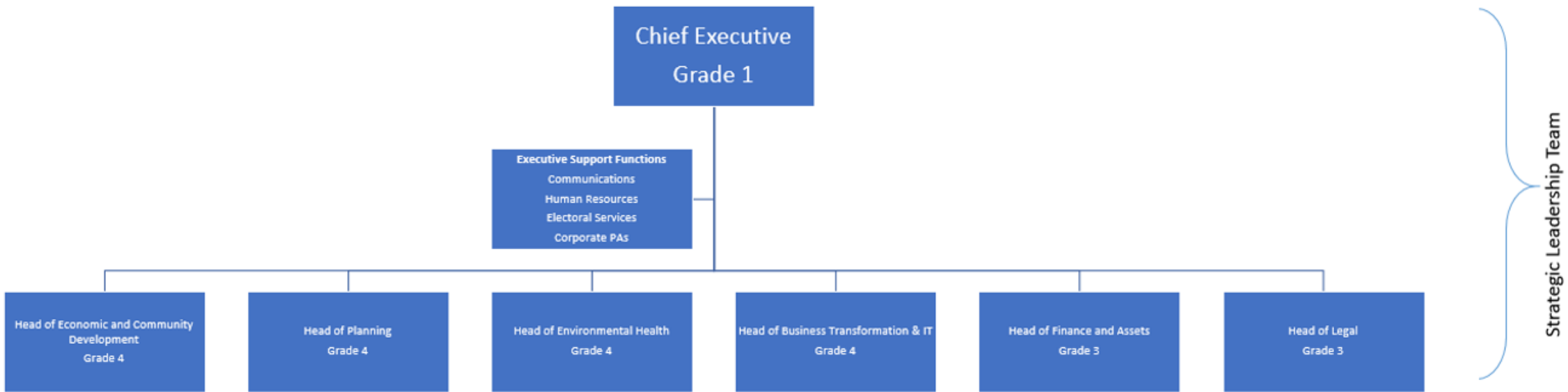
It is anticipated that the new structure will involve an additional cost of up to £74,000 in the first year over the current model of x1 CEO and x6 Heads of Service.

Steve Blatch

Chief Executive

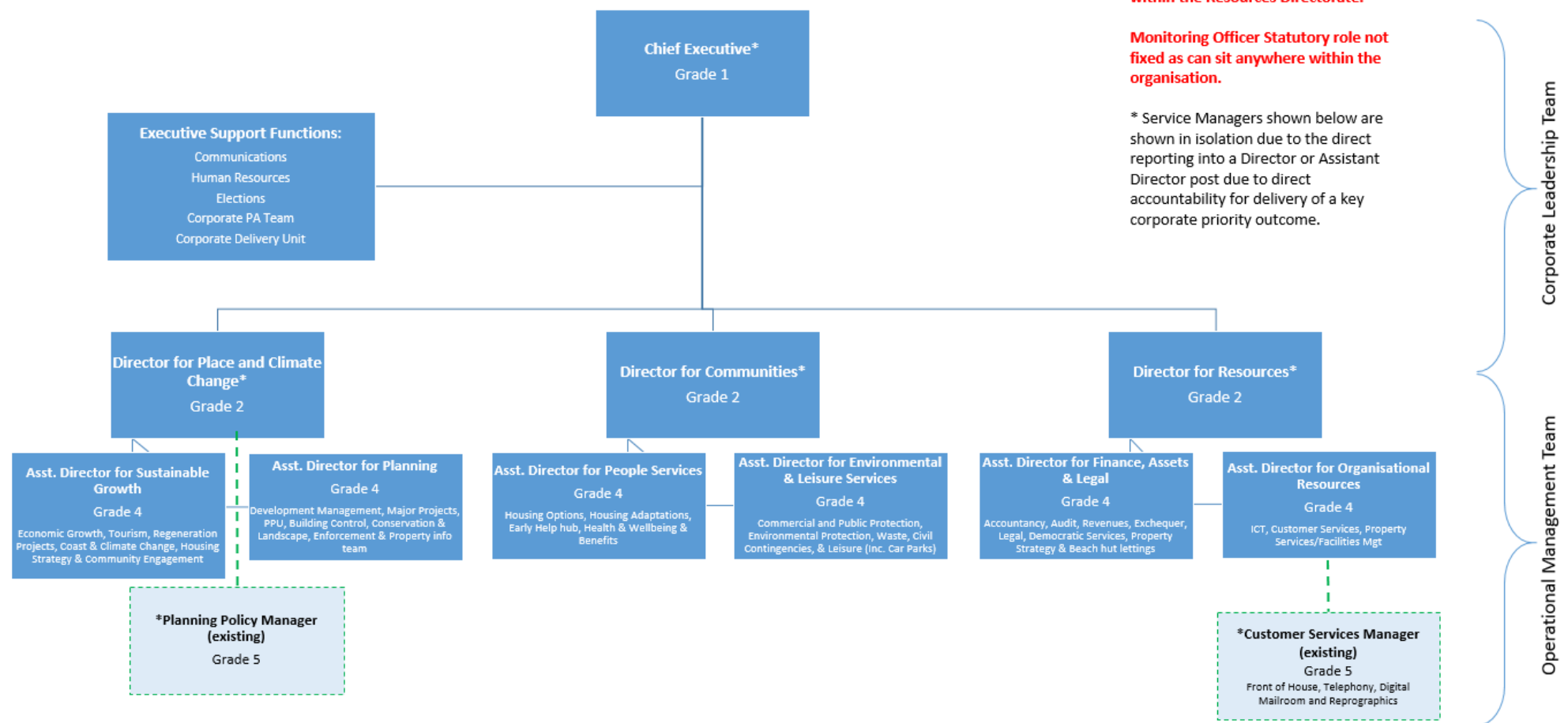
CURRENT STRUCTURE

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NEW STRUCTURE

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*** Personal responsibility for;**

- Chief Executive – Corporate Performance
- Director for Place & Climate Change – Local Plan
- Director for Communities – Quality of Life Strategy
- Director for Resources – Commercialisation Strategy

Partnerships and Outcomes

*This list is indicative not exhaustive

Director for Place and Climate Change

Partnerships / Relationships with key partner organisations:

- Duty to cooperate
- Transport East
- New Anglia LEP
- Norfolk Coast Partnership
- Broads Authority
- Historic England
- Bittern Line Partnership
- Visit East Anglia
- Visit North Norfolk
- Broads Futures Initiative
- CPD
- Marine Management Organisation

Outcomes:

- Local Plan
- Norfolk Coast Management Plan
- Shoreline Management Plans
- Broads Futures Initiative Management Plan
- Climate Change Strategy

Director for Communities

Partnerships / Relationships with key partner organisations:

- Norfolk Community Safety Partnership
- Norfolk Safeguarding Children's Board
- Norfolk Adult Safeguarding Board
- Norfolk CCG / Health Partnership
- Norfolk Community Resilience Forum
- Relationships with Strategic housing providers
- Relationship with SERCO, Every one Active, Openwide
- Early Help Hub Partners

Outcomes:

- Civil Contingencies Plan
- Quality of Life Strategy
- Accessibility Strategy
- Housing Allocation Strategy

Director for Resources

Partnerships / Relationships with key partner organisations:

- Business rate pool
- External suppliers / contractors – IT software, systems

Outcomes:

- Medium term Financial Strategy
- Commercialisation Strategy
- Asset Strategy – Acquisitions, Investment and Disposal
- Constitution
- Asset Management Strategy – maintenance of our properties

MANAGEMENT STRUCTURE from 01 November 2020

Job Descriptions for each post are enclosed separately.

The below data on headcount is correct as at 01 July 2020 and for Directors, includes the Assistant Directors or any additional direct reports. These figures are subject to change with any new starters or leavers between these dates.

Job Title	Grade	Salary bracket	FTE	Direct reports*	Service headcount*
Chief Executive	1	£108,650 - £110,976 pa	1.00	TBC	25
Director for Place and Climate Change	2	£75,849 - £88,432 pa	1.00	3	77 inc. Planning Policy
Director for Communities	2	£75,849 - £88,432 pa	1.00	2	101
Director for Resources	2	£75,849 - £88,432 pa	1.00	2	125 inc. Customer Services
Assistant Director for Sustainable Growth, Coast & Climate Change	4	£51,615 - £60,124 pa	1.00	Variable	20
Assistant Director for Planning	4	£51,615 - £60,124 pa	1.00	Variable	47
Assistant Director for People Services	4	£51,615 - £60,124 pa	1.00	Variable	55
Assistant Director for Environmental & Leisure Services	4	£51,615 - £60,124 pa	1.00	Variable	44
Assistant Director for Finance, Assets & Legal	4	£51,615 - £60,124 pa	1.00	Variable	45
Assistant Director for Organisational Resources	4	£51,615 - £60,124 pa	1.00	Variable	78 inc. Customer Services

PROCESS TIMELINE

Dates below are provisionally agreed and subject to change.

Action	Date
Collective consultation	Monday 10 August 2020
Individual consultation commences (30 days)	Monday 10 August 2020
Individual Consultation meeting 1	Monday 17 or Tuesday 18 August 2020
Individual Consultation meeting 2	Tuesday 01, Wednesday 02 & Thursday 03 September 2020
Close of consultation period	Wednesday 09 September 2020
Staff feedback considered	Friday 11 September 2020
Consultation outcomes	Monday 14 September 2020
Final Structure released corporately	Wednesday 16 September 2020
Release Director vacancies	Wednesday 16 September 2020
Close for shortlisting	Wednesday 23 September 2020
Full Council	Wednesday 23 September 2020
Director interviews	Thursday 01 October & Friday 02 October 2020
Outcomes of Director interviews	Monday 05 October 2020
Publish Asst. Director vacancies	Monday 05 October 2020
Close for shortlisting	Monday 12 October 2020
Interviews - Asst. Director	Monday 19 to Wednesday 21 October 2020
Outcomes and next steps	Friday 23 October 2020
Communicate outcome corporately	Monday 26 October 2020

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Small Polling Station Closures

Summary:	To act on the outcomes of three largescale elections held in 2019 in respect of efficiency of some smaller polling stations within the district where there are viable alternatives in terms of health and safety, cost to run the polling stations and the ability to operate in a post Covid19 world.
Options considered:	Alternative Polling Station options within the affected polling districts themselves but given the size of the ones listed within this report, no viable alternatives have are suitable. We have also considered options available to electors affected by these changes so they are able to make arrangements to conduct their vote by post.
Conclusions:	Implementation of changes will mean that we are not using premises which could have ongoing health and safety concerns or are not suitable for staff to work long hours in whilst realising efficiencies in terms of cost and number of staff required.
Recommendations:	To recommend to Council new Polling Station locations (as described in section 2.1) on a permanent arrangement and the closure of five Polling Stations, with new arrangements in neighbouring Polling Districts (as stated in section 3)
Reasons for Recommendations:	To provide electors in affected polling districts and staff with safer, more comfortable polling stations whilst reducing the cost to the public purse of running elections within North Norfolk by removing some smaller stations where there a local alternatives close by.

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)

Polling Station logbooks & Health & Safety papers completed by Polling Staff Polling Station analysis papers produced by R. Henry
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Cabinet Member(s) Cllr. Sarah Butikofer	Ward(s) affected: Coastal; Erpingham; Hickling; Poppyland; Priory
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Contact Officer, telephone number and email: Rob Henry; x6327; robert.henry@north-norfolk.gov.uk
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1. Introduction

In late 2018, the Elections Team undertook a Periodic Review of Polling Stations across the North Norfolk District involving consultation with the

public and town and parish councils, with a final report being presented for endorsement by Full Council at its meeting of 27th February 2019; with the new arrangements coming into effect from 1st April 2019. The periodic review proposed a very small number of changes to the location of polling stations in the District, with changes made to the locations of just seven out of 121 venues used as polling stations.

During 2019 there were three district-wide elections – the Local Government Elections on 2nd May; the European Parliamentary Election held on 23rd May and the UK Parliamentary Election held on 12th December. This has allowed the Elections Team / polling staff to gain a clear understanding as to the suitability and value for money derived in the provision of polling places across the District.

2. Recent elections and polling station arrangements

2.1 At the various elections held in 2019, due to availability of premises and due to staff and community feedback there were five changes to the polling station venues as follows:-

- Matlaske Parish Council (GR8) expressed a preference for their community to vote at Baconsthorpe Village Hall, rather than Little Barningham Village Hall due to a lack of parking at the latter location and this request was agreed.
- The lack of availability of the polling station at Sustead (ER8) saw voters from Bessingham, Metton and Sustead vote at Hanworth Village Hall and it is believed that this arrangement worked well and could operate in this way in the future, especially with the refurbishments of Hanworth Village Hall almost being complete.
- The polling station for Tunstead (HT8) moved from the Primary School to the Community Room in the Horse and Groom Public House as the Primary School is no longer available to use following a change in its administration.
- Works to Cromer Community Centre saw voters from the Cromer Town polling district (CT1) vote at the Cromer Parish Hall
- For the UK Parliamentary Election on 12th December 2019, the Blakeney village Hall was not available and so the polling station operated from the Scout Hut building on the same site in the village.

It is proposed that we should look to permanently implement the changes made in relation to the polling arrangements for Matlaske (GR8), Sustead (ER8) and Tunstead (HT8) Polling Districts and this should form part of any consultation that follows.

2.2 Separate to the above, the staff in the Elections Team have reviewed the number of voters and costs associated with operating some smaller polling stations, as well as the condition and accessibility of some of these stations, as summarised below, and invites Cabinet to comment on whether these stations should be retained or other arrangements

made for voters to vote at nearby polling stations on the grounds of efficiency, cost and accessibility. The attached spreadsheet provides details of turnout and cost per vote at each of the three elections held in 2019 as well as figures for the 2016 Police and Crime Commissioner to inform any discussion.

- 2.3 Finally as we look to how we will be able to run elections in a post Covid19 climate we have to consider other aspects in addition to premises suitability and voter and staff safety like the amount of staff we will have available to work at elections and potentially less Polling Station voters due to increased Postal voting numbers following a proposed Absent Voting take-up campaign.

3. Polling Stations proposed for closure

3.1 Bale and Gunthorpe (PR1 & PR4)

Currently the parish of Gunthorpe is served by two Polling Stations either side of the A148. Gunthorpe North (PR1) uses Bale Village Hall and Gunthorpe South (PR4) uses Gunthorpe Village Institute.

Both Polling Districts have very small electorates 83 and 74 electors respectively and other than the problems which some electors might find in crossing the main A148 road which divides the two parts of the Parish, it is difficult to justify the continued operation of two polling stations to serve this community. Back in 2011, the then Returning Officer, Philip Burton, proposed closure of the Bale Polling Station with all registered voters in Gunthorpe Parish being asked to vote at the Village Institute, but in the face of local objections this proposal was not progressed. Whilst it is recognised that Gunthorpe and Bale are quite dispersed communities, voters in other parts of the District travel equal distances to access a polling station such that it is not believed that voters would be particularly disadvantaged if a decision was taken to move to operate a single polling station to serve this parish. The vast majority of people living in these communities would in any event have access to personal transport to access work, health, education and retail services, such that it remains difficult to justify operation of two polling stations for such a small community.

Our proposal would be to use one single Polling Station situated at Gunthorpe Village Institute to serve electors in the parish of Gunthorpe; which would bring the cost per elector down to the following based on the three elections in 2019:-

Local Government elections 2nd May 2019 – from £17.92 to £8.61 per vote cast

EU election – 23rd May 2019 – from £14.62 to £7.12 per vote cast

UK Parliamentary election – 12th December 2019 – from £9.79 to £4.77 per vote cast

In terms of the PCC election in 2016 the costs per vote in moving to a single polling station at Gunthorpe Village Institute would fall from £21.60 to £10.51

Polling Station analysis summary

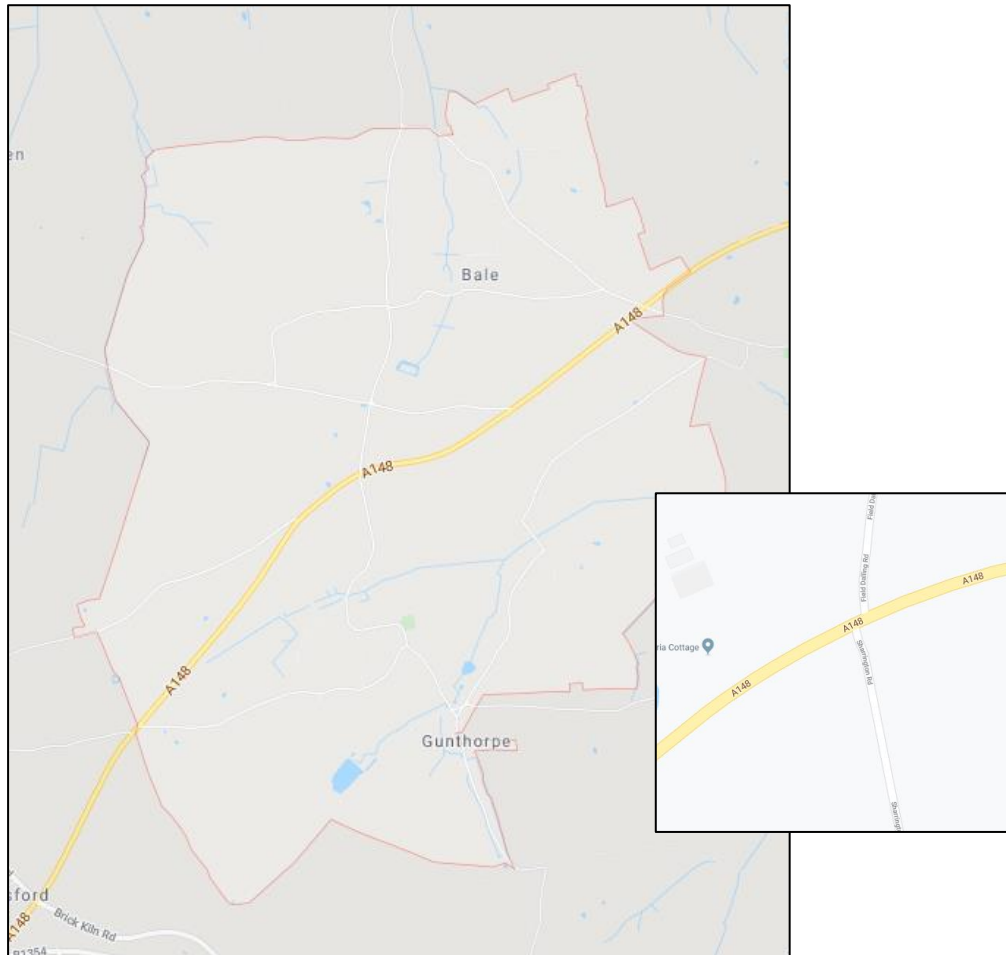
Bale Village Hall (PR1)

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	87	87	86
Absent Voters	5	5	3
Polling Station Electors	82	82	83
Votes Cast	41	46	69
Turnout	50%	56%	83%
Staff and Hall Hire cost	£650.00	£650.00	£650.00
Cost Per Elector	£15.85	£14.13	£9.42

Gunthorpe Village Institute (PR4)

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	99	99	98
Absent Voters	18	18	20
Polling Station Electors	81	81	78
Votes Cast	31	41	61
Turnout	38%	51%	78%
Staff and Hall Hire cost	£620	£620.00	£620.00
Cost Per Elector	£20.00	£15.12	£10.16

There have been no issues raised from either Polling Stations by the Presiding Officer nor the Polling Station Inspector regarding the suitability of either premises to serve as Polling Stations – the issue here is whether such a small community / electorate really needs two polling stations with all of the additional costs and issues that raises – staffing, printing of marked ballot papers, additional costs of checking, paperwork etc.



3.2 Horsey (HI2)

Currently this Polling District uses the School Room at Horsey Methodist Church on All Saints Lane. There are currently 49 eligible electors who can vote inside the Polling Station; this being the smallest electorate in the District. The cost of the village hall to hire is £80 and is staffed by one Presiding Officer and one Poll Clerk which in total costs £500 including training fees and expenses. From previous feedback it has been advised that exterior lighting is poor and there no suitable access for disabled voters as there is no ramp and the door is not wide enough to accommodate a wheelchair. Furthermore it has been reported there was no first aid kit in the building.

This is our most remote Polling Station to the far East of the district and the only viable alternative is to move the polling arrangements for Horsey to Sea Palling Village Hall on Waxham Road which is 3.8 miles away and some 8 minutes if travelling by car. Arguably the distance for voters to travel to Sea Palling might be an issue in terms of people's ability to exercise their franchise, but this could be addressed through promoting postal voting arrangements as at the present time the cost of operating this polling station relative to the number of electors voting in person at this location is very high. At the recent Parliamentary election, comment was made by two voters that they were surprised given the small

population of the parish that a polling station was still provided in the village.

If voters at Horsey were to have voted at the Sea Palling polling station in recent elections the cost per voter would have reduced considerably as detailed below:

Local Government elections 2nd May 2019 – from £29.00 to £4.39 per vote cast

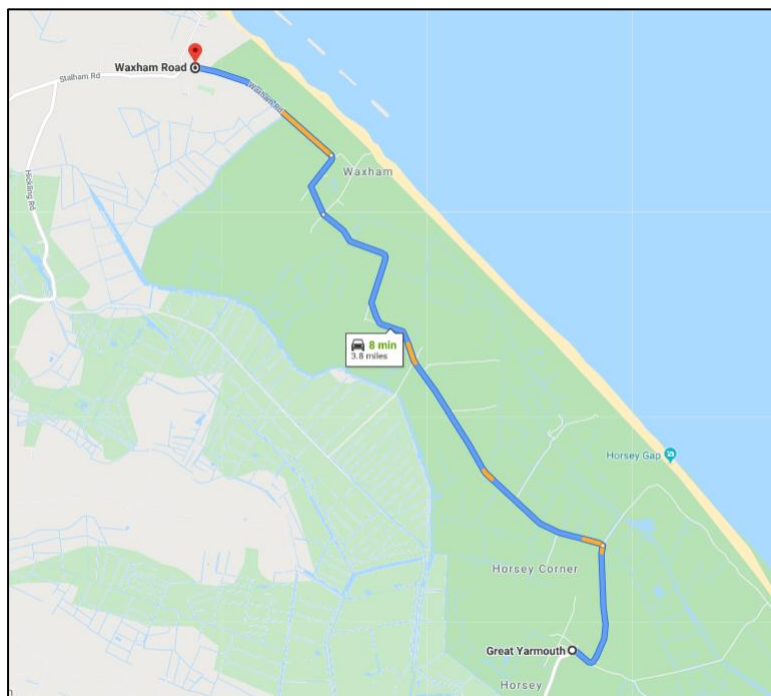
EU election – 23rd May 2019 – from £30.53 to £4.24 per vote cast

UK Parliamentary election – 12th December 2019 – from £10.51 to £2.16 per vote cast

In terms of the PCC election in 2016, the costs per vote if voters from Horsey had voted at the Sea Palling polling station would have fallen from £30.53 to £7.65

Polling Station analysis summary

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	52	52	57
Absent Voters	8	10	8
Polling Station Electors	44	42	49
Votes Cast	20	19	36
Turnout	45%	45%	73%
Staff and Hall Hire cost	£580.00	£580	£580
Cost Per Elector	£29.00	£30.53	£16.11



3.3 Ingworth (ER6)

Currently voters in the Ingworth Polling District use the Reading Room on The Street in Ingworth as their polling station. There are currently 72 eligible electors who can vote inside the Polling Station. The cost of the village hall to hire is £80 and is staffed by one Presiding Officer and one Poll Clerk which in total costs £500 including training fees and expenses. This is not a good building to use as a Polling Station. Recent feedback has reported that there is no adequate parking, the approach to the entrance is obstructed and there is no ramp available for assisting people with mobility issues in getting into the polling station. The door is not wide enough for a wheelchair user to enter and indeed inside there is not enough room for one to move around. Also it has been reported the tables and chairs are not adequate and that the station is unclean. There are no toilets in the building (which is a single room) so a portable one needs to be provided for staff at an extra cost. This is situated outside down the end of a track so in darkness it is far from ideal. The kitchen facilities are not suitable, with no hot water and the fire safety doors are not easily opened. Considering the hours Polling Staff are required to work at the Polling Station consideration must be given to their comfort and wellbeing. Finally there have also been flooding issues at this Polling Station during periods of heavy rainfall including at the Referendum in 2016.



If voters of Ingworth were to have voted at the Erpingham polling station in recent elections the cost per voter would have reduced considerably as detailed below:

- **Local Government elections 2nd May 2019** – from £12.34 to £3.54 per vote cast
- **EU election – 23rd May 2019** – from £14.50 to £3.86 per vote cast
- **UK Parliamentary election – 12th December 2019** – from £9.21 to £2.31 per vote cast

In terms of the PCC election in 2016, the costs per vote if voters from Ingworth had voted at the Erpingham polling station would have fallen from £20.00 to £7.14

Polling Station analysis summary

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	77	77	85
Absent Voters	6	6	8
Polling Station Electors	71	71	77
Votes Cast	47	40	63
Turnout	66%	56%	82%
Staff and Hall Hire cost	£580.00	£580	£580
Cost Per Elector	£12.34	£14.50	£9.21

Given the lack of alternatives within Ingworth it is our proposal to close this Polling Station given its inadequacy and assign Erpingham Village Hall as the Polling Station. This is located 2 miles and 5 minutes away by car and would provide the closest and best Polling arrangements for the electors of Ingworth.

3.4 Morston (CO4)

Currently voters in the Morston Polling District use the Village Hall on Quay Lane as their polling station. There are currently 61 eligible electors who can vote inside the Polling Station. The cost of the village hall to hire is £75 and is staffed by one Presiding Officer and one Poll Clerk which in total costs £500 including training fees and expenses. There have been no issues raised in the log books or feedback forms from the three elections held in 2019. However access to the Polling Station is down Quay Lane which is not the widest and is used often by vehicles towing boats or marine craft. Furthermore there is not a great deal of space to park and the area is also the access for a small static caravan park.





If voters of Morston were to have voted at the Blakeney polling station in recent elections the cost per voter would have reduced considerably as detailed below:

Local Government elections 2nd May 2019 – from £22.12 to £2.58 per vote cast

EU election – 23rd May 2019 – from £23.96 to £2.76 per vote cast

UK Parliamentary election – 12th December 2019 – from £15.97 to £1.43 per vote cast (please note polling station for this election was Blakeney Scout Hut rather than the village hall, the hire costs for which were a little cheaper than Blakeney Village Hall)

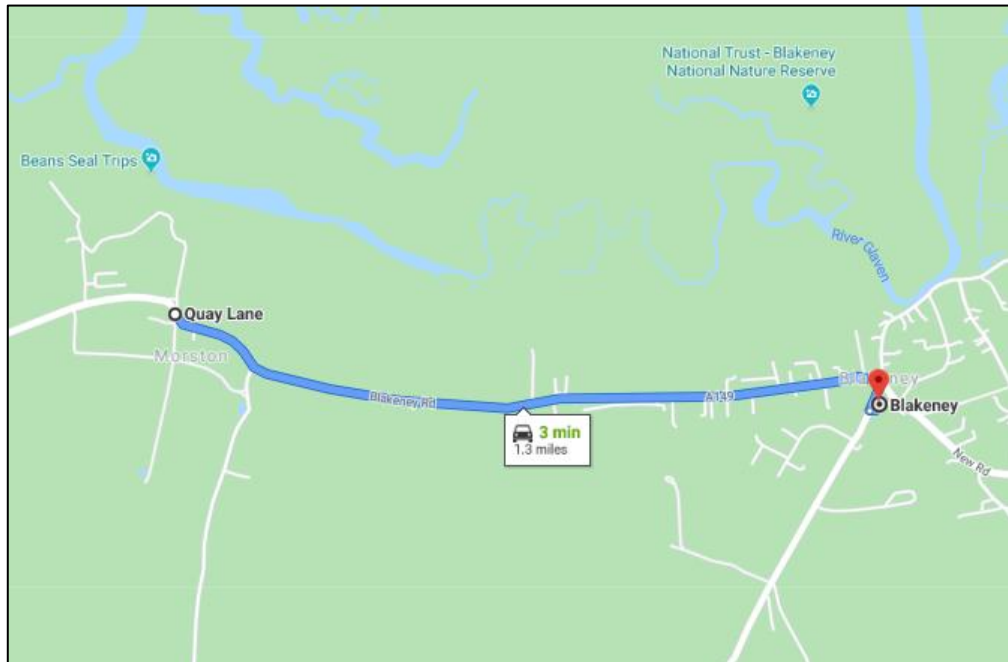
In terms of the PCC election in 2016, the costs per vote if voters from Morston had voted at the Blakeney polling station would have fallen from £33.82 to £4.52

Polling Station analysis summary

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	68	68	68
Absent Voters	12	12	12
Polling Station Electors	56	56	56
Votes Cast	26	24	36
Turnout	46%	43%	64%
Staff and Hall Hire cost	£575.00	£575	£575
Cost Per Elector	£22.12	£23.96	£15.97

We would propose closing this polling station and for the electors within the Morston Polling District to use the Polling Station situated at Blakeney Village Hall. This is approximately 1.3 miles and 3 minutes by car from the centre of Morston. Blakeney Village Hall has great car parking facilities and it is assumed that most residents would visit Blakeney for some of their provisions or be passing through on Polling Day if they are

travelling from Morston. Finally the route from Morston to Blakeney is served by the regular Coasthopper bus service.



3.5 Sidestrand (PO3)

Currently voters in the Sidestrand Polling District use the Reading Rooms on Cromer Road as their polling station. There are currently 66 eligible electors who can vote inside the Polling Station. The cost of the village hall to hire is £160 and is staffed by one Presiding Officer and one Poll Clerk which in total costs £500 including training fees and expenses. There have been no issues identified by the Presiding Officers or the Polling Station Inspectors about the building itself although it has been noted that the parking for the polling station is in a field across the Cromer Road and that there is no footpath along the area from the Reading Room.



If voters of Sidestrand were to have voted at the Trimingham polling station in recent elections the cost per voter would have reduced considerably as detailed below:

Local Government elections 2nd May 2019 – from £28.70 to £4.57 per vote cast

EU election – 23rd May 2019 – from £33.00 to £4.60 per vote cast

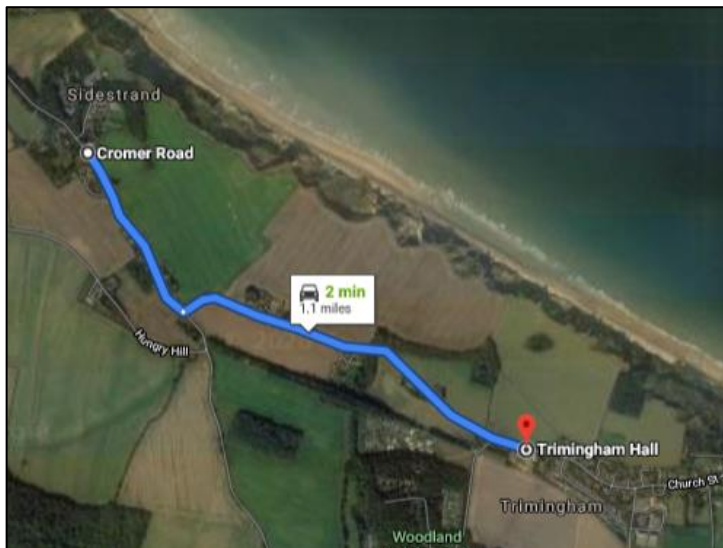
UK Parliamentary election – 12th December 2019 – from £12.69 to £2.50 per vote cast

In terms of the PCC election in 2016, the costs per vote if voters from Sidestrand had voted at the Trimingham polling station would have fallen from £55.00 to £10.37

Polling Station analysis summary

Election	District 2/5/19	European 23/5/19	Parliamentary 12/12/19
Electors	76	76	68
Absent Voters	14	13	12
Polling Station Electors	62	63	56
Votes Cast	23	20	36
Turnout	37%	32%	64%
Staff and Hall Hire cost	£660.00	£660	£575
Cost Per Elector	£28.70	£33.00	£15.97

We would propose closing this polling station and for the electors within the Sidestrand Polling District to use the Polling Station situated at the new Trimingham Village Hall. This is approximately 1.1 miles and 2 minutes by car from the main residential area of Sidestrand and only 0.8 miles from the current polling station at the Reading Room, Sidestrand. Trimingham Village Hall is a new building and has great parking facilities and has great access for all voters. The route along Cromer Road from Sidestrand to Trimingham is also served by the regular Coasthopper bus service.



4. Conclusion

This report concludes that it is necessary following the three large elections held within the district in 2019 that these changes to polling arrangements for the aforementioned Polling Districts is required in order to improve health and safety measures within Polling Stations, reducing the cost to the taxpayer of running elections and decreasing the amount of staff required to fill election roles within the district which will be more of a challenge than ever in a post Covid19 world.

5. Implications and Risks

The implications of this are that some electors will have to travel further to cast their vote. All will be offered the opportunity to apply for an Absent Vote if they do not wish to visit their new polling station.

6. Financial Implications and Risks

There are no financial implications or risks connected to this report.

7. Sustainability

There are no sustainability issues relating to this report

8. Equality and Diversity

Legislation requires all polling stations to be accessible for all people wishing to exercise the right to cast their vote in person. The District Council gives this issue detailed consideration in the planning and conduct of elections in the District. Regular reviewing of the buildings we use indicates a commitment in continuous improvement and giving the best experience for our electors when they visit their polling station.

9. Section 17 Crime and Disorder considerations

There are no considerations required in relation to this.