

# Overview & Scrutiny Committee



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Tuesday, 3 November 2020

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held **remotely via Zoom** on **Wednesday, 11 November 2020** at **9.30 am**.

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

## **PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19**

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

*Public speaking:* If you wish to speak on an agenda item, please email [Matthew.stembrowicz@northnorfolk.gov.uk](mailto:Matthew.stembrowicz@northnorfolk.gov.uk) no later than 5.00 pm on the Monday 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.

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

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

**To:** Mr N Dixon, Ms L Withington, Mr H Blathwayt, Mrs W Fredericks, Mr P Heinrich, Mr N Housden, Mr G Mancini-Boyle, Mrs E Spagnola and Mr A Varley

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



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

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

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 10

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 14<sup>th</sup> October 2020.

**5. ITEMS OF URGENT BUSINESS**

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

**6. DECLARATIONS OF INTEREST**

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

**7. PETITIONS FROM MEMBERS OF THE PUBLIC**

To consider any petitions received from members of the public.

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

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

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

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

**10. BUDGET MONITORING REPORT 2020/21 – PERIOD 6**

11 - 52

**Summary:** This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of September 2020. The report also provides an update on the financial impact of Covid-19 on the Council's Financial position.

**Options considered:** Not applicable.

**Conclusions:** The overall position at the end of September 2020 shows an £1,392,232 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £421,435 which, as per the previous COVID update, is to be funded from reserves if required.

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

- 1) note the contents of the report and the current budget monitoring position;
- 2) recommend to Full Council the release of £247,083 capital receipts to increase the coastal adaption fund; reinvesting proceeds previously received from the sale of land.

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

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

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

System budget monitoring reports

Cabinet Member(s)  
Cllr Eric Seward

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

## **11. TREASURY HALF YEAR UPDATE 2020/21**

53 - 64

**Summary:** This report sets out the Treasury Management activities actually undertaken during the first half of the 2020/21 Financial Year compared with the Treasury Management Strategy for the year.

**Options Considered:** This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.

**Conclusions:** Treasury activities for the half year have been carried out in accordance with the

CIPFA Code and the Council's Treasury Strategy.

- Recommendations:**
- 1. That the Council be asked to RESOLVE that The Treasury Management Half Yearly Report 2020/21 is approved.**
  - 2. That the Council be asked to APPROVE changes to the Counterparty Limits.**

**Reasons for Recommendation:** Approval by Council demonstrates compliance with the Codes.

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

Contact Officer, telephone number and email:  
Lucy Hume, 01263 516246, [lucy.hume@north-norfolk.gov.uk](mailto:lucy.hume@north-norfolk.gov.uk)

## **12. DETERMINATION OF COUNCIL TAX DISCOUNTS 2021/22**

65 - 80

**Summary:** This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to classes of dwelling for the financial year 2021/22.

The determinations are made by the Council under sections 11A and 11B, and of the Local Government Finance Act 1992, subsequent enabling powers and Regulations made under the Act.

**Options considered:** The recommendations take advantage of the reforms included in the Local Government Finance Act 2012 as amended to generate additional revenue.

**Conclusions:** The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2021/22 will be made on the assumption that the determinations recommended below will apply.

**Recommendations:** Members recommend that Full Council shall resolve that under section 11A of the Local Government Finance Act

1992, and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers one of the following applies:

*Recommendation 1*

- (a) The discounts for the year 2021/22 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is continued at 100% of the Council Tax charge for that dwelling
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is continued at 200% of the Council Tax charge for that dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling
- (e) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
- (f) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

*Recommendation 2*

- (a) those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003 will retain the 50% discount and;
- (b) those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Head of Finance and Asset Management are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.

In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.

To set appropriate council tax discounts which will apply in 2021/22 in accordance with the legal requirements and to raise additional council tax revenue.

Reasons for  
Recommendations:

Cabinet Member(s) Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email:  
Lucy Hume, 01263 516246, [lucy.hume@north-norfolk.gov.uk](mailto:lucy.hume@north-norfolk.gov.uk)

### 13. WASTE CONTRACT MONITORING

81 - 86

Summary: This report provides an update on the first seven months of the Waste and Related Services Contract with Serco which began on the 6th April 2020.

Options considered: None – update report only

Conclusions: In general, all services are being delivered in an acceptable manner and whilst some services have continued to previous contract standards, the impact of Covid19 on the mobilisation has been limited. In a number of service areas challenges have been met in an extremely effective manner.  
Officers continue to work closely with Serco in order to deliver the best outcomes for North Norfolk and for the contract as a whole.

Cabinet Member(s)                      Ward(s) affected  
Cllr Nigel Lloyd                          All  
Contact Officer, telephone number and email:  
Steve Hems, 01263 516182, [steve.hems@north-norfolk.gov.uk](mailto:steve.hems@north-norfolk.gov.uk)

## WORK PROGRAMMES

**14. THE CABINET WORK PROGRAMME 87 - 90**

To note the upcoming Cabinet Work Programme.

**15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 91 - 98**

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

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

To pass the following resolution, if necessary:

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

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## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 14 October 2020 in the remotely via Zoom at 9.30 am

<b>Committee</b>	Mr N Dixon (Chairman)	Ms L Withington (Vice-Chairman)
<b>Members Present:</b>	Mr H Blathway Mr P Heinrich Mr G Mancini-Boyle Mrs E Spagnola Mr A Varley Mr C Cushing (Observer) Mr T FitzPatrick (Observer) Mrs P Grove-Jones (Observer) Mr E Seward (Observer)	Mrs W Fredericks Mr N Housden Miss L Shires Mr J Toye Mrs S Bütikofer (Observer) Mrs A Fitch-Tillett (Observer) Mr V FitzPatrick (Observer) Mr J Rest (Observer)

**Officers in Attendance:** Democratic Services and Governance Officer (Scrutiny), Chief Executive, Democratic Services Manager and Policy and Performance Management Officer (PPMO)

**Also in attendance:**

### 70 TO RECEIVE APOLOGIES FOR ABSENCE

None received.

### 71 SUBSTITUTES

None.

### 72 PUBLIC QUESTIONS & STATEMENTS

None received.

### 73 MINUTES

Minutes of the meeting held on 16th September 2020 were approved as a correct record, subject to the following amendments:

- i. Cllr P Grove-Jones be listed as in attendance.
- ii. On page 6 Cllr W Fredericks asked for the North Walsham HAZ project monitoring to be added to the Committee's Work Programme.

### 74 ITEMS OF URGENT BUSINESS

None received.

### 75 DECLARATIONS OF INTEREST

None declared.

**76 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None received.

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

- i. The DS&GOS informed Members that there were no responses from the Council or Cabinet, though Cllr E Spagnola had offered to provide an update on discussion of Ambulance Response Times that had recently taken place at NHOSC.
- ii. Cllr E Spagnola informed Members that it was now the third time NHOSC had discussed the issue since she had joined the Committee, and the issue had had still not been resolved. She noted that questions had been asked on the actions had been taken to address the issues and the ongoing impact on staff morale. It was reported that the Committee planned to revisit the item again in six months' time, as the Committee were determined to ensure that the issues are resolved. The Chairman stated that whilst it was encouraging to learn that the Committee continued to monitor the issue, it was important to remember that the ambulance trust was in special measures, and that larger issues might take priority.
- iii. Cllr G Mancini-Boyle asked whether the current ambulance response times were known. Cllr S Butikofer replied that she was part of a working group monitoring response times in rural parts of North Norfolk, and whilst they varied significantly, they were particularly poor in the Wells area. She added that she could provide more detailed information after the next working group meeting.
- iv. The Chairman noted that a request had been made for an update on the single point of contact for the Planning Department, to which the CE replied that he had spoken to the individual within the last week, and could report that the arrangements were working well with good response times. He added that the Department was still determining a high number of applications, with NNDC receiving 248 applications between March and September. It was noted that this was lower than average for NNDC, but still notably higher than several authorities within the County. Cllr L Withington asked when the outcome of the project would be reported back to Members, to which the CE replied that the trial was planned to run from July until the end of October, and the outcome could be reported once complete. He added that the trial had sought to develop a better understanding of Members enquiries to the Planning Department, and use this to help improve the service.
- v. The Chairman asked when the all Member Digital by Design briefing would

take place, to which Cllr S Butikofer replied that she had spoken to the two officers responsible some time ago, and expected it to have been arranged. It was confirmed that Democratic Services were awaiting the outcome of the management restructure, and this would now be followed up.

- vi. The Chairman asked whether a date had been established for the income generation and savings pre-scrutiny session, to which the DS&GOS replied that this was expected in November, which was confirmed by Cllr S Butikofer.

## **79 DELIVERY PLAN - RE-PRIORITISATION DUE TO COVID**

Cllr S Butikofer introduced the report and informed Members that due to the significant impact that Covid-19 had on the Council, Cabinet and CLT had reviewed the delivery plan to focus on key priorities. It was reported that once priority objectives were completed, then new priorities would be added from the original delivery plan.

### Questions and Discussion

- i. Cllr L Withington referred to business growth and noted that in the performance report, it was suggested that the new development plan had been deferred, and asked whether these items should be developed in unison. The CE replied that the delivery plan did contain support for tourism businesses, for which the Council had secured £330k of funding. Referring to the development plan and engaging with businesses specifically, the CE stated that the project had not progressed as anticipated due to Covid, though a successful business survey had been completed in June with over 300 responses that was now being used to inform the work of the Business Growth and Economic Development Team. He added that a number of additional actions had been taken to support businesses, such as lobbying Central Government to support field study and outdoor visitor centres that would be unlikely to host school visits until 2021. It was noted that whilst tourism businesses had suffered during the initial lockdown, there had been a significant increase in business throughout July, August and September as a result of people taking more staycations. In summary, the CE stated that business support had been tailored during the pandemic, with £55m of Government grants paid to small businesses, and £2.76m in discretionary grants delivered by the Economic Growth Team, which had limited its capacity to focus on the other priorities contained within the delivery plan. The Chairman suggested that the question sought to address whether the two pieces of work ought to happen simultaneously, to which Cllr S Butikofer replied that the performance report focused on the first quarter only, and work would now have progressed beyond what had been reported. She added that this work would likely be covered in the performance report of the second quarter.
- ii. The CE informed Members that the performance report covered objectives set in the original delivery plan and covered quarter 1 from April to June, which had been significantly impacted by the Council's response to Covid-19. As a result, recognising this impact meant that it was appropriate to reprioritise the delivery plan objectives to match the Council's current capacity. It was hoped that by reducing the priorities from 90 to 18 key objectives, that the Council

would now be able to fully implement the delivery plan whilst responding to the ongoing crisis, and continue to delivery over and above its statutory obligations.

- iii. Cllr L Withington referred to the Customer Focus element of the delivery plan, and asked whether there was any progress to report on the customer charter, and whether a strategy would be used to develop the charter or vice versa. Cllr S Butikofer replied that she was in the process of developing the charter with senior officers and added that she did not feel the hard work of the Customer Services Team had been covered and wished to place on record her thanks for their hard work helping residents throughout the pandemic. In response to a question from the Chairman, Cllr S Butikofer informed Members that a customer service strategy would drive the process of developing the customer focus objectives.
- iv. Cllr L Withington referred to the Environment Forum meetings that had gained a large amount of support from the public, and asked whether the meetings could be resumed virtually or by some other means. Cllr S Butikofer replied that the Council had hosted three meetings prior to the pandemic, and would be happy to consider reconvening the meetings via zoom in the near future. She added that tree planting had been resumed which provided another positive opportunity for community engagement in responding to climate change.
- v. It was confirmed, following a question from Cllr J Toye that the overall aims of the Council had not changed, though priorities had been altered to account for the impact of Covid-19 on the Council's capacity.
- vi. Cllr L Shires stated that she fully supported further engagement with the public on climate change by resuming the Environment Forum meetings via Zoom. She then asked when the next performance monitoring report would come to the Committee, to which Cllr S Butikofer replied that the next report was due in December.
- vii. Cllr N Housden suggested that whilst Members do not normally get involved in operational matters, he felt that it was confusing to cross reference between the delivery plan and performance reports, and Members should focus instead on the content of the delivery plan.
- viii. The CE informed members in relation to comments on the Environment Forum that the Council had advertised positions for an Environmental Policy Officer and a Climate Change Projects Officer, in order to increase the Council's capacity to move these priorities forward.
- ix. It was proposed by Cllr P Heinrich and seconded by Cllr J Toye to note and agree the reprioritised delivery plan, and to recommend to Cabinet that consideration is given to resuming the Environment Forum Meetings.

## RESOLVED

1. **To note and agree to the revised Delivery Plan priorities as detailed in the report.**
2. **To recommend to Cabinet that consideration is given to resuming the Environmental Forum meetings remotely, or by any other appropriate means, to maintain public engagement and support in the climate change agenda and the environmental actions of the Delivery Plan.**

## 80 MANAGING PERFORMANCE QUARTER 1 2020/2021

The PPMO introduced the report and informed Members that once approved, the key priorities of the corporate and delivery plans were placed into the new Inphase performance monitoring system, alongside operational performance data. She added that the new system would soon be available for Members to use online, and suggested that she would be happy to run a briefing session to fully introduce and train all Members on the use of the software in the near future.

### Questions and Discussion

- i. Cllr G Mancini-Boyle referred to the Council's work supporting communities during the pandemic on page 16, and asked whether this support would be scaled back in the near future. The CE replied that the community support programme had been implemented at the beginning of the national lockdown and noted that whilst the number of requests for assistance had declined significantly, the response could be stepped up at any time to respond to an increase in cases. The CE reported that the Council was also working with Community Action Norfolk to map the community support groups that worked with the Council, in order to develop a directory for future assistance.
- ii. Cllr N Housden asked whether the Council staffing situation was in anyway depleted by the first wave of lockdown, in respect of the impact this could have on responding to a second wave. The CE replied that staff were in no way depleted at the present time. Cllr N Housden then asked if the delivery plan was available on the Council's website, to which the PPMO replied that the delivery plan was available to view via Inphase hosted pages on the Intranet, and she would provide access to this following the previously mentioned briefing session.
- iii. Cllr C Cushing referred to delayed information contained within the report, and asked whether more up to date data could be gathered for each meeting. The PPMO replied that as a result of the Council's response to the pandemic, officers had been asked to delay inputting some performance data until August, to allow high demand service areas time to catch-up. She added that once Members were given access to the Inphase system, then performance data could be accessed at any point, meaning that Members could see the most up to date data available. It was noted that there could still be some delays to performance data, as it was added to the system on a pre-determined timescale. The Chairman asked how this process would impact the reports coming to Committees, to which the PPMO replied that the reports could only provide a snapshot of data, but it would be up to each Committee to determine what to review. It was confirmed that Councillors would be provided with login details at the start of the training session.

- iv. Cllr L Shires referred to the percentage of planning applications determined within the target time period on page 59, and asked whether data was available on those that had not been determined within the timeframe. The CE replied that whilst this data was not provided, he would seek to determine whether this could be included in future reports. The PPMO added that the indicators included in the report were a combination of national targets set by the Government, KPIs related to the Corporate Plan, management and service indicators. Cllr L Shires stated that she would welcome any additional information added to the system.
- v. Cllr J Toye sought clarification on whether the targets were nationally set, to which the PPMO replied that most operational matters had Government set targets that the Council was required to meet. She added that the Council often set its targets above Government expectations to ensure compliance. Cllr J Toye noted that some targets appeared to be falling, such as access to services via the Council's website, and asked whether there was an explanation for this. The PPMO replied that as services became available on the website, there were initial surges that declined once the service was established. She added that the relevant senior officer might be able to provide a better response on this specific matter.
- vi. Cllr N Housden asked whether it would be possible to differentiate between the targets once access to the system had been granted, and whether Members would be able to request or set different targets. The PPMO replied that this would be possible and Members were free to make target recommendations to Cabinet.
- vii. The Chairman referred to the zero based budgeting identified in the report and asked whether it was realistic given the timescale available prior to setting the budget. The CE replied that it was his understanding that this would be done on a trial basis for a limited number of service areas.
- viii. Cllr L Shires suggested in relation to Cllr J Toye's comments on falling targets, that he should also request information on when payments were expected throughout the financial year, as this would help identify trends. She then asked if there were other authorities in the region that used the Inphase system that could be used for performance comparisons. The PPMO replied that many other authorities used the system, including Norwich City Council and ideas could be drawn from this. Cllr L Shires noted that social housing figures were falling, which would have a significant impact on communities, and asked whether more could be done to address this issue. The CE replied that whilst Inphase provided performance data and some limited contextual data, he hoped that this could still be used to help the Council's partners address the issue. He added that the new system should be used in this way to help the Committee identify areas requiring greater scrutiny, in order to improve the Council's performance. The Chairman reminded Members that local homes for local people was a key theme of the corporate plan, and this should be remembered when addressing housing issues.
- ix. Cllr H Blathwayt referred to benchmarking against other Council's, and

suggested that it was important that these comparisons be made with similar Council's only. The PPMO replied that CIPFA provided information on similar Council's that grouped them into families for easier comparisons to be made.

- x. The PPMO provided a brief demonstration of the Inphase system to show housing waiting listing figures over the past three years.

## **RESOLVED**

**To note the report and endorse the actions being taken by Strategic Leadership Team detailed in Appendix A – Managing Performance.**

## **81 OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME SETTING 2020-21**

The DS&GOS introduced the item and informed Members that as the municipal year had started during lockdown, a Work Programme had never been formally set. As a result, gaps were beginning to appear as Covid related reports began to subside, and it was now necessary for the Committee to agree new items of business. It was reported that three key items had been suggested by Committee Members which included; the affordable housing strategy, development planning performance, and a preventative maintenance schedule for the Council's beach huts and chalets. In addition, there were several regular items that were expected, such as enforcement board updates, waste contract monitoring, and the crime and disorder briefing. The DS&GOS noted that Committee Members should also bear in mind how to approach each item, such as pre-scrutiny or a more in-depth approach utilising working groups.

- i. Cllr L Withington stated that whilst she agreed with the proposed items, she asked whether the beach huts preventative maintenance issue should include all Council assets. Cllr G Mancini-Boyle stated that he had requested that the Council look at preventative maintenance, as in the long-term it would likely work out cheaper for the Council.
- ii. The DSM suggested that some items listed for discussion would be covered by the corporate and delivery plan, which meant that timing and outcomes required careful consideration.
- iii. Cllr P Heinrich suggested that the Council had good survey data on its assets, but he had never seen a maintenance schedule and agreed that the item should cover maintenance of all Council assets.
- iv. Cllr N Housden stated that looking at the performance management data using the Inphase system could generate too many questions for meetings, and asked whether a system was required for managing these questions. It was suggested that both submitting questions in advance of meetings and the use of corporate plan themed scrutiny panels could be a means of addressing any increase in workload.
- v. Members agreed that they were happy to progress the items submitted for inclusion on the Work Programme, subject to further discussion once the required work had been completed. Members also confirmed that enforcement

board updates should return to the Work Programme.

- vi. In reference to the crime and disorder update, Cllr L Shires noted that during his last briefing the PCC had referenced the seriousness of domestic violence in the County, and suggested that this could be a suitable item for the next briefing, with reference to the impact of Covid. On the planning performance item, Cllr L Shires suggested that this should coincide with a report on the outcome of the planning point of contact trial.
- vii. On discussion of website functionality, the DS&GOS suggested that some areas of the Council's website could be improved in conjunction with the digital by design proposals, and encouraged Members to raise this at the briefing.
- viii. Items considered suitable for the Scrutiny panels were discussed and the DS&GOS suggested that if Members were keen to pursue this approach, then he would prepare a draft terms of reference for the Committee to review, as a resolution would be required to formally establish the panels. It was noted that membership of the working groups would also be open to non-committee Members, so long as they were chaired by Scrutiny Members.
- ix. It was proposed by Cllr J Toye and seconded by Cllr G Mancini-Boyle to add the items stated within the report to the work programme.

#### **RESOLVED**

1. **To agree the following substantive items be added to the Overview & Scrutiny Work Programme for the remainder of the 2020-21 municipal year:**
  - **Affordable Housing Strategy.**
  - **Development Planning Performance Review.**
  - **Council Property Assets: Preventive Maintenance Strategy.**
2. **To agree to include any appropriate items from the potential items list that could fall within the scope of the OSC Working Groups, established to scrutinise the themes of the Corporate Plan, once the Terms of Reference for the Working Groups had been agreed.**

#### **82 THE CABINET WORK PROGRAMME**

The DS&GOS informed Members that the Council Tax Discount Determination and budget monitoring reports were both expected to go to Cabinet in November and as a result, would also come to Scrutiny, in addition to the existing planned items.

#### **RESOLVED**

**To note the Cabinet Work Programme.**

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

The DS&GOS reminded Members that the waste contract monitoring report would come to the November meeting, as well as the income generation and savings pre-



scrutiny session, in advance of the MTFS in December.

**RESOLVED**

**To note the Work Programme**

**84 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 11.55 am.

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Chairman

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## BUDGET MONITORING REPORT 2020/21 – PERIOD 6

**Summary:** This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of September 2020. The report also provides an update on the financial impact of Covid-19 on the Council's Financial position.

**Options considered:** Not applicable.

**Conclusions:** The overall position at the end of September 2020 shows an £1,392,232 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £421,435 which, as per the previous COVID update, is to be funded from reserves if required.

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

- 1) **note the contents of the report and the current budget monitoring position;**
- 2) **recommend to Full Council the release of £247,083 capital receipts to increase the coastal adaption fund; reinvesting proceeds previously received from the sale of land.**

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

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports
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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected
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Contact Officer, telephone number and email: Duncan Ellis, 01263 516330, <a href="mailto:Duncan.ellis@north-norfolk.gov.uk">Duncan.ellis@north-norfolk.gov.uk</a>
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## 1. Introduction

- 1.1 This report compares the actual expenditure and income position at the end of September 2020 to the Updated budget for 2020/21. The original Base Budget as agreed by Full Council in February 2020 has been updated to reflect approved budget virements.
- 1.2 The report follows two previous COVID-19 financial updates provided to Members in May and August. At that time the anticipated year end deficit of c£1m was forecast to have reduced significantly from the previous May report to around £0.4m. It was however highlighted at that point that this projection was still based on a number of assumptions about future funding and income pressures and assumptions regarding further government support.
- 1.3 The report also provides an update on the impact of the Covid-19 pandemic on the council's financial position and likely outturn budget impact and provides a further update and follows the government announcement made on 2 July in respect of additional support towards lost income, the first claim for which has now been submitted.
- 1.4 The coronavirus COVID-19 pandemic continues to represent a significant challenge for the District Council which will continue to impact on the Council's resources and budget during 2020/21 and future years. This report sets out the current high level forecasts relating to the COVID-19 pandemic taking account of the latest central government support package.

## 2. Budget Monitoring Position – Summary

- 2.1 The detailed position for the various service areas is included later within the report, the table below highlights the current overall position and provides a summary of the full year projections for the service areas.

<b>Table 1 - Summary of Full Year Effects 2020/21</b>	<b>Estimated Movement From Updated Budget</b>
	<b>£</b>
Service Areas (Table 2) (non Covid-19)	121,606
Covid-19 Expenditure Impact	1,287,178
Covid-19 Income Impact	1,271,850
Investment Interest/Borrowing Interest	(222,021)
Business rates	0
First 3 tranches of Government support grant	(1,287,178)
First tranche of fees & charges support	(750,000)
<b>Total</b>	<b>421,435</b>

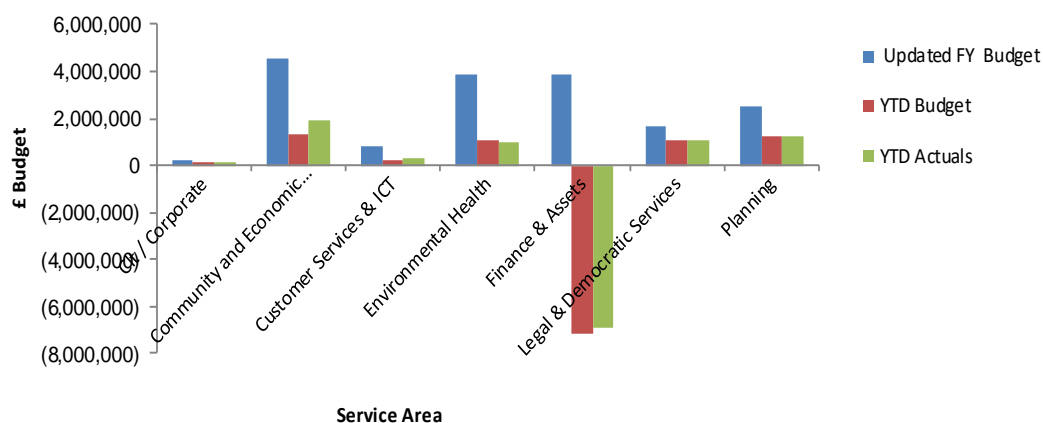
- 2.2 The table highlights that the current forecasts as at October 2020 are broadly in line with those reported back in August with a similar projected deficit of c£400k and as agreed within the last report is to be funded from reserves if further efficiencies cannot be found before the year end.
- 2.3 A fourth tranche of government support funding has recently been announced, we do not as yet have any idea what our individual allocation is likely to be but it is anticipated at the current time that it will be low as the focus has been identified as supporting those areas currently under third tier lockdown restrictions. At the present time therefore no additional income has been assumed from this funding source, if an

award is subsequently made we will be able to update the next monitoring report to reflect the amount confirmed.

### 3. Budget Monitoring Position – Revenue

3.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 30 September 2020 and highlights a year to date variance of £1,392,232 underspend against the profiled updated budget. There is an over spend of £614,893 in relation to the service variances with the remainder relating to non-service specific budgets. The chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances. The updated budget and actuals for the Finance and Assets area have been updated to include the expenditure and funding relating to business support and discretionary grants to businesses. There is a net underspend of £2,007,131 relating to non-service expenditure against the profiled budget. Details of these variances are included below.

#### Variance by Service area



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

3.3 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the financial year. **The Full Year Effect (FYE) position does not take account of variances that are directly attributed to Covid-19, as they are considered in more detail later in the report.** Full year savings resulting from changes in working practises have not been included in full year variances but continue to be closely monitored.

<b>Table 2 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>As Per General Fund Summary</b>	<b>(Excluding Covid-19 Impacts)</b>
	<b>£</b>	<b>£</b>
<b>CLT and Corporate</b>		
<b>Human Resources and Payroll</b> – Employee related expenditure including new appointment advertising costs.	£13,539	£13,663
<b>Registration Services</b> – Costs associated with the running of the European & General Election - to be funded from the Electoral Claims Unit.	£77,250	0
<b>Corporate Leadership Team</b> – (£56,029) - Lower salaries and oncosts as a result of staff vacancies. Due to the restructure, no saving is anticipated. (£3,086) - Other professional fees. The balance consists of minor variances.	(£66,362)	0
<b>Communications</b> - (£8,558) - Staff vacancies, no full year saving - to be used as part of the restructure. (£6,951) - Marketing. (£2,850) - Digital promotion - to be used for promotion of social posts to boost engagement/audience.	(£18,974)	0
<b>Economic and Community Development</b>		
<b>Car Parking</b> – £63,943 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. £16,610 - Higher income from credit cards leading to higher charges. (£129,164) - Invoice for management fees not yet received. (£11,002) - Lower costs as part of the cleansing contract. (£7,775) - Contribution towards costs in relation to setting up a new car park at Millars Walk, Fakenham. £514,994 - Car park income lower due to Covid-19.	£447,719	£63,943
<b>Markets</b> – Lower fee income from market rentals as a result of Covid-19 restrictions and social distancing measures.	14,862	0
<b>Leisure Complexes</b> – (£80,498) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £162,739 - Higher management fees - these represent contributions towards key workers and furloughed staff. £5,000 - Consultancy costs.	£96,037	0
<b>Other Sports</b> – (£8,498) - Open Space Study / overarching Consultation from New Homes Bonus reserve. (£7,602) - Salaries and oncosts - no full year variance anticipated.	(£34,265)	0
<b>Pier Pavilion</b> - No profit share as a result of Covid-19 pandemic.	£20,957	0

<b>Foreshore (Community)</b> - £5,200 - Contract extension costs. (£37,844) - New cleansing contract costs which are subject to bills of quantity. (£5,384) - Lower cost of memorial seat repairs.	(£41,785)	0
<b>Health and Communities</b> - (£9,232) - Arts grants. (£10,766) - A new Service Level Agreement is currently being discussed with the Citizens Advice Bureau. £27,568 - Fixed term staff funded by grants. (£9,000) - Grants awarded by the Big Society panel during prior years not yet claimed.	(£37,381)	0
<b>Coastal Management</b> – Staffing costs - to be funded from Reserves and contributions at year end.	£18,928	0
<b>Customer Services and ICT</b>		
<b>ICT – Support Services</b> - £13,814 - Higher salaries and oncosts. Fixed term posts funded from the Invest to Save reserve. £7,381 - Computer Software Licences due to the removal of the Microsoft Government Framework which delivered significant cost reductions on our Microsoft software. We are attempting to mitigate the impact of this by removing unused software licences and accessing a discount framework. Current estimates are that the increase will be around £30,000. £10,054 - Computer maintenance and computer lines / modems - delay in delivery of network upgrade. £46,578.55 - Computer Purchases - much of this expenditure is directly in support of providing laptops etc. as a part of the requirement to work at home as a consequence of the Covid-19 Response. The total cost of Covid-19 is £64,063.	£72,562	£30,000
<b>Homelessness</b> – Additional costs associated with providing temporary accommodation - this is offset by recoverable income from client contributions and housing benefit. In addition rough sleepers have been targeted and placed in temporary accommodation as part of the response to the Covid-19 Pandemic - these costs have been off-set by the Central Government grant allocation.	(£23,027)	0
<b>Customer Services Housing</b> – Temporary staffing to be funded from Homelessness Prevention grant.	£32,670	0
<b>Environmental Health</b>		
<b>Public Protection</b> – Licence fee income is down as a result of restrictions in place during the Covid-19 lockdown.	£50,888	0
<b>Combined Enforcement Team</b> – Vacant Team Leader post currently being used to fund temporary staffing within the department.	(£19,970)	0
<b>Waste Collection and Disposal</b> – (£58,461) Outstanding accruals from 2019/20 for services provided and no invoices yet received. (£70,297) Waste collection costs lower than budgeted - awaiting invoices from contractor. These savings are offset against contract extension costs of £26,998 to Kier. £8,830 Higher contract payments for recycling.  Predicted shortfall in Trade Waste fees as a result of business closures during lockdown - currently estimated to be £150,000.	(£98,346)	

<b>Finance and Assets</b>		
<p><b>Revenue Services –</b> Repaid Business Support grants. These repaid grants will be included in any unallocated balance of funding returned to Central government.</p> <p>Although not highlighting as a variance at P6 there is an estimated reduction in income from costs awarded of £100,000. This is as a result of reduced recovery action being taken during the pandemic</p>	(£59,011)	0
<p><b>Property Services –</b> (£17,127) Vacant post held in the service offset by costs for advertising and Covid-19 related overtime. £7,872 Works in default to be funded from the Enforcement Board. £114,410 Repair and maintenance and purchase of equipment/consumables relating to Covid-19 and Return to the High Street Safely Fund (RHSSF).</p>	£117,722	0
<p><b>Public Conveniences –</b> £29,250 - Higher repair and maintenance expenditure associated with Legionella risk assessments and corrective works, emergency lighting and fixed wire testing and repairs. (£18,990) Underspend in running costs for water and electricity (facilities closed during the pandemic) and offset by higher NNDR and cleansing costs.</p>	£18,999	£15,000
<p><b>Investment Properties –</b> Option appraisals and structural surveys. Outstanding debtor accruals - invoices yet to be raised for recharge of insurance premiums and utility charges.</p>	£21,022	£20,000
<p><b>Corporate and Democratic Core –</b> (£18,238) Staff costs as a result of Planning vacancies - this will be offset by temporary agency staff required to manage work load. £7,413 Payment to Local Enterprise Partnership (LEP) re Enterprise Zones. £7,623 Prior year's external audit costs. £46,671 Additional Covid-19 costs funded from the Central Government Grant. These include a Countywide mailshot and Community foodbank contribution.</p>	£30,073	£15,000
<b>Legal and Democratic Services</b>		
<p><b>Members Services –</b> Year to date savings in training and travel costs as a result of the pandemic and changes in working practices. Underspend In Chairman's Civic expenditure. These savings are predicted to deliver a Full Year Effect of £16,000.</p>	(£21,834)	(£16,000)
<p><b>Legal Services –</b> £9,970 Employee Costs. £14,537 Income generated from legal fees. No full year is anticipated as the net position will be funded from the legal earmarked reserve.</p>	£22,717	0
<b>Planning</b>		
<p><b>Development Management –</b> The variance at period 6 relates predominantly to Planning fee income. During the initial lockdown period planning income drastically reduced, although there are signs that this is starting to improve - a full year variance of £150,000 is still predicted.</p>	£99,391	0
<p><b>Planning Policy –</b> (£24,030) Staff turnover savings resulting from a vacant post. (£47,446) Delays in Local Plan profiled expenditure.</p>	(£73,153)	(£20,000)



<b>Building Control</b> – £19,854 Building Control fee income down due to Covid-19 restrictions, The full year effect of the pandemic is estimated to have a 10% reduction in full year fee income. This equates to £38,000.	£10,339	0
<b>Property Information</b> – (£13,309) Increase in Land Charge income currently unaffected by the pandemic. No full year variance has been reported as this is a self-financing service and net surplus/deficit will be transferred to the earmarked reserve.	(£15,641)	0
<b>TOTALS</b>	<b>£655,926</b>	<b>£121,606</b>

#### 4. Covid-19 Position – Impact on Budget Monitoring Position P6

##### 4.1 Covid-19 Grants and Additional Expenditure

4.2 In response to the pandemic, the council has received a number of grants from Central Government, many of these are targeted at providing direct support to local businesses in sectors greatly affected by the Covid-19 restrictions but it has also acknowledged the ongoing service delivery pressures facing district councils.

4.3 North Norfolk District Council has received three tranches of support grant from the Ministry for Housing Communities and Local Government (MHCLG) totaling £1,287,178. The expenditure allocated against this grant is closely monitored and monthly updates are submitted to MHCLG. The grant has not currently been allocated to service budgets and therefore the expenditure is currently showing as a variance at net cost of service level. A high level breakdown of this expenditure is shown in table 3 below, along with the projected Full Year Effect (FYE). The support grant income is identified on the General Fund Summary under Local Taxation and Government Grant, which also includes £330,029 successfully drawn down to support the tourism sector, and a package of support measures are being devised to allocate this funding.

**Table 3 – Covid-19 Expenditure included in the Net Cost of Services**

Category of Spend	YTD	
	Actuals P6 2020/21 £	Estimated FYE 2020/21 £
Additional Publicity Communications with Residents and Community	35,619	35,610
Additional Contractor support - Leisure	172,582	526,944
Additional Homelessness Support	77,163	78,231
Additional IT Costs, including laptops for homeworking and service specific software	76,125	105,026
Additional Banking Costs	861	861
Changes to assets	81,532	80,000
Delayed schemes/ cancelled events	1,200	2,200
Finance and Corporate other	4,179	4,179
Food banks and Community support	11,773	11,773
Extrenal Resource Support - Agency/ Civica on Demand		38,000
PPE and Public Safety	15,654	20,000
Staffing /Overtime	72,507	81,280
Support to affiliated companies - VNN	9,000	18,000
Borrowing Costs		15,000
Unallocated Grant		270,074
<b>Grand Total</b>	<b>558,196</b>	<b>1,287,178</b>

#### 4.4 Covid-19 Update on Income Variances

4.5 As highlighted at Period 3, the greatest financial impact that faces the council is income reductions, the position at Period 6 shows a deficit of £470,681 against the year to date profiled budget. This position has greatly improved on earlier predictions largely due to a significant recovery in car park income after lockdown restrictions were lightened in the summer.

4.6 At Period 3 it was noted that the government had announced a support package relating to losses from fees and charges income, although there were some areas specifically excluded such as commercial rents and investment income.

4.7 The first MHCLG income (fees and charges) claim was submitted on 8 October for £435k and has been calculated as per below. The lost income for the period from April through to July for qualifying areas was £766k.

	£000
<b>Calculation of 5% deductible</b>	
Total budgeted income 2020/21 for qualifying areas	3,782
5% deductible calculation	<b>(189)</b>
<b>Calculation of MHCLG support</b>	
Lost income (Apr – July)	769
Less 5% deductible	(189)
Gross income	580
<b>75% MHCLG support</b>	<b>435</b>

4.8 In terms of the overall claims position we are estimating that the total potential eligible claim for 2020/21 will amount to c£1m which would mean grant income of £0.75m based on the intervention rate of 75%.

4.9 A breakdown of variances by main income streams is shown below. It is still anticipated that the full impact on 2020/21 budgets will be a shortfall of £1,271,850. A breakdown of this variance is detailed in chart 3 below.

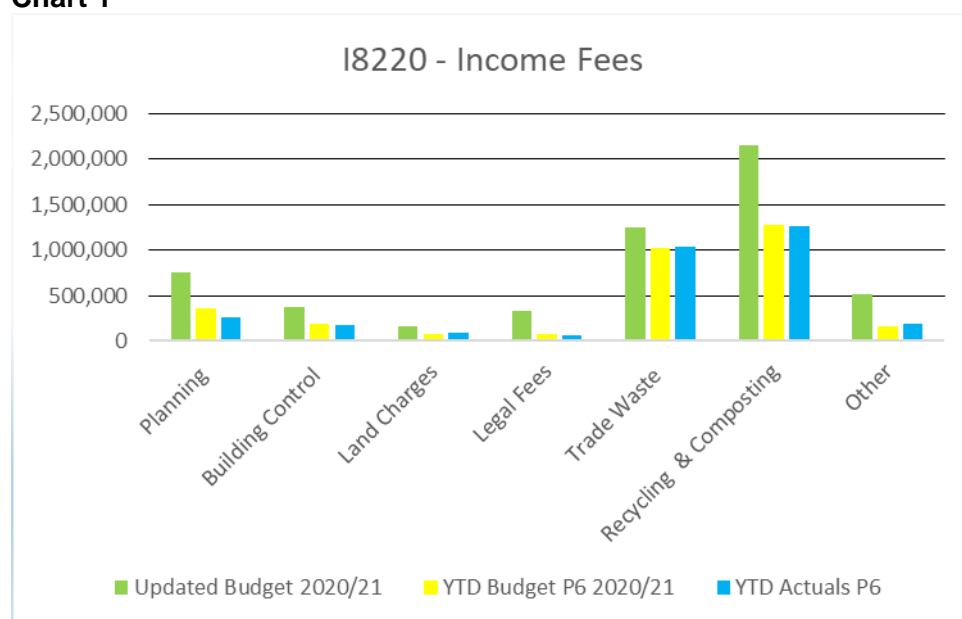
## I822 - Income Fees and Charges

### I8220 - Fees

### Income - Fees

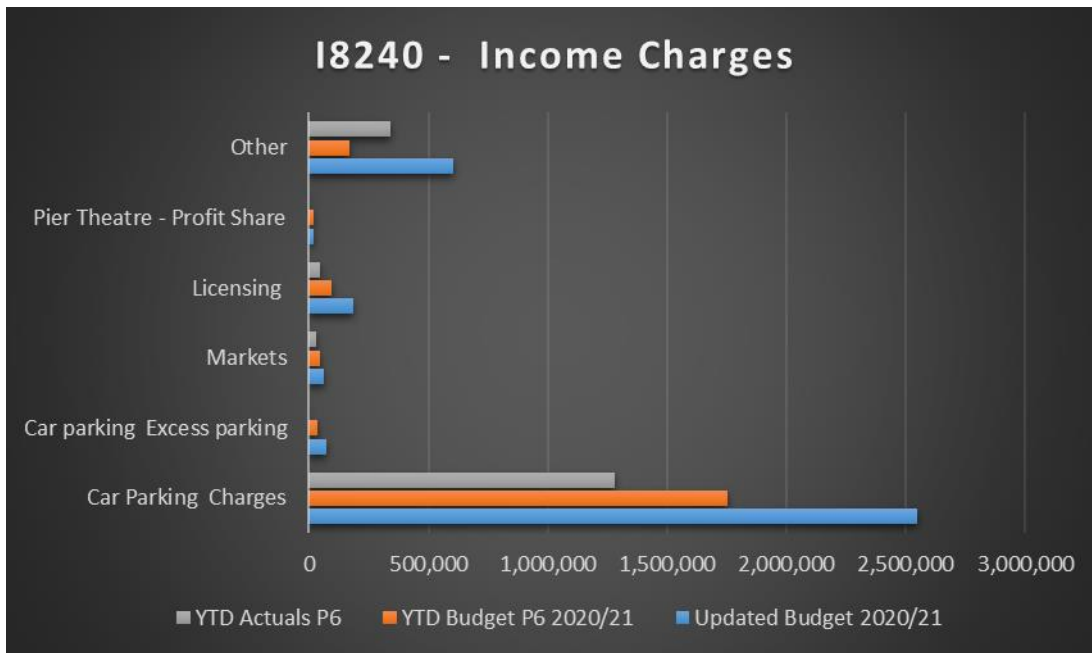
	YTD			YTD Variance
	Updated Budget 2020/21	Budget P6 2020/21	YTD Actuals P6	
Planning	(751,500)	(365,748)	(267,129)	98,619
Building Control	(380,000)	(189,996)	(170,086)	19,910
Land Charges	(162,190)	(81,096)	(93,099)	(12,003)
Legal Fees	(329,896)	(77,544)	(63,182)	14,362
Trade Waste	(1,255,000)	(1,026,250)	(1,030,382)	(4,132)
Recycling & Composting	(2,144,861)	(1,270,800)	(1,267,276)	3,524
Other	(508,278)	(164,197)	(194,591)	(30,394)
	<b>(5,531,725)</b>	<b>(3,175,631)</b>	<b>(3,085,745)</b>	<b>89,886</b>

Chart 1



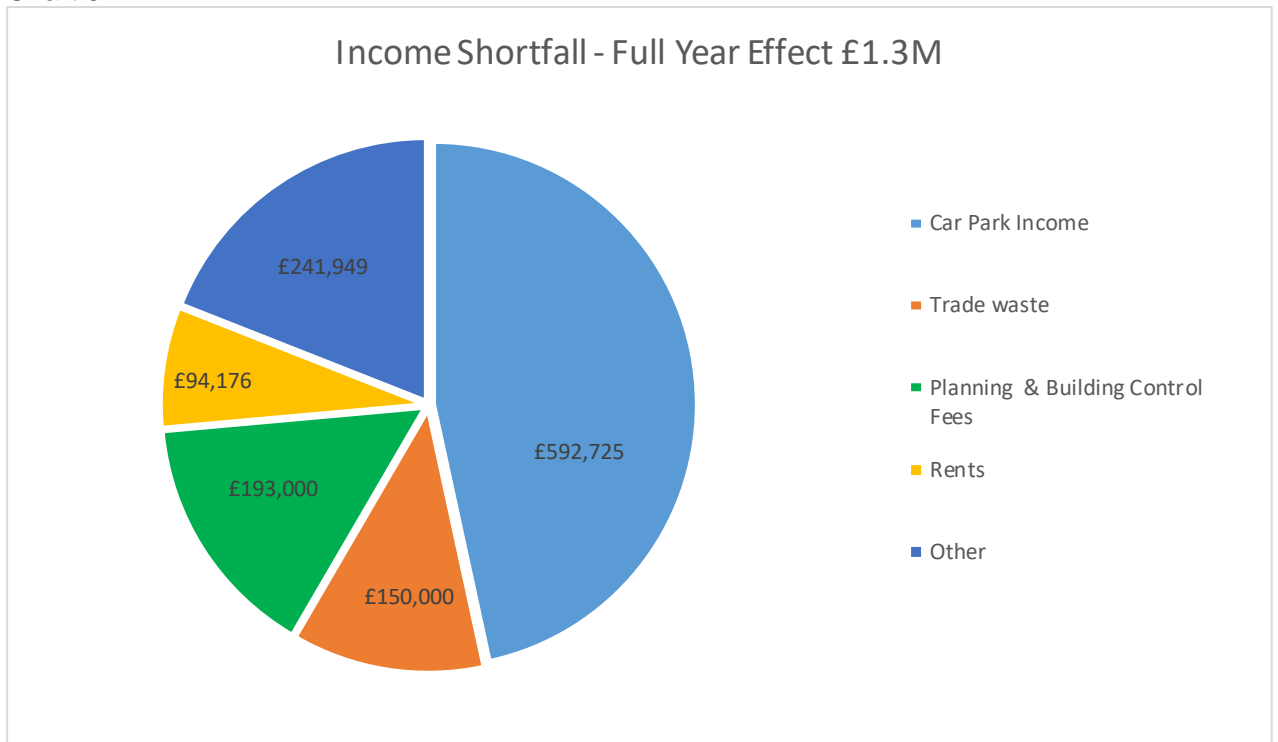
### I8240- Income - Charges

	YTD			YTD Variance
	Updated Budget 2020/21	Budget P6 2020/21	YTD Actuals P6	
Car Parking Charges	(2,544,900)	(1,750,414)	(1,295,456)	454,958
Car parking Excess parking	(70,490)	(35,244)	28	35,272
Markets	(63,654)	(45,534)	(30,230)	15,304
Licensing	(187,000)	(92,250)	(45,357)	46,893
Pier Theatre - Profit Share	(20,000)	(20,000)	0	20,000
Other	(605,610)	(167,839)	(343,219)	(175,380)
	<b>(3,491,654)</b>	<b>(2,111,281)</b>	<b>(1,714,234)</b>	<b>397,047</b>



The balance that makes up the year to date income variance of £470,681 is in relation to rent of land and buildings and has a favorable variance of £16,252 at P6.

Chart 3



#### 4. Non Service Variances to Period 6 2020/21

##### 4.1 Investment Interest

The interest budget for 2020/21 anticipates that a total of £1,323,300 will be earned from treasury investments and a loan for service purposes to Broadland Housing Association. Overall an average balance of £41.2m is assumed, at an average interest rate of 3.5%.

At the end of period 6, a total of £697,870 has been earned, resulting in a favourable variance against the year to date budget of £36,222. The average rate of interest achieved was 2.35% from an average balance available for investment of £59.5m. At the end of the year a favourable variance against the budget of £58,464 is anticipated. The investment balance is forecast to be above budget due to additional payments received from central government in response to Covid-19. However, against this the interest rate achieved will be below the budget figure due to current market conditions. There are significant risks to this forecast in the current uncertain economic environment, where negative interest rates are a potential future possibility.

A total of £32m has been invested in pooled funds which are valued at £31.3m at the end of period 6. The reduction due to the impact of the global pandemic on equity funds. This is however, an improvement of £1.2m from the 31<sup>st</sup> March 2020, where pooled funds were valued at £30.1m.

The Council has a balanced portfolio with a diverse range of funds investing in different instruments. The Council can expect the valuation of its pooled investments to continue to be volatile, but this is in line with expectations when the investments were placed. The risks inherent in the volatile nature of these investments are mitigated as the Council intends to hold them for the long term.

#### **4.2 Borrowing Interest**

The budget for 2020/21 anticipates that £10,000 would be paid in interest for short-term borrowing for cash flow purposes.

At period 6, a total of £1,447 has been paid resulting in a favourable variance against the budget of £3,553. There has been a lower requirement for short-term borrowing due to increased cash inflows associated with Covid-19 related central government payments. At the end of the year a favourable variance against the budget of £7,107 is anticipated.

Interest for long-term borrowing has been budgeted for £348,100 for financing the re-provision of Splash Leisure Centre and purchase of waste vehicles.

At period 6, there had been no commitments to long-term borrowing for capital purposes. At end of the year, if long-term borrowing is not undertaken a favourable variance of £312,900 against budget is forecast, although at the present time we are only assuming 50% of this (£156,450). This may change dependent on future cash inflows and the timing of the repayment of excess grant funding from central government. The decision to undertake short-term or long-term borrowing will be made in line with our borrowing strategy.

#### **4.3 Retained Business Rates**

There is currently no variance showing against Non Domestic Rates income for the financial year. Any unspent allocation from the Section 31 grant used to reimburse the authority for new reliefs announced by the Government to support businesses with the effect of COVID will have to be repaid at the end of the year, having been paid to councils in advance to support with cash flow requirements. The final variance will not be known until the NNDR3 form is completed at the end of the year and the grant actually due to the authority has been determined.

The COVID pandemic is having adverse effects on collection rates for Non Domestic Rates, but this will not impact income recognised in the General Fund until next financial year. Due to the potential severity of this, MHCLG have confirmed that

authorities will be able to spread the surplus or deficit on the Collection Fund over three years. The accounting for this is still being worked out, and it is not possible at this time to say what the impact on NNDC will be. The sector is also lobbying central government to recognise the potential impact of this on next year's budgets with a view to providing additional financial support.

## 5 Budget Monitoring Position – Capital

5.1 Total Capital expenditure amounted to £2,874,627 across all projects in the first half of 2020/21. The Capital Programme has been updated to reflect changes agreed in the first half of 2020/21 and can be found at Appendix C. Since the last report to Cabinet the following changes have been made:

- HR Information System – £108,100 has been removed from the capital programme as associated costs are licences paid annually that will be met from the revenue budget.
- Revenues & Benefits Civica (Open Revenues) System - £100,000 has been removed from the capital programme as implementation costs included in the bid will not occur due to remaining with the current supplier.
- Bacton Car Park – £30,000 from the Asset Management Reserve was agreed under delegation to increase the budget to fund electrical supply and additional site costs.
- Concerto Asset Management System - £25,000 from the Asset Management Reserve was agreed under delegation for system acquisition costs required for the renewal of our current property software database.
- North Walsham Heritage Action Zone – £1,170,000 additional LEP funding has been secured for town centre place-making, increasing the scheme cost to £3,120,000. This was agreed by Cabinet in September. The original budget of £1,950,000 was approved to be met 50:50 by Historic England and Capital Receipts. The budget has been re-profiled to reflect the 4 year planned programme of works.
- The following budgets have been re-profiled into future years to reflect programme of work revisions, or known delays associated with further decision making or the impact of Covid-19:

Scheme	Budget Re-profiled
Rocket House	(£39,619)
Cornish Way	(£137,574)
North Walsham Heritage Action Zone	(£1,478,500)
Unit 1 & 2, Surf Lifesaving School, Cromer	(£55,000)
Cromer Coast Protection Scheme	(£1,742,878)
Mundesley – Refurbishment of Coastal Defences	(£1,545,843)
Steelwork Protection to Victory Pool and Fakenham Gym	(£27,467)
Cromer Office LED Lighting	(£60,000)

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

- Coastal Adaptions – £247,083 is requested from Capital Receipts to increase the coastal adaption fund; reinvesting proceeds previously received from the sale of land.

## **6 Reserves**

The Council's current Reserve Statement is shown at Appendix D, this gives the latest position of amounts allocated to services and the capital programme and also includes known commitments that have not yet been allocated to services. A more detailed breakdown of the purpose of the current reserve allocations is included at Appendix D1. Projections for 2021/22 and beyond have not been updated but a reminder of what each allocation is for is included.

## **8 Conclusion**

- 8.1 The revenue budget is showing an estimated full year overspend for the current financial year of £421,435. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.
- 8.2 The previous COVID finance report secured reserve funding to support with the anticipated £400k deficit which has only changed marginally based on current forecasts. The use of reserves will be a last resort, the Council will continue to try and address any forecast deficit by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding which is not sustainable in the medium term. Should the Council not be able to make these adjustments in year then reserves will be required to balance the budget.

## **9 Financial Implications and Risks**

- 9.1 The detail within section 3 of the report highlights the more significant variances including those that are estimated to result in a full year impact.
- 9.2 The estimated outturn shown in Table 1 will continue to be monitored during the year.

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

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

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

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## General Fund Summary 2020-21 Base Budget

Service Area	2020-21						
	2020-21	Updated	Budget YTD	Actuals	Variance	Commitments	Remaining
	Base Budget	Budget		YTD	YTD		Budget
	£	£	£	£	£	£	£
Corporate Leadership Team/Corporate	314,973	277,015	134,337	139,789	5,452	11,542	125,685
Community & Economic Development	4,456,448	4,682,508	1,468,478	1,930,064	461,586	800,342	1,952,102
Customer Services & ICT	769,811	828,783	209,632	304,882	95,250	293,562	230,338
Environmental Health	3,902,129	3,898,574	1,102,064	1,005,284	(96,780)	2,682,314	210,976
Finance and Assets	3,883,103	4,026,975	(7,025,894)	(6,894,539)	131,355	636,632	10,284,882
Legal and Democratic Services	1,606,069	1,637,068	1,094,128	1,098,600	4,472	13,449	525,020
Planning	2,379,017	2,471,145	1,201,816	1,215,375	13,558	266,439	989,331
<b>Net Cost of Services</b>	<b>17,311,550</b>	<b>17,822,068</b>	<b>(1,815,438)</b>	<b>(1,200,545)</b>	<b>614,893</b>	<b>4,704,280</b>	<b>14,318,333</b>
Parish Precepts	2,520,143	2,520,143	2,520,143	2,520,143	0	0	0
Capital Charges	(1,819,204)	(1,819,204)	(909,606)	(909,600)	6	0	(909,604)
Refcus	(842,667)	(842,667)	0	0	0	0	(842,667)
Interest Receivable	(1,310,977)	(1,310,977)	(655,485)	(697,807)	(42,322)	0	(613,170)
External Interest Paid	358,100	358,100	179,049	1,447	(177,602)	0	356,653
Revenue Financing for Capital:	4,892,728	5,420,299	0	0	0	0	5,420,299
IAS 19 Pension Adjustment	260,290	260,290	0	0	0	0	260,290
<b>Net Operating Expenditure</b>	<b>21,369,963</b>	<b>22,408,052</b>	<b>(681,337)</b>	<b>(286,362)</b>	<b>394,975</b>	<b>4,704,280</b>	<b>17,990,134</b>
<b>Contribution to/(from) the Earmarked Reserves</b>							
Capital Projects Reserve	(636,302)	(1,198,857)	0	0	0	0	(1,198,857)
Asset Management	(27,000)	(52,000)	0	0	0	0	(52,000)
Benefits	(253,801)	(284,800)	0	0	0	0	(284,800)
Building Control	(44,441)	(44,441)	0	0	0	0	(44,441)
Business Rates Reserve	(27,068)	(166,126)	0	0	0	0	(166,126)
Coast Protection	(37,958)	(37,958)	0	0	0	0	(37,958)
Communities	(242,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	2,379,266	2,355,706	0	0	0	0	2,355,706
Economic Development & Tourism	(10,000)	(10,000)	0	0	0	0	(10,000)
Elections	40,000	40,000	0	0	0	0	40,000
Grants	(57,086)	(81,566)	0	0	0	0	(81,566)
Housing	(488,585)	(530,961)	0	0	0	0	(530,961)
Legal	(25,426)	(25,446)	0	0	0	0	(25,446)
New Homes Bonus Reserve	(225,460)	(225,460)	0	0	0	0	(225,460)
Organisational Development	(97,885)	(97,885)	0	0	0	0	(97,885)
Pathfinder	(20,500)	(20,500)	0	0	0	0	(20,500)
Planning Revenue	50,000	20,000	0	0	0	0	20,000
Property Investment Fund	(1,000,000)	(999,475)	0	0	0	0	(999,475)
Property Company	(2,000,000)	(2,000,000)	0	0	0	1	(2,000,001)
Restructuring/Invest to save	(732,950)	(860,516)	0	0	0	0	(860,516)
Contribution to/(from) the General Reserve	(116,528)	(116,528)	0	0	0	0	(116,528)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,796,239</b>	<b>17,796,239</b>	<b>(681,337)</b>	<b>(286,362)</b>	<b>394,975</b>	<b>0</b>	<b>13,378,320</b>
Collection Fund – Parishes	(2,520,143)	(2,520,143)	(1,260,072)	(1,260,072)	0	0	(1,260,071)
Collection Fund – District	(6,305,671)	(6,305,671)	(3,152,832)	(3,152,832)	0	0	(3,152,839)
Retained Business Rates	(7,504,661)	(7,504,661)	(3,752,328)	(3,752,328)	0	0	(3,752,333)
Revenue Support Grant	(89,799)	(89,799)	(44,898)	(44,898)	0	0	(44,901)
New Homes bonus	(892,194)	(892,194)	(446,097)	(446,097)	0	0	(446,097)
Rural Services Delivery Grant	(483,771)	(483,771)	(241,886)	(241,886)	0	0	(241,885)
Covid Grants	0	0	0	(1,787,207)	(1,787,207)	0	1,787,207
<b>Income from Government Grant and Taxpayers</b>	<b>(17,796,239)</b>	<b>(17,796,239)</b>	<b>(8,898,113)</b>	<b>(10,685,320)</b>	<b>(1,787,207)</b>	<b>0</b>	<b>(8,210,144)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>(9,579,450)</b>	<b>(10,971,682)</b>	<b>(1,392,232)</b>	<b>0</b>	<b>5,168,176</b>

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## General Fund

## Service Area Summaries P6 2020-21

## Clt / Corporate

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Human Resources &amp; Payroll</b>							
Gross Direct Costs	377,192	188,610	202,972	14,362	6,245	167,975	£6,960 - Higher salaries and oncosts as a result of no staff turnover and a higher than budgeted pay award. This will have a full year effect of £13,663. £10,756 - New appointment advertising - this is charged out to services as and when recruitment advertising takes place. £4,722 - Equipment purchases, bicycles purchased as part of the cycle scheme. £5,966 - Various professional fees. (£13,674) - Corporate training not yet delivered.
Gross Direct Income	(1,000)	(498)	(1,321)	(823)	0	321	No Major Variances.
Support Service Charges	(376,192)	(188,112)	(188,112)	0	0	(188,080)	No Major Variances.
	<b>0</b>	<b>0</b>	<b>13,539</b>	<b>13,539</b>	<b>6,245</b>	<b>(19,784)</b>	
<b>Registration Services</b>							
Gross Direct Costs	246,243	105,158	96,162	(8,996)	19	150,062	Staffing costs following a restructure of the team. Some of this saving will be used to fund staffing costs ahead of next year's elections.
Gross Direct Income	(54,120)	(13,338)	72,908	86,246	0	(127,028)	Outstanding claims for the European and General Elections.
Support Service Charges	122,850	61,440	61,440	0	0	61,410	No Major Variances.
	<b>314,973</b>	<b>153,260</b>	<b>230,510</b>	<b>77,250</b>	<b>19</b>	<b>84,444</b>	
<b>Corporate Leadership Team</b>							
Gross Direct Costs	480,324	240,168	173,806	(66,362)	2,989	303,530	(£56,029) - Lower salaries and oncosts as a result of staff vacancies. Due to the restructure, no saving is anticipated. (£3,086) - Other professional fees. The balance consists of minor variances.
Support Service Charges	(480,324)	(240,144)	(240,144)	0	0	(240,180)	No Major Variances.
	<b>0</b>	<b>24</b>	<b>(66,338)</b>	<b>(66,362)</b>	<b>2,989</b>	<b>63,350</b>	
<b>Communications</b>							
Gross Direct Costs	257,210	128,635	111,205	(17,430)	2,289	143,717	See <b>Note A</b> Below:
Gross Direct Income	0	0	(1,544)	(1,544)	0	1,544	Income from filming rights.
Support Service Charges	(295,168)	(147,582)	(147,582)	0	0	(147,586)	No Major Variances.
	<b>(37,958)</b>	<b>(18,947)</b>	<b>(37,921)</b>	<b>(18,974)</b>	<b>2,289</b>	<b>(2,325)</b>	
<b>Total Clt / Corporate</b>	<b>277,015</b>	<b>134,337</b>	<b>139,789</b>	<b>5,452</b>	<b>11,542</b>	<b>125,685</b>	

**Note A:** (£8,558) - Staff vacancies, no full year saving - to be used as part of the restructure. (£6,951) - Marketing. Some bills still potentially being processed, also varying marketing/graphic design demand from other departments due to impact of COVID on normal council business. (£2,850) - Digital promotion - to be used for promotion of social posts to boost engagement/audience

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## General Fund

## Service Area Summaries P6 2020-21

## Community, Econ Dev &amp; Coast

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Health</b>							
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
	<b>0</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	<b>0</b>	<b>253</b>	
<b>Car Parking</b>							
Gross Direct Costs	824,726	516,941	457,442	(59,499)	292,920	74,365	See <b>Note A</b> Below:
Capital Charges	62	30	30	0	0	32	No Major Variances.
Gross Direct Income	(2,634,946)	(1,786,936)	(1,295,399)	491,537	0	(1,339,547)	See <b>Note B</b> Below:
Support Service Charges	151,089	85,554	85,554	0	0	65,535	No Major Variances.
	<b>(1,659,069)</b>	<b>(1,184,411)</b>	<b>(752,373)</b>	<b>432,038</b>	<b>292,920</b>	<b>(1,199,616)</b>	
<b>Note A:</b> £63,943 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. £16,610 - Higher income from credit cards leading to higher charges. (£129,164) - Invoice for management fees not yet received. (£11,002) - Lower than anticipated costs as part of the cleansing contract.							
<b>Note B:</b> £514,994 - Car park income lower than expected due to Covid. (£7,775) - Contribution towards costs in relation to setting up a new car park at Millars Walk, Fakenham							
<b>Markets</b>							
Gross Direct Costs	56,318	25,790	25,136	(654)	1,993	29,189	No Major Variances.
Gross Direct Income	(63,654)	(45,534)	(30,018)	15,516	0	(33,636)	£15,516 - Lower income from market rents as a result of closure between April and June because of Covid.
Support Service Charges	22,990	11,502	11,502	0	0	11,488	No Major Variances.
	<b>15,654</b>	<b>(8,242)</b>	<b>6,620</b>	<b>14,862</b>	<b>1,993</b>	<b>7,041</b>	
<b>Parks &amp; Open Spaces</b>							
Gross Direct Costs	292,174	147,222	132,605	(14,617)	151,380	8,189	(£8,904) - R & M Grounds - General. £6,777 - Grounds maintenance contract; (£9,903) - Cleansing (dog and litter bins) contract - Both subject to Bills of Quantity invoicing.
Capital Charges	11,434	5,718	5,718	0	0	5,716	No Major Variances.
Gross Direct Income	(14,590)	(3,438)	(725)	2,713	0	(13,865)	No Major Variances.
Support Service Charges	115,030	57,528	57,528	0	0	57,502	No Major Variances.
	<b>404,048</b>	<b>207,030</b>	<b>195,126</b>	<b>(11,904)</b>	<b>151,380</b>	<b>57,542</b>	
<b>Foreshore</b>							
Gross Direct Costs	150,727	42,861	54,814	11,953	1,225	94,688	£5,710 - Higher salaries and oncosts. £7,080 - Winter storage costs. (£3,153) - Lower NNDR costs.
Capital Charges	109,610	54,804	54,804	0	0	54,806	No Major Variances.
Gross Direct Income	(217,362)	(108,684)	(129,880)	(21,196)	0	(87,482)	(£18,025) - Higher beach hut and chalet rentals. It is projected that overall income will be £30,000 lower due to Covid. (£3,717) - Winter storage charges.
Support Service Charges	188,230	94,140	94,140	0	0	94,090	No Major Variances.
	<b>231,205</b>	<b>83,121</b>	<b>73,878</b>	<b>(9,243)</b>	<b>1,225</b>	<b>156,102</b>	
<b>Leisure Complexes</b>							
Gross Direct Costs	291,515	224,537	323,374	98,837	34,168	(66,028)	(£80,498) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £162,739 - Higher management fees due to Covid. These represent contributions towards key workers and furloughed staff. £5,000 - Consultancy costs.
Capital Charges	538,140	269,064	269,064	0	0	269,076	No Major Variances.
Gross Direct Income	0	0	(2,800)	(2,800)	0	2,800	No Major Variances.
Support Service Charges	101,830	50,946	50,946	0	0	50,884	No Major Variances.
	<b>931,485</b>	<b>544,547</b>	<b>640,584</b>	<b>96,037</b>	<b>34,168</b>	<b>256,732</b>	

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b><u>Other Sports</u></b>							
Gross Direct Costs	112,310	65,377	50,261	(15,116)	4,299	57,750	(£8,498) - Open Space Study / overarching Consultation from New Homes Bonus. (£7,602) - Salaries and oncosts - no variance anticipated.
Gross Direct Income	(10,000)	(4,998)	(24,147)	(19,149)	0	14,147	(£24,008) - Mammoth marathon entry fees. £4,859 - No fee income as a result of Covid.
Support Service Charges	65,740	32,874	32,874	0	0	32,866	No Major Variances.
	<b>168,050</b>	<b>93,253</b>	<b>58,988</b>	<b>(34,265)</b>	<b>4,299</b>	<b>104,763</b>	
<b><u>Recreation Grounds</u></b>							
Gross Direct Costs	13,800	6,900	6,300	(600)	8,697	(1,197)	No Major Variances.
Capital Charges	79	42	42	0	0	37	No Major Variances.
Gross Direct Income	(1,000)	(498)	(935)	(437)	0	(65)	No Major Variances.
Support Service Charges	5,780	2,898	2,898	0	0	2,882	No Major Variances.
	<b>18,659</b>	<b>9,342</b>	<b>8,305</b>	<b>(1,037)</b>	<b>8,697</b>	<b>1,657</b>	
<b><u>Pier Pavilion</u></b>							
Gross Direct Costs	7,780	3,888	4,845	957	401	2,533	No Major Variances.
Gross Direct Income	(20,000)	(20,000)		20,000	0	(20,000)	(£20,000) - No profit share as a result of Covid.
Support Service Charges	35,160	17,592	17,592	0	0	17,568	No Major Variances.
	<b>22,940</b>	<b>1,480</b>	<b>22,437</b>	<b>20,957</b>	<b>401</b>	<b>101</b>	
<b><u>Foreshore (Community)</u></b>							
Gross Direct Costs	416,415	154,282	112,497	(41,785)	196,857	107,060	£5,200 - Contract extension costs. (£37,844) - New cleansing contract costs, subject to bills of quantity invoices. (£5,384) - Lower cost of memorial seat repairs.
Support Service Charges	69,240	34,626	34,626	0	0	34,614	No Major Variances.
	<b>485,655</b>	<b>188,908</b>	<b>147,123</b>	<b>(41,785)</b>	<b>196,857</b>	<b>141,674</b>	
<b><u>Woodlands Management</u></b>							
Gross Direct Costs	181,275	91,144	110,353	19,209	7,816	63,106	(£3,369) - General Grounds maintenance. £18,080 - Woodland furniture - of this, £15,359 will be funded from earmarked reserves (Parks Improvement funding). £4,925 - Other professional fees.
Capital Charges	1,346	672	672	0	0	674	No Major Variances.
Gross Direct Income	(25,550)	(12,780)	(19,944)	(7,164)	0	(5,606)	(£8,260) - Higher car park income. (£2,180) - Rental income.
Support Service Charges	156,280	78,156	78,156	0	0	78,124	No Major Variances.
	<b>313,351</b>	<b>157,192</b>	<b>169,237</b>	<b>12,045</b>	<b>7,816</b>	<b>136,298</b>	
<b><u>Cromer Pier</u></b>							
Gross Direct Costs	98,649	92,858	89,437	(3,422)	1,133	8,079	No Major Variances.
Capital Charges	5,277	2,640	2,640	0	0	2,637	No Major Variances.
Gross Direct Income	(28,274)	(14,136)	(14,080)	56	0	(14,194)	No Major Variances.
Support Service Charges	79,550	39,774	39,774	0	0	39,776	No Major Variances.
	<b>155,202</b>	<b>121,136</b>	<b>117,771</b>	<b>(3,366)</b>	<b>1,133</b>	<b>36,298</b>	
<b><u>Economic Growth</u></b>							
Gross Direct Costs	82,030	41,914	34,415	(7,499)	59,819	(12,204)	Contributions/match funding not paid out.
Capital Charges	50,211	25,110	25,110	0	0	25,101	No Major Variances.
Gross Direct Income	0	0	(1,659)	(1,659)	0	1,659	No Major Variances.
Support Service Charges	349,280	174,642	174,642	0	0	174,638	No Major Variances.
	<b>481,521</b>	<b>241,666</b>	<b>232,507</b>	<b>(9,159)</b>	<b>59,819</b>	<b>189,195</b>	

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b><u>Tourism</u></b>							
Gross Direct Costs	43,588	21,798	31,951	10,153	0	11,637	£9,000 Payment made to VNN to be funded from Covid grant allocation.
Gross Direct Income	0	0		0	0	0	
Support Service Charges	19,200	9,612	9,612	0	0	9,588	No Major Variances.
	<b>62,788</b>	<b>31,410</b>	<b>41,563</b>	<b>10,153</b>	<b>0</b>	<b>21,225</b>	
<b><u>Coast Management</u></b>							
Gross Direct Costs	321,730	135,252	134,292	(960)	16,818	170,620	No Major Variances.
Capital Charges	509,716	254,856	254,856	0	0	254,860	No Major Variances.
Support Service Charges	390,900	195,456	195,456	0	0	195,444	No Major Variances.
	<b>1,222,346</b>	<b>585,564</b>	<b>584,604</b>	<b>(960)</b>	<b>16,818</b>	<b>620,924</b>	
<b><u>Business Growth Staffing</u></b>							
Gross Direct Costs	269,551	134,790	144,423	9,633	0	125,128	Funding to be allocated to a new project officer post re North Walsham HSAZ project.
Support Service Charges	(269,551)	(134,754)	(134,754)	0	0	(134,797)	No Major Variances.
	<b>0</b>	<b>36</b>	<b>9,669</b>	<b>9,633</b>	<b>0</b>	<b>(9,669)</b>	
<b><u>Economic &amp; Comm Dev Mgt</u></b>							
Gross Direct Costs	84,401	42,204	42,346	142	315	41,740	No Major Variances.
Support Service Charges	(84,401)	(42,198)	(42,198)	0	0	(42,203)	No Major Variances.
	<b>0</b>	<b>6</b>	<b>148</b>	<b>142</b>	<b>315</b>	<b>(463)</b>	
<b><u>Leisure</u></b>							
Gross Direct Costs	205,421	102,720	106,250	3,530	0	99,171	£4,729 - Higher salaries and oncosts as a result of no staff turnover and the pay award being higher than budgets.
Gross Direct Income	(700)	(348)		348	0	(700)	No Major Variances.
Support Service Charges	(204,721)	(102,354)	(102,354)	0	0	(102,367)	No Major Variances.
	<b>0</b>	<b>18</b>	<b>3,896</b>	<b>3,878</b>	<b>0</b>	<b>(3,896)</b>	
<b><u>Housing Strategy</u></b>							
Gross Direct Costs	408,015	204,018	197,951	(6,067)	17,562	192,502	Supplies and Services/ Contributions.
Capital Charges	742,667	0		0	0	742,667	No Major Variances.
Gross Direct Income	0	0	(1,670)	(1,670)	0	1,670	Final Vat shelter agreement receipts from Victory/Flagship Housing Association.
Support Service Charges	102,296	51,192	51,192	0	0	51,104	No Major Variances.
	<b>1,252,978</b>	<b>255,210</b>	<b>247,473</b>	<b>(7,737)</b>	<b>17,562</b>	<b>987,943</b>	
<b><u>Health &amp; Communities</u></b>							
Gross Direct Costs	650,430	172,214	178,293	6,079	0	472,137	(£9,232) - Arts grants. (£10,766) - A new Service Level Agreement is currently being discussed with the Citizens Advice Bureau. £27,568 - Fixed term staff funded by grants. (£9,000) - Grants awarded by the Big Society panel during prior years not yet claimed. The balance consists of minor variances.
Gross Direct Income	(106,675)	(31,998)	(75,458)	(43,460)	0	(31,217)	(£41,670) - Grants for fixed term staff.
Support Service Charges	31,940	15,978	15,978	0	0	15,962	No Major Variances.
	<b>575,695</b>	<b>156,194</b>	<b>118,813</b>	<b>(37,381)</b>	<b>0</b>	<b>456,882</b>	
<b><u>Coastal Management</u></b>							
Gross Direct Costs	287,290	128,652	148,027	19,375	4,820	134,443	Staffing costs - to be funded from Reserves and contributions at year end.
Gross Direct Income	0	0	(447)	(447)	0	447	No Major Variances.
Support Service Charges	(287,290)	(143,634)	(143,634)	0	0	(143,656)	No Major Variances.
	<b>0</b>	<b>(14,982)</b>	<b>3,946</b>	<b>18,928</b>	<b>4,820</b>	<b>(8,766)</b>	
<b>Total Community, Econ Dev &amp; Coast</b>	<b>4,682,508</b>	<b>1,468,478</b>	<b>1,930,064</b>	<b>461,586</b>	<b>800,222</b>	<b>1,952,222</b>	

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## General Fund

## Service Area Summaries P6 2020-21

## Customer Services &amp; ICT

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitment s	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>It - Support Services</b>							
Gross Direct Costs	1,383,452	635,237	716,948	81,711	75,888	590,616	See Note A Below:
Capital Charges	79,420	39,708	39,708	0	0	39,712	No Major Variances.
Gross Direct Income	(410)	(204)	(3,000)	(2,796)	0	2,590	No Major Variances.
Support Service Charges	(1,424,504)	(712,284)	(712,284)	0	1,101	(713,321)	(£3,000) - Grant towards staff training costs
	<b>37,958</b>	<b>(37,543)</b>	<b>41,372</b>	<b>78,915</b>	<b>76,990</b>	<b>(80,404)</b>	

**Note A:** £13,814 - Higher salaries and oncosts. Fixed term posts funded from the invest to save reserve. £7,381 - Computer Software Licences. This is caused by the removal of the Microsoft Government Framework which delivered significant cost reductions on our Microsoft software. We are attempting to mitigate the impact of this by removing unused software licences and accessing a discount framework available to NCC. Current estimates are that the increase will be around £30,000. £31,793 - Computer maintenance. (£21,739) - Computer Lines / Modems - Delay in delivery of network upgrade - this will be complete by March 2021 £46,578 - Computer Purchases, Hardware - Much of this expenditure is directly in support of providing laptops etc. as a part of the requirement to work at home as a consequence of the Covid 19 Response. The total cost of Covid is £64,063

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Gross Direct Costs	105,898	52,617	48,266	(4,351)	9,078	48,555	(£4,076) - Purchases For Resale - fewer souvenirs bought for resale.
Capital Charges	5,729	2,862	2,862	0	0	2,867	No Major Variances.
Gross Direct Income	(27,000)	(13,506)	(7,708)	5,798	0	(19,292)	£5,812 - Sale of souvenirs.
Support Service Charges	77,020	38,526	38,526	0	0	38,494	No Major Variances.
	<b>161,647</b>	<b>80,499</b>	<b>81,946</b>	<b>1,447</b>	<b>9,078</b>	<b>70,624</b>	

**Homelessness**

Gross Direct Costs	241,170	120,586	450,615	330,029	172,660	(382,105)	Additional costs associated with providing temporary accommodation. This is offset by additional client receipts and housing benefit subsidy.
Capital Charges	4,856	2,430	2,430	0	0	2,426	No Major Variances.
Gross Direct Income	(522,107)	(398,512)	(751,568)	(353,056)	0	229,461	Additional recoverable costs on temporary accommodation costs.
Support Service Charges	632,340	316,164	316,164	0	0	316,176	No Major Variances.
	<b>356,259</b>	<b>40,668</b>	<b>17,641</b>	<b>(23,027)</b>	<b>172,660</b>	<b>165,959</b>	

**Customer Services Housing**

Gross Direct Costs	410,872	205,446	238,386	32,940	178	172,308	Contract extensions to temporary staff to be funded from by Homelessness grants earmarked in the Housing reserve.
Gross Direct Income	0	0	0	0	0	0	No Major Variances.
Support Service Charges	(410,872)	(205,434)	(205,704)	(270)	0	(205,168)	No Major Variances.
	<b>0</b>	<b>12</b>	<b>32,682</b>	<b>32,670</b>	<b>178</b>	<b>(32,860)</b>	

**Digital Transformation**

Gross Direct Costs	290,519	145,266	150,279	5,013	14,630	125,610	£6,512 - Salaries and oncosts are higher than anticipated - no full year effect is expected.
Capital Charges	31,500	15,750	15,750	0	0	15,750	No Major Variances.
Gross Direct Income	0	0	0	0	0	0	No Major Variances.
Support Service Charges	(70,114)	(35,064)	(35,064)	0	0	(35,050)	No Major Variances.
	<b>251,905</b>	<b>125,952</b>	<b>130,965</b>	<b>5,013</b>	<b>14,630</b>	<b>106,310</b>	

**Reprographics**

Gross Direct Costs	83,047	41,526	32,889	(8,637)	5,827	44,332	(£2,479) - Operating lease costs for printers lower than expected as a result of lower numbers of copies being required. (£4,175) - Paper costs lower because of lower printing requirements. Both due to Covid
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	(7,500)	(3,750)	(894)	2,856	0	(6,606)	£2,856 - Covid has meant external revenue has fallen due to less activities being allowed to open.
Support Service Charges	(75,547)	(37,770)	(37,770)	0	0	(37,777)	No Major Variances.
	<b>0</b>	<b>6</b>	<b>(5,775)</b>	<b>(5,781)</b>	<b>5,827</b>	<b>(52)</b>	

**Customer Services - Corporate**

Gross Direct Costs	718,067	348,584	354,074	5,490	14,201	349,792	See Note A Below:
Capital Charges	0	0	0	0	0	0	No Major Variances.
Gross Direct Income	(22,070)	(11,034)	(10,510)	524	0	(11,560)	£4,002 - Postal charges re envelopes, BR postage and surcharges. (£3,886) - Income from service charges.
Support Service Charges	(674,983)	(337,512)	(337,512)	0	0	(337,471)	No Major Variances.
	<b>21,014</b>	<b>38</b>	<b>6,052</b>	<b>6,014</b>	<b>14,201</b>	<b>761</b>	

**Note A:** £10,332 - Salaries and oncosts higher as a result of no staff turnover, staff regradings and pay award higher than budgeted. This will lead to a full year cost of £38,737. (£2,783) - Postage costs. £7,786 - Personal protective equipment purchased for the Council as a whole due to Covid. (£3,432) - Other professional fees. (£2,549) - Stationery purchases.

<b>Total Customer Services &amp; ICT</b>	<b>828,783</b>	<b>209,632</b>	<b>304,882</b>	<b>95,259</b>	<b>293,562</b>	<b>230,338</b>	
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## General Fund

## Service Area Summaries P6 2020-21

## Environmental Health

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b><u>Commercial Services</u></b>							
Gross Direct Costs	310,188	155,098	137,900	(17,198)	5,161	167,128	Vacant post within the team and lower mileage costs due to Covid.
Gross Direct Income	(11,250)	(5,628)	(1,822)	3,806	0	(9,428)	No income from food hygiene re-rating visits.
Support Service Charges	91,780	45,894	45,894	0	0	45,886	No Major Variances.
	<b>390,718</b>	<b>195,364</b>	<b>181,972</b>	<b>(13,392)</b>	<b>5,161</b>	<b>203,586</b>	
<b><u>Internal Drainage Board Levies</u></b>							
Gross Direct Costs	412,188	206,094	203,703	(2,392)	0	208,486	Lower inflation.
Support Service Charges	190	96	96	0	0	94	No Major Variances.
	<b>412,378</b>	<b>206,190</b>	<b>203,799</b>	<b>(2,392)</b>	<b>0</b>	<b>208,580</b>	
<b><u>Travellers</u></b>							
Gross Direct Costs	50,320	20,536	19,290	(1,246)	22,227	8,802	No Major Variances.
Gross Direct Income	(4,000)	(2,004)	(630)	1,374	0	(3,370)	No Major Variances.
Support Service Charges	870	432	432	0	0	438	No Major Variances.
	<b>47,190</b>	<b>18,964</b>	<b>19,092</b>	<b>128</b>	<b>22,227</b>	<b>5,870</b>	
<b><u>Public Protection</u></b>							
Gross Direct Costs	198,935	92,479	93,255	775	6,615	99,066	No Major Variances,
Gross Direct Income	(197,000)	(98,496)	(48,384)	50,113	0	(148,617)	Lower income received - under review.
Support Service Charges	100,110	50,058	50,058	0	0	50,052	No Major Variances.
	<b>102,045</b>	<b>44,041</b>	<b>94,929</b>	<b>50,888</b>	<b>6,615</b>	<b>501</b>	
<b><u>Street Signage</u></b>							
Gross Direct Costs	12,000	3,996	1,980	(2,016)	0	10,020	No Major Variances.
Capital Charges	4,235	2,118	2,118	0	0	2,117	No Major Variances.
Support Service Charges	18,920	9,462	9,462	0	0	9,458	No Major Variances.
	<b>35,155</b>	<b>15,576</b>	<b>13,560</b>	<b>(2,016)</b>	<b>0</b>	<b>21,595</b>	
<b><u>Environmental Protection</u></b>							
Gross Direct Costs	687,269	325,514	324,723	(791)	36,611	325,934	No Major Variances.
Capital Charges	8,397	4,200	4,200	0	0	4,197	No Major Variances.
Gross Direct Income	(58,375)	(11,648)	(20,535)	(8,887)	0	(37,840)	Reimbursement of costs relating to emergency measures to a dangerous structure.
Support Service Charges	195,040	97,530	97,530	0	0	97,510	No Major Variances.
	<b>832,331</b>	<b>415,596</b>	<b>405,918</b>	<b>(9,678)</b>	<b>36,611</b>	<b>389,802</b>	
<b><u>Env Health - Service Mgmt</u></b>							
Gross Direct Costs	140,332	70,182	85,205	15,023	10,574	44,553	Staffing costs funded from a saving within the Corporate Enforcement team.
Support Service Charges	(140,332)	(70,152)	(70,152)	0	0	(70,180)	No Major Variances.
	<b>0</b>	<b>30</b>	<b>15,053</b>	<b>15,023</b>	<b>10,574</b>	<b>(25,627)</b>	
<b><u>Combined Enforcement Team</u></b>							
Gross Direct Costs	159,503	79,758	59,788	(19,970)	2,214	97,501	Vacant post. - used to fund temporary staffing.
Support Service Charges	(159,503)	(79,740)	(79,740)	0	0	(79,763)	No Major Variances.
	<b>0</b>	<b>18</b>	<b>(19,952)</b>	<b>(19,970)</b>	<b>2,214</b>	<b>17,738</b>	
<b><u>Environmental Contracts</u></b>							
Gross Direct Costs	282,296	141,158	142,616	1,458	191	139,489	No Major Variances.
Capital Charges	4,521	2,262	2,262	0	0	2,259	No Major Variances.
Support Service Charges	(286,817)	(143,406)	(143,406)	0	0	(143,411)	No Major Variances.
	<b>0</b>	<b>14</b>	<b>1,472</b>	<b>1,458</b>	<b>191</b>	<b>(1,663)</b>	

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b><u>Waste Collection And Disposal</u></b>							
Gross Direct Costs	4,138,993	1,810,659	1,718,921	(91,738)	2,171,165	248,908	See <b>Note A</b> below
Capital Charges	48,815	24,408	24,408	0	0	24,407	No Major Variances.
Gross Direct Income	(3,447,361)	(2,317,926)	(2,324,534)	(6,608)	0	(1,122,827)	Additional income from bulky waste collections.
Support Service Charges	450,780	225,414	225,414	0	0	225,366	No Major Variances.
	<b>1,191,227</b>	<b>(257,445)</b>	<b>(355,791)</b>	<b>(98,346)</b>	<b>2,171,165</b>	<b>(624,147)</b>	
<b>Note A:</b> (£58,461) Outstanding accruals from 2019/20 for services provided and no invoices yet received. (£70,297) Waste collection costs lower than budgeted - awaiting invoices from contractor. These savings are offset against contract extension costs of £26,998 to Kier. £8,830 Contract payments for recycling.							
<b><u>Cleansing</u></b>							
Gross Direct Costs	690,300	331,484	332,009	525	426,772	(68,482)	No Major Variances.
Capital Charges	18,000	9,000	9,000	0	0	9,000	No Major Variances.
Gross Direct Income	(57,170)	0	(172)	(172)	0	(56,998)	No Major Variances.
Support Service Charges	58,580	29,298	29,298	0	0	29,282	No Major Variances.
	<b>709,710</b>	<b>369,782</b>	<b>370,135</b>	<b>353</b>	<b>426,772</b>	<b>(87,198)</b>	
<b><u>Environmental Strategy</u></b>							
Gross Direct Costs	25,000	25,000	(3,979)	(28,979)	0	28,979	No expenditure - Green Build event cancelled due to Covid.
Gross Direct Income	(15,000)	(15,000)	0	15,000	0	(15,000)	No income - Green Build event cancelled due to Covid.
Support Service Charges	19,840	9,918	9,918	0	0	9,922	No Major Variances.
	<b>29,840</b>	<b>19,918</b>	<b>5,939</b>	<b>(13,979)</b>	<b>0</b>	<b>23,901</b>	
<b><u>Community Safety</u></b>							
Gross Direct Costs	30,647	15,324	13,081	(2,243)	0	17,566	No Major Variances.
Support Service Charges	250	126	126	0	0	124	No Major Variances.
	<b>30,897</b>	<b>15,450</b>	<b>13,207</b>	<b>(2,243)</b>	<b>0</b>	<b>17,690</b>	
<b><u>Civil Contingencies</u></b>							
Gross Direct Costs	87,743	43,878	41,263	(2,615)	785	45,695	No Major Variances.
Support Service Charges	29,340	14,688	14,688	0	0	14,652	No Major Variances.
	<b>117,083</b>	<b>58,566</b>	<b>55,951</b>	<b>(2,615)</b>	<b>785</b>	<b>60,347</b>	
<b>Total Environmental Health</b>	<b>3,898,574</b>	<b>1,102,064</b>	<b>1,005,284</b>	<b>(96,780)</b>	<b>2,682,314</b>	<b>210,976</b>	

## General Fund

## Service Area Summaries P6 2020-21

## Finance &amp; Assets

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Industrial Estates</b>							
Gross Direct Costs	15,517	9,535	6,366	(3,169)	1,075	8,076	Insurance premiums.
Capital Charges	46,240	23,118	23,118	0	0	23,122	No Major Variances.
Gross Direct Income	(134,600)	(67,300)	(59,620)	7,680	0	(74,980)	Debtor provisions brought forward relating to insurance premium recharges - invoices yet to be raised.
Support Service Charges	46,230	23,124	23,124	0	0	23,106	No Major Variances.
	<b>(26,613)</b>	<b>(11,523)</b>	<b>(7,013)</b>	<b>4,510</b>	<b>1,075</b>	<b>(20,675)</b>	
<b>Surveyors Allotments</b>							
Gross Direct Costs	3,000	0	25	25	0	2,975	No Major Variances.
Gross Direct Income	(50)	(24)	(50)	(26)	0	0	No Major Variances.
Support Service Charges	12,070	6,042	6,042	0	0	6,028	No Major Variances.
	<b>15,020</b>	<b>6,018</b>	<b>6,017</b>	<b>(1)</b>	<b>0</b>	<b>9,003</b>	
<b>Handy Man</b>							
Gross Direct Costs	44,065	22,044	27,032	4,988	0	17,033	Consumables - stock for vans.
Gross Direct Income	(54,730)	0	0	0	0	(54,730)	All budgets for the Handyman are to be incorporated within Property Services and process for recharges is to be changed.
Support Service Charges	60,970	30,498	30,498	0	0	30,472	No Major Variances.
	<b>50,305</b>	<b>52,542</b>	<b>57,530</b>	<b>4,988</b>	<b>0</b>	<b>(7,225)</b>	
<b>Parklands</b>							
Gross Direct Costs	34,767	17,408	14,568	(2,840)	2,204	17,995	Lower repair and maintenance costs to date.
Capital Charges	432	216	216	0	0	216	No Major Variances.
Gross Direct Income	(64,055)	(49,055)	(61,086)	(12,031)	0	(2,969)	(£14,500) Sale of pitch.
Support Service Charges	32,560	16,284	16,284	0	0	16,276	No Major Variances.
	<b>3,704</b>	<b>(15,147)</b>	<b>(30,019)</b>	<b>(14,872)</b>	<b>2,204</b>	<b>31,518</b>	
<b>Revenue Services</b>							
Gross Direct Costs	66,225,518	56,572,752	56,570,033	(2,719)	36,385	9,619,100	No Major Variances
Gross Direct Income	(65,944,911)	(65,628,456)	(65,684,748)	(56,292)	0	(260,163)	Repaid Covid Business Support grants.
Support Service Charges	383,980	192,018	192,018	0	0	191,962	No Major Variances.
	<b>664,587</b>	<b>(8,863,686)</b>	<b>(8,922,697)</b>	<b>(59,011)</b>	<b>36,385</b>	<b>9,550,899</b>	
<b>Benefits Subsidy</b>							
Gross Direct Costs	21,979,945	0	463	463	0	21,979,482	No Major Variances.
Gross Direct Income	(21,726,144)	0	(3,964)	(3,964)	0	(21,722,180)	
	<b>253,801</b>	<b>0</b>	<b>(3,501)</b>	<b>(3,501)</b>	<b>0</b>	<b>257,302</b>	
<b>Discretionary Payments</b>							
Support Service Charges	3,820	1,908	1,908	0	0	1,912	No Major Variances.
	<b>3,820</b>	<b>1,908</b>	<b>1,908</b>	<b>0</b>	<b>0</b>	<b>1,912</b>	
<b>Non Distributed Costs</b>							
Gross Direct Costs	0	108,455	116,435	7,980	0	(116,435)	£9,331 - Actuarial strain costs for staff retiring early.
	<b>0</b>	<b>108,455</b>	<b>116,435</b>	<b>7,980</b>	<b>0</b>	<b>(116,435)</b>	
<b>Administration Buildings Svcs</b>							
Gross Direct Costs	609,472	293,658	292,038	(1,620)	34,721	282,713	See <b>Note A</b> below:
Capital Charges	75,862	37,932	37,932	0	0	37,930	No Major Variances.
Gross Direct Income	(344,158)	(96,888)	(86,544)	10,344	0	(257,614)	Service charges are lower as fewer tenants.
Support Service Charges	(281,517)	(140,754)	(140,754)	0	0	(140,763)	No Major Variances.
	<b>59,659</b>	<b>93,948</b>	<b>102,672</b>	<b>8,724</b>	<b>34,721</b>	<b>(77,734)</b>	
<b>Note A: £37,804 Higher repair and maintenance costs - Legionella corrective works at various sites, PAT testing and emergency lighting. (£41,871) Lower running costs - outstanding invoices for rent at Kings Arms St. North Walsham; lower gas and electricity costs at Cromer and Fakenham and lower contract cleaning costs at North Walsham and Cromer.</b>							
<b>Property Services</b>							
Gross Direct Costs	622,794	336,766	441,411	104,645	55,736	125,648	See <b>Note A</b> below:
Capital Charges	3,002	1,500	1,500	0	0	1,502	No Major Variances.
Gross Direct Income	(10,000)	0	13,377	13,377	0	(23,377)	Outstanding debtor income from 2019/20.
Support Service Charges	(615,796)	(307,890)	(308,190)	(300)	0	(307,606)	No Major Variances.
	<b>0</b>	<b>30,376</b>	<b>148,098</b>	<b>117,722</b>	<b>55,736</b>	<b>(203,833)</b>	
<b>Note A: (£17,127) Vacant post held in the service offset by costs for advertising and Covid related overtime. £7,872 Works in default to be funded from the Enforcement Board. £114,410 Repair and maintenance and purchase of equipment and consumables relating to Covid and the Return to the High Street Safely Fund (RHSSF).</b>							
<b>Head Of Finance &amp; Assets</b>							
Gross Direct Costs	109,836	54,924	55,653	729	0	54,183	No Major Variances.
Support Service Charges	(109,836)	(54,930)	(54,930)	0	0	(54,906)	No Major Variances.
	<b>0</b>	<b>(6)</b>	<b>723</b>	<b>729</b>	<b>0</b>	<b>(723)</b>	

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Corporate Finance</b>							
Gross Direct Costs	446,119	229,190	221,803	(7,387)	21,529	202,787	Staffing due to contract changes
Support Service Charges	(446,119)	(223,056)	(223,056)	0	0	(223,063)	No Major Variances.
	<b>0</b>	<b>6,134</b>	<b>(1,253)</b>	<b>(7,387)</b>	<b>21,529</b>	<b>(20,276)</b>	
<b>Insurance &amp; Risk Management</b>							
Gross Direct Costs	199,704	199,704	201,974	2,270	0	(2,270)	No Major Variances.
Gross Direct Income	(650)	(324)	(185)	139	0	(465)	No Major Variances.
Support Service Charges	(199,054)	(99,552)	(99,552)	0	0	(99,502)	No Major Variances.
	<b>0</b>	<b>99,828</b>	<b>102,237</b>	<b>2,409</b>	<b>0</b>	<b>(102,237)</b>	
<b>Internal Audit</b>							
Gross Direct Costs	75,000	0	1,917	1,917	51,427	21,656	No Major Variances.
Support Service Charges	(75,000)	(37,506)	(37,506)	0	0	(37,494)	No Major Variances.
	<b>0</b>	<b>(37,506)</b>	<b>(35,589)</b>	<b>1,917</b>	<b>51,427</b>	<b>(15,838)</b>	
<b>Playgrounds</b>							
Gross Direct Costs	57,110	19,012	20,485	1,473	19,285	17,339	No Major Variances.
Support Service Charges	37,740	18,876	18,876	0	0	18,864	No Major Variances.
	<b>94,850</b>	<b>37,888</b>	<b>39,361</b>	<b>1,473</b>	<b>19,285</b>	<b>36,203</b>	
<b>Community Centres</b>							
Gross Direct Costs	9,893	4,739	4,408	(331)	80	5,405	No Major Variances.
Support Service Charges	8,650	4,332	4,332	0	0	4,318	No Major Variances.
	<b>18,543</b>	<b>9,071</b>	<b>8,740</b>	<b>(331)</b>	<b>80</b>	<b>9,723</b>	
<b>Public Conveniences</b>							
Gross Direct Costs	586,309	325,115	343,430	18,315	210,447	32,432	See <b>Note A</b> below:
Capital Charges	179,646	89,826	89,826	0	0	89,820	No Major Variances.
Support Service Charges	87,477	43,740	44,424	684	0	43,053	No Major Variances.
	<b>853,432</b>	<b>458,681</b>	<b>477,680</b>	<b>18,999</b>	<b>210,447</b>	<b>165,305</b>	
<b>Note A: £29,250 - Higher repair and maintenance costs associated with Legionella risk assessments and corrective works, emergency lighting and fixed wire testing and repairs. (£18,990) Underspend in running costs for water and electricity offset by higher NNDR costs. £6,564 Higher cleansing contractor costs due to Covid.</b>							
<b>Investment Properties</b>							
Gross Direct Costs	146,039	75,725	81,887	6,162	50,019	14,133	Option appraisals and structural surveys.
Capital Charges	46,674	23,340	23,340	0	0	23,334	No Major Variances.
Gross Direct Income	(210,105)	(121,240)	(106,379)	14,861	0	(103,726)	Outstanding debtor accruals - invoices yet to be raised for recharge of insurance premiums and utility charges.
Support Service Charges	154,140	77,082	77,082	0	0	77,058	No Major Variances.
	<b>136,748</b>	<b>54,907</b>	<b>75,929</b>	<b>21,022</b>	<b>50,019</b>	<b>10,800</b>	
<b>Central Costs</b>							
Gross Direct Costs	91,205	43,103	39,013	(4,090)	6	52,186	(£7,752) - Budget for general events etc. £2,900 - Data protection fee
Support Service Charges	(87,650)	(43,812)	(43,812)	0	0	(43,838)	No Major Variances.
	<b>3,555</b>	<b>(709)</b>	<b>(4,799)</b>	<b>(4,090)</b>	<b>6</b>	<b>8,348</b>	
<b>Corporate &amp; Democratic Core</b>							
Gross Direct Costs	621,069	355,149	385,722	30,573	153,718	81,629	See <b>Note A</b> Below:
Capital Charges	100,000	0	0	0	0	100,000	No Major Variances.
Gross Direct Income	0	0	(500)	(500)	0	500	No Major Variances.
Support Service Charges	1,175,550	587,778	587,778	0	0	587,772	No Major Variances.
	<b>1,896,619</b>	<b>942,927</b>	<b>973,000</b>	<b>30,073</b>	<b>153,718</b>	<b>769,901</b>	
<b>Note A: (£18,238) - Salaries and oncosts lower due to vacancies in Planning, this will be offset by agency costs. (£13,471) - Bank charges. (£3,710) - Treasury consultancy charges. (£9,298) - Other professional fees. £7,413 - Enterprise zone payment. £27,266 - Countywide mailshot - COVID 19. £19,405 - Foodbank and other donations (Covid). £7,623 - Prior years grant audit by external auditors</b>							
<b>Total Finance &amp; Assets</b>	<b>4,028,030</b>	<b>(7,025,894)</b>	<b>(6,894,539)</b>	<b>131,355</b>	<b>636,632</b>	<b>10,285,937</b>	

## General Fund

## Service Area Summaries P6 2020-21

## Legal &amp; Democratic Svs

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Benefits Administration</b>							
Gross Direct Costs	930,319	481,539	511,497	29,958	3,294	415,528	£20,350 overtime, predominantly funded from Covid grant. Turnover savings not made. £7,713 Covid related software costs funded from Covid grant allocation.
Gross Direct Income	(346,963)	(1,770)	(28,139)	(26,369)	0	(318,824)	Miscellaneous Grants from Department for Works and Pensions (DWP).
Support Service Charges	488,240	244,128	244,128	0	0	244,112	No Major Variances.
	<b>1,071,596</b>	<b>723,897</b>	<b>727,486</b>	<b>3,589</b>	<b>3,294</b>	<b>340,816</b>	
<b>Members Services</b>							
Gross Direct Costs	507,462	251,770	229,738	(22,032)	3,981	273,743	See <b>Note A</b> below.
Gross Direct Income	(400)	(198)	0	198	0	(400)	No Major Variances.
Support Service Charges	58,410	29,220	29,220	0	0	29,190	No Major Variances.
	<b>565,472</b>	<b>280,792</b>	<b>258,958</b>	<b>(21,834)</b>	<b>3,981</b>	<b>302,533</b>	
<b>Note A:</b> (£4,808) - General Training (Members) - This budget is underspent this year due to the pandemic. Training was put on hold initially and is now restarting on a remote basis. (£6,459) - Travelling allowances - general - Members are not travelling to the office to attend meetings currently so are not claiming travel expenses at the usual level. (£7,134) - Chairman's' Civic Expenditure. (£2,080) - Telephone reimbursements. £2,794 - Members Allowances - due to a change in the SRA payments to the Chair of Standards and the Leader of the Opposition – following the recommendations of the Independent Remuneration Panel (approved by Council in Feb 2020). All of this will lead to a full year saving of £16,000.							
<b>Legal Services</b>							
Gross Direct Costs	646,462	325,281	336,297	11,016	6,173	303,991	£9,970 - Salaries and oncosts. (£4,087) - Client disbursements. £3,500 - Purchase of legal books. Any overspend will be funded from the legal reserve.
Gross Direct Income	(329,946)	(77,568)	(65,868)	11,700	0	(264,078)	£14,537 - Income from legal fees. No variance is anticipated because any balance will be transferred to the Legal reserve. (£2,842) - Other recoverable charges.
Support Service Charges	(316,516)	(158,274)	(158,274)	0	0	(158,242)	No Major Variances.
	<b>0</b>	<b>89,439</b>	<b>112,156</b>	<b>22,717</b>	<b>6,173</b>	<b>(118,329)</b>	
<b>Total Legal &amp; Democratic Svs</b>	<b>1,637,068</b>	<b>1,094,128</b>	<b>1,098,600</b>	<b>4,472</b>	<b>13,449</b>	<b>525,020</b>	

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## General Fund

## Service Area Summaries P6 2020-21

## Planning

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Development Management</b>							
Gross Direct Costs	1,060,192	543,888	547,095	3,207	83,085	430,012	No Major Variances.
Capital Charges	36,000	18,000	18,000	0	0	18,000	No Major Variances.
Gross Direct Income	(801,700)	(400,854)	(304,670)	96,184	0	(497,030)	Planning fee income - see Covid fee update
Support Service Charges	598,290	299,160	299,160	0	0	299,130	No Major Variances.
	<b>892,782</b>	<b>460,194</b>	<b>559,586</b>	<b>99,391</b>	<b>83,085</b>	<b>250,112</b>	
<b>Planning Policy</b>							
Gross Direct Costs	669,343	293,021	219,993	(73,028)	8,997	440,353	(£24,030) Vacant post. (£47,446) Local Plan Profiled Expenditure.
Gross Direct Income	0	0	(125)	(125)	0	125	No Major Variances.
Support Service Charges	93,076	46,560	46,560	0	0	46,516	No Major Variances.
	<b>762,419</b>	<b>339,581</b>	<b>266,428</b>	<b>(73,153)</b>	<b>8,997</b>	<b>486,994</b>	
<b>Conservation, Design &amp; Landsc</b>							
Gross Direct Costs	159,938	78,003	61,986	(16,017)	41,135	56,817	(£14,750) Accrued Contributions in dispute not yet paid.
Support Service Charges	76,830	38,424	38,424	0	0	38,406	No Major Variances.
	<b>236,768</b>	<b>116,427</b>	<b>100,410</b>	<b>(16,017)</b>	<b>41,135</b>	<b>95,223</b>	
<b>Major Developments</b>							
Gross Direct Costs	259,617	140,489	165,364	24,875	50,261	43,992	£7,893 New appointment advertising. Costs associated with Planning appeals.
Gross Direct Income	0	0	(4,980)	(4,980)	0	4,980	Costs awarded to Council following planning appeal.
Support Service Charges	78,760	39,378	39,378	0	0	39,382	No Major Variances.
	<b>338,377</b>	<b>179,867</b>	<b>199,762</b>	<b>19,895</b>	<b>50,261</b>	<b>88,354</b>	
<b>Building Control</b>							
Gross Direct Costs	451,956	225,996	216,482	(9,515)	5,212	230,262	(£7,582) Staffing. (£4,860) Transport costs due to lockdown restrictions.
Gross Direct Income	(390,000)	(194,994)	(175,141)	19,854	0	(214,860)	Building control fees - see Covid fee update.
Support Service Charges	124,740	62,388	62,388	0	0	62,352	No Major Variances.
	<b>186,696</b>	<b>93,390</b>	<b>103,729</b>	<b>10,339</b>	<b>5,212</b>	<b>77,755</b>	
<b>Head Of Planning</b>							
Gross Direct Costs	132,755	64,686	53,430	(11,256)	17,121	62,203	(£4,998) Generic training. (£3,456) Supplies and Services.
Support Service Charges	(132,755)	(66,372)	(66,372)	0	0	(66,383)	No Major Variances.
	<b>0</b>	<b>(1,686)</b>	<b>(12,942)</b>	<b>(11,256)</b>	<b>17,121</b>	<b>(4,180)</b>	
<b>Property Information</b>							
Gross Direct Costs	184,959	79,983	77,650	(2,333)	60,628	46,681	No Major Variances.
Gross Direct Income	(182,190)	(91,098)	(104,407)	(13,309)	0	(77,783)	Land charge fee income. Current effect predicted as a result of Covid.
Support Service Charges	50,280	25,158	25,158	0	0	25,122	No Major Variances.
	<b>53,049</b>	<b>14,043</b>	<b>(1,598)</b>	<b>(15,641)</b>	<b>60,628</b>	<b>(5,980)</b>	
<b>Total Planning</b>	<b>2,470,091</b>	<b>1,201,816</b>	<b>1,215,375</b>	<b>13,558</b>	<b>266,439</b>	<b>988,277</b>	

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**General Fund Summary P6 2020/21**  
**Service Area Summaries**

**Clt / Corporate**

	<b>Full Year Budget</b>	<b>YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Commitments</b>	<b>Remaining Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Human Resources & Payroll	0	0	13,539	13,539	6,245	(19,784)
Registration Services	314,973	153,260	230,510	77,250	19	84,444
Corporate Leadership Team	0	24	(66,338)	(66,362)	2,989	63,350
Communications	(37,958)	(18,947)	(37,921)	(18,974)	2,289	(2,325)
<b>Total Clt / Corporate</b>	<b>277,015</b>	<b>134,337</b>	<b>139,789</b>	<b>5,452</b>	<b>11,542</b>	<b>125,685</b>

**Community, Econ Dev & Coast**

	<b>Full Year Budget</b>	<b>YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Commitments</b>	<b>Remaining Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Health	0	0	(253)	(253)	0	253
Car Parking	(1,659,069)	(1,184,411)	(752,373)	432,038	292,920	(1,199,616)
Markets	15,654	(8,242)	6,620	14,862	1,993	7,041
Parks & Open Spaces	404,048	207,030	195,126	(11,904)	151,380	57,542
Foreshore	231,205	83,121	73,878	(9,243)	1,225	156,102
Leisure Complexes	931,485	544,547	640,584	96,037	34,168	256,732
Other Sports	168,050	93,253	58,988	(34,265)	4,299	104,763
Recreation Grounds	18,659	9,342	8,305	(1,037)	8,697	1,657
Pier Pavilion	22,940	1,480	22,437	20,957	401	101
Foreshore (Community)	485,655	188,908	147,123	(41,785)	196,857	141,674
Woodlands Management	313,351	157,192	169,237	12,045	7,816	136,298
Cromer Pier	155,202	121,136	117,771	(3,366)	1,133	36,298
Economic Growth	481,521	241,666	232,507	(9,159)	59,819	189,195
Tourism	62,788	31,410	41,563	10,153	0	21,225
Coast Management	1,222,346	585,564	584,604	(960)	16,818	620,924
Business Growth Staffing	0	36	9,669	9,633	0	(9,669)
Economic & Comm Dev Mgt	0	6	148	142	315	(463)
Leisure	0	18	3,896	3,878	0	(3,896)
Housing Strategy	1,252,978	255,210	247,473	(7,737)	17,562	987,943
Health & Communities	575,695	156,194	118,813	(37,381)	0	456,882
Coastal Management	0	(14,982)	3,946	18,928	4,820	(8,766)
<b>Total Community, Econ Dev &amp; Coast</b>	<b>4,682,508</b>	<b>1,468,478</b>	<b>1,930,064</b>	<b>461,586</b>	<b>800,222</b>	<b>1,952,222</b>

**Customer Services & Ict**

	<b>Full Year Budget</b>	<b>YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Commitments</b>	<b>Remaining Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
It - Support Services	37,958	(37,543)	41,372	78,915	76,990	(80,404)
Tic'S	161,647	80,499	81,946	1,447	9,078	70,624
Homelessness	356,259	40,668	17,641	(23,027)	172,660	165,959
Customer Services Housing	0	12	32,682	32,670	178	(32,860)
Digital Transformation	251,905	125,952	130,965	5,013	14,630	106,310
Reprographics	0	6	(5,775)	(5,781)	5,827	(52)
Customer Services - Corporate	21,014	38	6,052	6,014	14,201	761
<b>Total Customer Services &amp; Ict</b>	<b>828,783</b>	<b>209,632</b>	<b>304,882</b>	<b>95,250</b>	<b>293,562</b>	<b>230,338</b>

## Environmental Health

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget
	£	£	£	£	£	£
Commercial Services	390,718	195,364	181,972	(13,392)	5,161	203,586
Internal Drainage Board Levies	412,378	206,190	203,799	(2,392)	0	208,580
Travellers	47,190	18,964	19,092	128	22,227	5,870
Public Protection	102,045	44,041	94,929	50,888	6,615	501
Street Signage	35,155	15,576	13,560	(2,016)	0	21,595
Environmental Protection	832,331	415,596	405,918	(9,678)	36,611	389,802
Env Health - Service Mgmt	0	30	15,053	15,023	10,574	(25,627)
Combined Enforcement Team	0	18	(19,952)	(19,970)	2,214	17,738
Environmental Contracts	0	14	1,472	1,458	191	(1,663)
Waste Collection And Disposal	1,191,227	(257,445)	(355,791)	(98,346)	2,171,165	(624,147)
Cleansing	709,710	369,782	370,135	353	426,772	(87,198)
Environmental Strategy	29,840	19,918	5,939	(13,979)	0	23,901
Community Safety	30,897	15,450	13,207	(2,243)	0	17,690
Civil Contingencies	117,083	58,566	55,951	(2,615)	785	60,347
<b>Total Environmental Health</b>	<b>3,898,574</b>	<b>1,102,064</b>	<b>1,005,284</b>	<b>(96,780)</b>	<b>2,682,314</b>	<b>210,976</b>

## Finance &amp; Assets

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget
	£	£	£	£	£	£
Industrial Estates	(26,613)	(11,523)	(7,013)	4,510	1,075	(20,675)
Surveyors Allotments	15,020	6,018	6,017	(1)	0	9,003
Handy Man	50,305	52,542	57,530	4,988	0	(7,225)
Parklands	3,704	(15,147)	(30,019)	(14,872)	2,204	31,518
Revenue Services	664,587	(8,863,686)	(8,922,697)	(59,011)	36,385	9,550,899
Benefits Subsidy	253,801	0	(3,501)	(3,501)	0	257,302
Discretionary Payments	3,820	1,908	1,908	0	0	1,912
Non Distributed Costs	0	108,455	116,435	7,980	0	(116,435)
Administration Buildings Svs	59,659	93,948	102,672	8,724	34,721	(77,734)
Property Services	0	30,376	148,098	117,722	55,736	(203,833)
Head Of Finance & Assets	0	(6)	723	729	0	(723)
Corporate Finance	0	6,134	(1,253)	(7,387)	21,529	(20,276)
Insurance & Risk Management	0	99,828	102,237	2,409	0	(102,237)
Internal Audit	0	(37,506)	(35,589)	1,917	51,427	(15,838)
Playgrounds	94,850	37,888	39,361	1,473	19,285	36,203
Community Centres	18,543	9,071	8,740	(331)	80	9,723
Public Conveniences	853,432	458,681	477,680	18,999	210,447	165,305
Investment Properties	136,748	54,907	75,929	21,022	50,019	10,800
Central Costs	3,555	(709)	(4,799)	(4,090)	6	8,348
Corporate & Democratic Core	1,896,619	942,927	973,000	30,073	153,718	769,901
<b>Total Finance &amp; Assets</b>	<b>4,028,030</b>	<b>(7,025,894)</b>	<b>(6,894,539)</b>	<b>131,355</b>	<b>636,632</b>	<b>10,285,937</b>

## Legal &amp; Democratic Svs

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget
	£	£	£	£	£	£
Benefits Administration	1,071,596	723,897	727,486	3,589	3,294	340,816
Members Services	565,472	280,792	258,958	(21,834)	3,981	302,533
Legal Services	0	89,439	112,156	22,717	6,173	(118,329)
<b>Total Legal &amp; Democratic Svs</b>	<b>1,637,068</b>	<b>1,094,128</b>	<b>1,098,600</b>	<b>4,472</b>	<b>13,449</b>	<b>525,020</b>

## Planning

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	892,782	460,194	559,586	99,391	83,085	250,112
Planning Policy	762,419	339,581	266,428	(73,153)	8,997	486,994
Conservation, Design & Landscap	236,768	116,427	100,410	(16,017)	41,135	95,223
Major Developments	338,377	179,867	199,762	19,895	50,261	88,354
Building Control	186,696	93,390	103,729	10,339	5,212	77,755
Head Of Planning	0	(1,686)	(12,942)	(11,256)	17,121	(4,180)
Property Information	53,049	14,043	(1,598)	(15,641)	60,628	(5,980)
<b>Total Planning</b>	<b>2,470,091</b>	<b>1,201,816</b>	<b>1,215,375</b>	<b>13,558</b>	<b>266,439</b>	<b>988,277</b>

## Total General Fund

<b>17,822,069</b>	<b>(1,815,438)</b>	<b>(1,200,545)</b>	<b>614,893</b>	<b>4,704,160</b>	<b>14,318,454</b>
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<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Updated Budget 2020/21	Current Expenditure 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24
	£			£	£	£	£
<b>Boosting Business Sustainability and Growth</b>							
Rocket House	77,084	37,465	0	0	39,619	0	0
Local Property Investment Fund	1,000,000	524	999,476	0	0	0	0
Property Investment Company	2,000,000	0	2,000,000	0	0	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	0	0	0	0
Deep History Coast	869,777	854,777	15,000	2,539	0	0	0
Fair Meadow House Improvements	50,000	16,650	33,350	0	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	0	0	0	0
Collectors Cabin	25,000	933	24,067	0	0	0	0
Cornish Way	170,000	2,426	30,000	0	137,574	0	0
Fakenham Connect	100,000	332	99,668	0	0	0	0
Bacton Car Park	60,000	592	59,408	45,464	0	0	0
North Walsham Heritage Action Zone	3,120,000	175	471,325	0	1,477,750	863,500	307,250
Public Convenience Improvements	600,000	197,577	402,423	0	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	0	0	55,000	0	0
Purchase of Property Services Vehicles	17,744	0	0	17,744	0	0	0
	<b>8,259,605</b>	<b>1,156,449</b>	<b>4,204,718</b>	<b>65,748</b>	<b>1,709,943</b>	<b>863,500</b>	<b>307,250</b>
<b>Local Homes for Local Need</b>							
Disabled Facilities Grants	Annual programme	Annual programme	992,094	189,255	1,000,000	1,000,000	0
Parkland Improvements	100,000	13,124	86,876	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0	0	0	0
Shannoeks Hotel	477,887	53,152	424,735	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	100,000	0	0	0	0
Community Housing Fund	2,198,261	574,384	569,543	0	527,167	527,167	0
Provision of Temporary Accommodation	610,000	173,613	436,387	232,688	0	0	0
Fakenham Extra Care	215,500	171,024	44,476	0	0	0	0
	<b>4,377,148</b>	<b>1,475,974</b>	<b>2,838,933</b>	<b>421,943</b>	<b>1,527,167</b>	<b>1,527,167</b>	<b>0</b>
<b>Climate, Coast and the Environment</b>							
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,388,576	28,957	0	0	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,370,732	7,817	0	0	0	0
Cromer West Prom Chalets	62,000	655	61,345	0	0	0	0
Cromer Coast Protection Scheme	8,822,001	5,305,817	30,000	428	1,743,092	1,743,092	0
Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0	0
Coastal Adaptations	247,493	0	247,493	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	50,000	6,764	1,572,607	1,545,843	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,315,883	1,215,883	100,000	167,610	0	0	0
Sea Palling Ramp	10,000	349	9,651	0	0	0	0
Bacton and Walcott Coastal Management Scheme	21,784,866	21,376,122	408,744	83,089	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0	0
	<b>38,394,826</b>	<b>30,751,887</b>	<b>1,038,304</b>	<b>257,891</b>	<b>3,315,699</b>	<b>3,288,935</b>	<b>0</b>
<b>Quality of Life</b>							
Holt Country Park Play Area	52,000	47,454	4,546	4,944	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	0	0	27,467	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	376,698	636,302	133,768	0	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0	0	0
Splash Leisure Centre Reprovision	12,697,000	2,829,974	8,237,551	1,635,487	1,629,475	0	0
	<b>14,712,001</b>	<b>3,265,291</b>	<b>9,789,768</b>	<b>1,774,199</b>	<b>1,656,942</b>	<b>0</b>	<b>0</b>
<b>Customer Focus and Financial Sustainability</b>							
Administrative Buildings	1,565,678	1,515,678	50,000	107,050	0	0	0
Council Chamber and Committee Room Improvements	89,000	80,588	8,412	598	0	0	0
Environmental Health IT System Procurement	150,090	132,119	17,971	0	0	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Updated Budget 2020/21	Current Expenditure 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24
	£			£	£	£	£
Purchase of Bins	646,895	406,895	80,000	51,729	80,000	80,000	0
User IT Hardware Refresh	275,000	106,622	58,378	0	55,000	55,000	0
Storage Hardware	60,000	42,433	17,567	0	0	0	0
Members IT	65,000	41,457	23,543	0	0	0	0
Back Scanning of Files	200,000	166,790	33,210	35,798	0	0	0
Electric Vehicle Charging Points	248,600	119,424	129,176	33,718	0	0	0
Waste vehicles	4,500,000	0	4,500,000	67,964	0	0	0
Housing Options System	20,000	650	19,350	0	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0	0
Cromer Office LED Lighting	60,000	0	0	0	60,000	0	0
Fire Wall Replacements	36,000	0	36,000	32,488	0	0	0
HR Information System - Implementation	0	0	0	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0	0
Revenue & Benefits IT System Licences	101,000	0	101,000	0	0	0	0
Revenues & Benefits Civica (Open Revenues) System	0	0	0	0	0	0	0
Citizen App	45,000	0	45,000	25,500	0	0	0
Concerto Asset Management System	25,000	0	25,000	0	0	0	0
	<b>8,116,264</b>	<b>2,612,656</b>	<b>5,173,608</b>	<b>354,847</b>	<b>195,000</b>	<b>135,000</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>73,859,842</b>	<b>39,262,258</b>	<b>23,045,331</b>	<b>2,874,627</b>	<b>8,404,751</b>	<b>5,814,602</b>	<b>307,250</b>
<b>Capital Programme Financing</b>							
Grants			2,533,592	272,772	5,096,449	4,762,435	209,750
Asset Management Reserve			184,668	16,056	137,574	0	0
Revenue Contribution to Capital (RCCO)			0	17,744	0	0	0
Capital Project Reserve			1,198,857	331,385	0	0	0
Other Reserves			4,016,442	25,500	527,167	527,167	0
Capital Receipts			3,374,220	507,720	1,014,086	525,000	97,500
Internal / External Borrowing			11,737,551	1,703,451	1,629,475	0	0
<b>TOTAL FINANCING</b>			<b>23,045,331</b>	<b>2,874,627</b>	<b>8,404,751</b>	<b>5,814,602</b>	<b>307,250</b>



## Reserves Statement 2020-21 Monitoring

## Appendix D

Reserve	Purpose and Use of Reserve	Balance 01/04/20	Updated Budgeted Movement 2020/21	Committed but not allocated to Budgets	Total 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
		£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £1.9 million.	<b>2,404,127</b>	(116,528)	(9,000)	(125,528)	<b>2,278,599</b>	(69,109)	<b>2,209,490</b>	(50,000)	<b>2,159,490</b>	(50,000)	<b>2,109,490</b>
<b>Earmarked Reserves:</b>												
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	<b>1,303,796</b>	(1,198,857)		(1,198,857)	<b>104,939</b>	0	<b>104,939</b>	0	<b>104,939</b>	0	<b>104,939</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>954,190</b>	(52,000)		(52,000)	<b>902,190</b>	(5,000)	<b>897,190</b>	(15,000)	<b>882,190</b>	(5,000)	<b>877,190</b>
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.	<b>897,959</b>	(284,800)		(284,800)	<b>613,159</b>	0	<b>613,159</b>	0	<b>613,159</b>	0	<b>613,159</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>212,481</b>	(44,441)		(44,441)	<b>168,040</b>	(44,441)	<b>123,599</b>	(44,441)	<b>79,158</b>	(44,441)	<b>34,717</b>
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.	<b>2,074,708</b>	(166,126)		(166,126)	<b>1,908,582</b>	(18,000)	<b>1,890,582</b>	(18,000)	<b>1,872,582</b>	(18,000)	<b>1,854,582</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>238,293</b>	(37,958)		(37,958)	<b>200,335</b>	0	<b>200,335</b>	0	<b>200,335</b>	0	<b>200,335</b>
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. Earmarked in prior years.	<b>1,000,996</b>	(275,000)	(50,000)	(325,000)	<b>675,996</b>	(242,000)	<b>433,996</b>	(242,000)	<b>191,996</b>	0	<b>191,996</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>0</b>	2,355,706	(480,000)	1,875,706	<b>1,875,706</b>	0	<b>1,875,706</b>	0	<b>1,875,706</b>	0	<b>1,875,706</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	<b>165,621</b>	(10,000)		(10,000)	<b>155,621</b>	0	<b>155,621</b>	0	<b>155,621</b>	0	<b>155,621</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>3,000</b>	40,000		40,000	<b>43,000</b>	40,000	<b>83,000</b>	40,000	<b>123,000</b>	(120,000)	<b>3,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	<b>112,973</b>	0	(7,872)	(7,872)	<b>105,101</b>	0	<b>105,101</b>	0	<b>105,101</b>	0	<b>105,101</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>336,065</b>	(150,000)		(150,000)	<b>186,065</b>	0	<b>186,065</b>	0	<b>186,065</b>	0	<b>186,065</b>
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	<b>0</b>	150,000		150,000	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>	0	<b>150,000</b>

## Reserves Statement 2020-21 Monitoring

Reserve	Purpose and Use of Reserve	Balance 01/04/20	Updated Budgeted Movement 2020/21	Committed but not allocated to Budgets	Total 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
		£	£	£	£	£	£	£	£	£	£	£
Grants	Revenue Grants received and due to timing issues not used in the year.	609,038	(81,586)	(15,359)	(96,945)	512,093	(14,655)	497,438	(14,655)	482,783	(14,655)	468,128
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.	2,528,543	(530,961)		(530,961)	1,997,582	(611,672)	1,385,910	(548,293)	837,617	0	837,617
Land Charges	To mitigate the impact of potential income reductions.	308,526	0		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.	196,119	(25,426)		(25,426)	170,693	(16,964)	153,729	0	153,729	0	153,729
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	292,207	(225,460)		(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.	269,041	(97,885)	(35,000)	(132,885)	136,156	(23,083)	113,073	(18,629)	94,444	0	94,444
Partfinder	To help Coastal Communities adapt to coastal changes.	128,053	(20,500)		(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.	159,684	20,000		20,000	179,684	50,000	229,684	50,000	279,684	50,000	329,684
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	999,476	(999,476)		(999,476)	0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	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.	1,669,383	(860,516)	(35,490)	(896,006)	773,377	(240,000)	533,377	(100,000)	433,377	0	433,377
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.	2,640	0		0	2,640	0	2,640	0	2,640	0	2,640
<b>Total Reserves</b>		<b>18,866,917</b>	<b>(4,611,814)</b>	<b>(632,721)</b>	<b>(5,244,535)</b>	<b>13,622,382</b>	<b>(1,215,424)</b>	<b>12,406,958</b>	<b>(964,435)</b>	<b>11,442,523</b>	<b>(202,096)</b>	<b>11,240,427</b>

**Reserve allocation Breakdowns 2020/21  
to 2023/2024**

<i>Reserve - Use of Reserve</i>	<i>Allocated to 2020/21 Budgets £</i>	<i>Committed not yet allocated to Services 2020/21 £</i>	<i>Total 2020/21 £</i>	<i>Forecast 2021/22 £</i>	<i>Forecast 2022/23 £</i>	<i>Forecast 2023/24 £</i>
<b>General Reserve</b>						
Conservation Area Appraisals	50,000		50,000	50,000	50,000	50,000
Mamouth Marathon	20,665		20,665			
Economic Growth Staffing	45,863		45,863	19,109		
Beach Wheelchairs		9,000	9,000			
	<b>116,528</b>	<b>9,000</b>	<b>125,528</b>	<b>69,109</b>	<b>50,000</b>	<b>50,000</b>
<b>Capital Projects Reserve</b>						
Capital Programme Financing	<b>1,198,857</b>	<b>0</b>	<b>1,198,857</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Asset Management</b>						
Asset Valuation Programme	27,000	0	27,000	5,000	15,000	5,000
Capital Programme Financing	<b>25,000</b>		<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>52,000</b>	<b>0</b>	<b>52,000</b>	<b>5,000</b>	<b>15,000</b>	<b>5,000</b>
<b>Benefits</b>						
2017/18 Subsidy clawback	253,801		253,801	0	0	0
Computer system Enhancements	30,999		30,999	0	0	0
	<b>284,800</b>	<b>0</b>	<b>284,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Building Control</b>						
Staffing	<b>44,441</b>	<b>0</b>	<b>44,441</b>	<b>44,441</b>	<b>44,441</b>	<b>44,441</b>
<b>Business Rates</b>						
LEP Enterprise Zone Contribution	139,058		139,058	0	0	0
Revenue Staffing	9,068		9,068	0	0	0
LEP Enterprise Zone Contribution	<b>18,000</b>		<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
	<b>166,126</b>	<b>0</b>	<b>166,126</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Coast Protection</b>						
Staffing	<b>37,958</b>	<b>0</b>	<b>37,958</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Communities</b>						
Big Society Grants	225,000		225,000	225,000	225,000	0
Transport Grants	17,000		17,000	17,000	17,000	0
Additional Transport Grants	33,000		33,000	0	0	0
North Norfolk Sustainable Communities		50,000	50,000	0	0	0
	<b>275,000</b>	<b>50,000</b>	<b>325,000</b>	<b>242,000</b>	<b>242,000</b>	<b>0</b>
<b>Delivery Plan</b>						
Contribution re 2020/21 budgeted surplus FC Feb 2020	(2,355,706)		(2,355,706)	0	0	0
Response to Recovery - Norfolk Strategic Fund		150,000	150,000	0	0	0
Tree Planting project		330,000	330,000	0	0	0
	<b>(2,355,706)</b>	<b>480,000</b>	<b>(1,875,706)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Economic Development and Regeneration</b>						
Museum contribution	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Election Reserve</b>						
Contribution to reserve	(40,000)		(40,000)	(40,000)	(40,000)	(40,000)
Election to be carried out	0		0	0	0	160,000
	<b>(40,000)</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>120,000</b>
<b>Enforcement</b>						
Enforcement costs on works on default	<b>0</b>	<b>7,872</b>	<b>7,872</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environment Health</b>						
Creation of new Environment Reserve as per FC Feb 20	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Reserve allocation Breakdowns 2020/21  
to 2023/2024**

<b>Reserve - Use of Reserve</b>	<b>Allocated to 2020/21 Budgets £</b>	<b>Committed not yet allocated to Services 2020/21 £</b>	<b>Total 2020/21 £</b>	<b>Forecast 2021/22 £</b>	<b>Forecast 2022/23 £</b>	<b>Forecast 2023/24 £</b>
<b>Environment</b>						
Transfer from Enbvironmental Health - as per FC Feb 20	(150,000)	0	(150,000)	0	0	0
<b>Grants</b>						
Planning Policy Staffing	14,655		14,655	14,655	14,655	14,655
Revenues Staffing	42,411		42,411	0	0	0
Friends of North Lodge Park - Grant Roll forward 2019/20	24,500		24,500	0	0	0
New burdens funding to be allocated to Open Spaces expenditure	0	15,359	15,359	0	0	0
	<b>81,566</b>	<b>15,359</b>	<b>96,925</b>	<b>14,655</b>	<b>14,655</b>	<b>14,655</b>
<b>Housing</b>						
Community Housing Fund Staffing	48,666		48,666	0	0	0
Health and Wellbeing staffing funded from HIA balances	40,081		40,081	11,684	0	0
Housing options staffing from Homelessness prevention grants	96,176		96,176	72,821	21,126	0
Bal of Social Prescribing Money to fund posts	31,247		31,247	0	0	0
Community Housing Fund - Capital Financing Allocation	569,543		569,543	527,167	527,167	0
Homelessness Grants not allocated to revenue in year	(254,752)		(254,752)	0	0	0
	<b>530,961</b>	<b>0</b>	<b>530,961</b>	<b>611,672</b>	<b>548,293</b>	<b>0</b>
<b>Legal</b>						
Staffing	25,446	0	25,446	16,964	0	0
<b>New Homes Bonus</b>						
Local Plan	214,687		214,687	0	0	0
Stategic Housing - Viability Studies	10,773		10,773	0	0	0
	<b>225,460</b>	<b>0</b>	<b>225,460</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Organisational Development</b>						
Apprentice funding	97,885	35,000	132,885	23,083	18,629	0
<b>Pathfinder</b>						
Coast protection staffing	20,500	0	20,500	20,500	3,417	
<b>Planning</b>						
Contribution to Reserve - re future Local Plan Expenditure	(50,000)		(50,000)	(50,000)	(50,000)	(50,000)
Costs awarded against the Council Plannign appeal	30,000		30,000	0	0	0
	<b>(20,000)</b>	<b>0</b>	<b>(20,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>Property Investment Fund</b>						
Capital Programme Financing	999,476	0	999,476	0	0	0
<b>Property Company</b>						
Capital Programme Financing	2,000,000	0	2,000,000	0	0	0
<b>Restructuring and Invest to Save</b>						
ICT staffing	3,691	35,490	39,181	0	0	0
Capital Programme Financing - Public Conveniences	402,423		402,423	0	0	0
DT programme (to be adjusted)	325,000		325,000	240,000	100,000	0
Postal and Scanning Staffing	21,014		21,014	0	0	0
Planning Uniform project temporary staffing	18,984		18,984	0	0	0
Planning Agency officer - Uniform project resources	44,404		44,404	0	0	0
Capital Programme Financing - Citizen App	45,000		45,000			
	<b>860,516</b>	<b>35,490</b>	<b>896,006</b>	<b>240,000</b>	<b>100,000</b>	<b>0</b>
<b>Total Movement</b>	<b>4,611,814</b>	<b>332,721</b>	<b>5,244,535</b>	<b>1,215,424</b>	<b>964,435</b>	<b>202,096</b>

## North Norfolk District Council Treasury Management Half Yearly Report 2020/21

### Introduction

The Authority 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. This quarterly report provides an additional update.

The Authority's treasury management strategy for 2020/21 was approved at a meeting on 26<sup>th</sup> February 2020. The Authority has 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.

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 26<sup>th</sup> February 2020.

### External Context

**Economic background:** The spread of the coronavirus pandemic dominated during the period as countries around the world tried to manage the delicate balancing act of containing transmission of the virus while easing lockdown measures and getting their populations and economies working again. After a relatively quiet few months of Brexit news it was back in the headlines towards the end of the period as agreement between the UK and EU on a trade deal was looking difficult and the government came under fire, both at home and abroad, as it tried to pass the Internal Market Bill which could override the agreed Brexit deal, potentially breaking international law.

The Bank of England (BoE) maintained Bank Rate at 0.1% and its Quantitative Easing programme at £745 billion. The potential use of negative interest rates was not ruled in or out by BoE policymakers, but then a comment in the September Monetary Policy Committee meeting minutes that the central bank was having a harder look at its potential impact than was previously suggested took financial markets by surprise.

Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' (EOHO) offer.

GDP growth contracted by a massive 19.8% (revised from first estimate -20.4%) in Q2 2020 (Apr-Jun) according to the Office for National Statistics, pushing the annual growth rate down to -21.5% (first estimate -21.7%). Construction output fell by 35% over the quarter, services output by almost 20% and production by 16%. Recent monthly estimates of GDP have shown growth recovering, with the latest rise of almost 7% in July, but even with the two previous monthly gains this still only makes up half of the lost output.

The headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year/year in August,

further below the Bank of England's 2% target, with the largest downward contribution coming from restaurants and hotels influenced by the EHO scheme. The Office for National Statistics' preferred measure of CPIH which includes owner-occupied housing was 0.5% y/y.

In the three months to July, labour market data showed the unemployment rate increased from 3.9% to 4.1% while wages fell 1% for total pay in nominal terms (0.2% regular pay) and was down 1.8% in real terms (-0.7% regular pay). Despite only a modest rise in unemployment over the period, the rate is expected to pick up sharply in the coming months as the furlough scheme ends in October. On the back of this, the BoE has forecast unemployment could hit a peak of between 8% and 9%.

The US economy contracted at an annualised rate of 31.7% in Q2 2020 (Apr-Jun). The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% but announced a change to its inflation targeting regime. The move is to a more flexible form of average targeting which will allow the central bank to maintain interest rates at low levels for an extended period to support the economy even when inflation is 'moderately' above the 2% average target, particularly given it has been below target for most of the last decade.

The European Central Bank maintained its base rate at 0% and deposit rate at -0.5%.

**Financial markets:** Equity markets continued their recovery, with the Dow Jones climbing to not far off its pre-crisis peak, albeit that performance being driven by a handful of technology stocks including Apple and Microsoft, with the former up 75% in 2020. The FTSE 100 and 250 have made up around half of their losses at the height of the pandemic in March. Central bank and government stimulus packages continue to support asset prices, but volatility remains.

Ultra-low interest rates and the flight to quality continued, keeping gilts yields low but volatile over the period with the yield on some short-dated UK government bonds remaining negative. The 5-year UK benchmark gilt yield started and ended the June–September period at -0.06% (with much volatility in between). The 10-year gilt yield also bounced around, starting at 0.21% and ending at 0.23% over the same period, while the 20-year rose from 0.56% to 0.74%. 1-month, 3-month and 12-month bid rates averaged 0.02%, 0.06% and 0.23% respectively over the period.

At the end of September, the yield on 2-year US treasuries was around 0.13% while that on 10-year treasuries was 0.69%. German bund yields remain negative across most maturities.

**Credit review:** Credit default swap spreads eased over most of the period but then started to tick up again through September. In the UK, the spreads between ringfenced and non-ringfenced entities remains, except for retail bank Santander UK whose CDS spread remained elevated and the highest of those we monitor at 85bps while Standard Chartered was the lowest at 41bps. The ringfenced banks are currently trading between 45 and 50bps.

After a busy second quarter of the calendar year, the subsequent period has been relatively quiet for credit changes for the names on our counterparty list. Fitch assigned a AA- deposit rating to Netherlands lender Rabobank with a negative outlook and prior to that, while not related to our counterparty list but quite significant, revised the outlook on the US economy to Negative from Stable while also affirming its AAA rating.

There continues to remain much uncertainty around the extent of the losses banks and building societies will suffer due to the impact from the coronavirus pandemic and for the UK

institutions on our list there is the added complication of the end of the Brexit transition period on 31<sup>st</sup> December and what a trade deal may or may not look like. The institutions on Arlingclose’s counterparty list and recommended duration remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

### **Local Context**

On 31<sup>st</sup> March 2020, the Authority had net investments of £33.265m arising from its revenue and capital income and expenditure. The treasury management position on 30<sup>th</sup> September 2020 and the change over the six months is shown in Table 1 below.

**Table 1: Treasury Management Summary**

	<b>31.3.20 Balance £m</b>	<b>Movement £m</b>	<b>30.9.20 Balance £m</b>
Long-term borrowing	0.000	0.000	0.000
Short-term borrowing	5.000	(5.000)	0.000
<b>Total borrowing</b>	<b>5.000</b>	<b>(5.000)</b>	<b>0.000</b>
Long-term investments	32.000	0.000	32.000
Short-term investments	6.265	2.805	9.070
<b>Total investments</b>	<b>38.265</b>	<b>2.805</b>	<b>41.070</b>
<b>Net investments</b>	<b>33.265</b>	<b>7.805</b>	<b>41.070</b>

### **Borrowing Strategy during the period**

At 30<sup>th</sup> September 2020 the Authority held no long-term loans, (same position as at 31<sup>st</sup> March 2020), as part of its strategy for funding previous and current years’ capital programmes. Some external borrowing is assumed in the current estimates of future year’s capital funding, but has not yet been taken out.

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.

With short-term interest rates remaining much lower than long-term rates, the Authority considers it to be more cost effective in the near term to use internal resources or borrowed rolling temporary / short-term loans instead of longer term debt.

### Other Debt Activity

Although not classed as borrowing, the Authority can raise capital finance via Private Finance Initiatives and finance leases, etc. The Authority has not done this in the period to 30<sup>th</sup> September 2020.

### Treasury Investment Activity

On 1<sup>st</sup> April 2020 the Authority received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. This was received, temporarily invested in short-dated, liquid instruments such as the DMADF and Money Market Funds. An amount remains to be passed back to Central Government once the reconciliation exercise is complete.

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 £107.155 and £41.070 million due to timing differences between income and expenditure. The investment position is shown in table 2 below.

Table 2: Treasury Investment Position

	<b>31.3.20 Balance £m</b>	<b>Net Movement £m</b>	<b>30.9.20 Balance £m</b>	<b>30.9.20 Rate of Return %</b>
Banks & building societies (unsecured)	0.000	0.000	0.000	N/A
Covered bonds (secured)	0.000	0.000	0.000	N/A
Government (incl. local authorities)	0.000	0.000	0.000	N/A
Money Market Funds	6.265	2.805	9.070	0.16%
<i>Cash plus funds</i>	3.000	0.000	3.000	0.86%
<i>Short-dated bond funds</i>	3.000	0.000	3.000	0.63%
<i>Strategic bond funds</i>	5.000	0.000	5.000	3.01%
<i>Equity income funds</i>	8.000	0.000	8.000	4.14%
<i>Property funds</i>	5.000	0.000	5.000	7.89%
<i>Multi asset income funds</i>	8.000	0.000	8.000	4.21%
<b>Total investments</b>	<b>38.265</b>	<b>2.805</b>	<b>41.070</b>	

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.



Continued downward pressure on short-dated cash rate brought net returns on sterling low volatility net asset value money market funds (LVNAV MMFs) close to zero even after some managers have temporarily lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.

On 25<sup>th</sup> September the overnight, 1- and 2-week deposit rates on Debt Management Account Deposit Facility (DMADF) deposits dropped below zero percent to -0.03%, the rate was 0% for 3-week deposits and 0.01% for longer maturities.

The return on Money Market Funds net of fees also fell over the six months and for many funds net returns range between 0% and 0.1%. In many instances, the fund management companies have temporarily lowered or waived fees to maintain a positive net return.

Given the continuing 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 continues to review opportunities to do this further, where cash flow allows. However, in the light of the pandemic crisis and the likelihood of unexpected calls on cash flow, the Authority kept more cash available at very short notice than is normal. Liquid cash was diversified over several Money Market Funds and the DMADF to manage both credit and liquidity risks.

The progression of risk and return metrics are shown in the extracts from Arlingclose’s quarterly investment benchmarking in Table 3 below.

Table 3: Investment Benchmarking – Treasury investments managed in-house

	<b>Credit Score</b>	<b>Credit Rating</b>	<b>Bail-in Exposure</b>	<b>Rate of Return %</b>
31.03.2020	4.19	AA-	100%	0.71%
30.09.2020	4.12	AA-	100%	0.05%
<b>Similar LAs</b>	<b>4.15</b>	<b>AA-</b>	<b>65%</b>	<b>0.27%</b>
<b>All LAs</b>	<b>4.16</b>	<b>AA-</b>	<b>64%</b>	<b>0.30%</b>

**Externally Managed Pooled Funds:** £32.000m 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 a return of £0.628m which is used to support services in year, and £0.651m 2.03% of unrealised capital loss.

In a relatively short period since the onset of the COVID-19 pandemic in March and the ensuing enforced lockdown in many jurisdictions, the global economic fallout has been 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, business and individuals.

The Authority is invested in bond, equity, multi-asset and property funds. The falls in the capital values of the underlying assets, in particular bonds and equities were reflected in the 31<sup>st</sup> March 2020 fund valuations with almost every fund registering negative capital returns over a 12-month period. Since March there has been improvement in market sentiment which is reflected in an increase in capital values of the short-dated, strategic bond and multi-asset income funds and most of the equity income funds in the Authority's portfolio. The capital value of the property fund is below that at 31<sup>st</sup> March. Market values at 31<sup>st</sup> March and 30<sup>th</sup> September 2020 are as shown in Table 4, above.

Similar to many other property funds, dealing (i.e. buying or selling units) in the CCLA Local Authorities Property Fund was suspended by the fund in March 2020. The relative infrequency of property transactions in March as the pandemic intensified meant that it was not possible for valuers to be confident that their valuations correctly reflected prevailing conditions. To avoid material risk of disadvantage to buyers, sellers and holders of units in the property fund, the management company was obliged to suspend transactions until the required level of certainty is re-established. The dealing suspension was lifted in September 2020. There has also been a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days' notice for redemptions.

Because the Authority's externally managed 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 are 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 2020/21 the Authority expects to receive significantly lower income from its cash and short-dated money market investments and from its externally managed funds than it did in 2019/20 and earlier years. Dividends and income paid will ultimately depend on many factors including but not limited to the duration of COVID-19 and the extent of its economic impact, the fund's sectoral asset allocation, securities held/bought/sold and, in the case of equities, the enforced or voluntary dividend cuts or deferral.

### **Non-Treasury Investments**

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 the Ministry of Housing, Communities and Local Government (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held £3.349m of such investments in

- directly owned property £0.791m
- loans to housing associations £2.558m

These investments generated £0.076m of investment income for the Authority after taking account of direct costs, representing a rate of return of 2.27%. This compares favourably against Treasury investment rates, particularly against shorter term deposits. 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.

### **Treasury Performance**

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 4 below.

**Table 4: Performance**

	<b>Actual £m</b>	<b>YTD Budget £m</b>	<b>Over/ (under)</b>	<b>Actual %</b>	<b>Budget %</b>	<b>Over/ under</b>
Term Deposits	0.016	0.023	(0.007)	0.13	0.72	Under
Pooled Funds	0.629	0.586	0.043	3.93	3.67	Over
<b>Total treasury investments</b>	<b>0.645</b>	<b>0.609</b>	<b>0.036</b>	<b>4.06</b>	<b>4.39</b>	<b>Under</b>

### **Compliance**

The Chief Finance Officer reports that all treasury management activities undertaken during the first 5 months of the 2020/21 financial 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 5 below.

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

**Table 5: Debt Limits**

	<b>Q1 Maximum</b>	<b>30.9.20 Actual</b>	<b>2020/21 Operational Boundary</b>	<b>2020/21 Authorised Limit</b>	<b>Complied? Yes/No</b>
Borrowing	£5.000m	£0.000m	£22.680m	£27.400	Yes

<b>Total debt</b>	<b>£5.000m</b>	<b>£0.000m</b>	<b>£22.680m</b>	<b>£27.400</b>	Yes
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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 6: Investment Limits

	<b>Half-year Maximum</b>	<b>30.9.20 Actual</b>	<b>2020/21 Limit</b>	<b>Complied? Yes/No</b>
Any single organisation, except the UK Central and Local Government	£0.000m	£0.000m	£6m each	Yes
UK Central and Local Government	£60.000m	£0.000m	Unlimited	Yes
Any group of organisations under the same ownership	£0.000m	£0.000m	£6m per group	Yes
Any group of pooled funds under the same management	£7.000m	£7.000m	£15m per manager	Yes
Negotiable instruments held in a broker's nominee account	£0.000m	£0.000m	£10m per broker	Yes
Foreign countries	£0.000m	£0.000m	£6m per country	Yes
Registered providers and registered social landlords	£2.962m	£2.558m	£10m in total	Yes
Unsecured investments with building societies	£0.000m	£0.000m	£5m in total	Yes
Loans to unrated corporates	£0.000m	£0.000m	£5m in total	Yes
Money Market Funds	£16.000m	£9.070m	£16m in total	Yes
Real estate investment trusts	£0.000m	£0.000m	£10m in total	Yes

The balance held with the UK Central and Local Government is a deposit made with the DMADF (Central Government) following the payment of monies to fund the COVID related grants to small businesses announced by the Government in March 2020. This balance has reduced as these grants were paid out, and is nil at the half-year point.

### **Treasury Management Indicators**

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.

	<b>30.9.20 Actual</b>	<b>2020/21 Target</b>	<b>Complied?</b>
Portfolio average credit score	4.12	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

	<b>30.9.20 Actual</b>	<b>2020/21 Target</b>	<b>Complied?</b>
Total sum borrowed in past 3 months without prior notice	£0m	£10m	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:

<b>Interest rate risk indicator</b>	<b>30.9.20 Actual</b>	<b>2020/21 Limit</b>	<b>Complied?</b>
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0m	£0.6m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0m	£0.6m	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:

	<b>30.9.20 Actual</b>	<b>Upper Limit</b>	<b>Lower Limit</b>	<b>Complied?</b>
Under 12 months	N/A	100%	0%	Yes
12 months and within 24 months	N/A	100%	0%	Yes
24 months and within 5 years	N/A	100%	0%	Yes
5 years and within 10 years	N/A	100%	0%	Yes
10 years and above	N/A	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. The rows marked N/A indicate no borrowing was held at the half year point.

**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:

	2020/21	2021/22	2022/23
Actual principal invested beyond year end	£32m	£32m	£32m
Limit on principal invested beyond year end	£50m	£50m	£50m
Complied?	Yes	Yes	Yes

## Other

**IFRS 16:** The implementation of the new IFRS 16 Leases accounting standard has been delayed until 2021/22.

## Outlook for the remainder of 2020/21

	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50

The medium-term global economic outlook is weak. While the strict initial lockdown restrictions have eased, coronavirus has not been suppressed and second waves have prompted more restrictive measures on a regional and national basis. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and importantly, distributed.

The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise. This has supported a sizeable economic recovery in Q3.

However, the scale of the economic shock to demand, on-going social distancing measures, regional lock downs and reduced fiscal support will mean that the subsequent pace of recovery is limited. Early signs of this are already evident in UK monthly GDP and PMI data, even before the latest restrictions.

This situation will result in central banks maintaining low interest rates for the medium term. In the UK, Brexit is a further complication. Bank Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets have priced in a chance of negative Bank Rate.

Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or if the UK leaves the EU without a deal.

The Authority's Treasury advisor, Arlingclose, expects Bank Rate to remain at the current 0.10% level and additional monetary loosening in the future most likely through further financial asset purchases (QE). While Arlingclose's central case for Bank Rate is no change from the current level of 0.1%, further cuts to Bank Rate to zero or even into negative territory cannot be completely ruled out.

Gilt yields are expected to remain very low in the medium term. Shorter-term gilt yields are currently negative and will remain around zero or below until either the Bank of England expressly rules out negative Bank Rate or growth/inflation prospects improve.

Downside risks remain in the near term, as the government dials down its fiscal support measures, reacts to the risk of a further escalation in infection rates and the Brexit transition period comes to an end.

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## DETERMINATION OF COUNCIL TAX DISCOUNTS 2021/22

**Summary:** This report sets out alternative options for the level of council tax discounts which Full Council will resolve shall apply to classes of dwelling for the financial year 2021/22.

The determinations are made by the Council under sections 11A and 11B, and of the Local Government Finance Act 1992, subsequent enabling powers and Regulations made under the Act.

**Options considered:** The recommendations take advantage of the reforms included in the Local Government Finance Act 2012 as amended to generate additional revenue.

**Conclusions:** The legislation provides local authorities with the power to make changes to the level of council tax discount in relation to classes of property. The Council has to approve its determinations for each financial year. The calculation of the tax base for 2021/22 will be made on the assumption that the determinations recommended below will apply.

**Recommendations:** Members recommend that Full Council shall resolve that under section 11A of the Local Government Finance Act 1992, and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers one of the following applies:

### *Recommendation 1*

- (a) The discounts for the year 2021/22 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is continued at 100% of the Council Tax charge for that dwelling
- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is continued at 200% of the Council Tax charge for that dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive

- period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling
- (e) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
  - (f) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

*Recommendation 2*

- (a) those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003 will retain the 50% discount and;
- (b) those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Head of Finance and Asset Management are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.

Reasons for Recommendations:

In accordance with the relevant legislation these determinations shall be published in at least one newspaper circulating in North Norfolk before the end of the period of 21 days beginning with the date of the determinations.

To set appropriate council tax discounts which will apply in 2021/22 in accordance with the legal requirements and to raise additional council tax revenue.

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

Contact Officer, telephone number and email:  
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## 1. Introduction

- 1.1 Local Authorities are required to approve their Council Tax discount determinations each year. The legislation provides local authorities with powers to make changes to the level of council tax discount in relation to certain types of properties.
- 1.2 All billing authorities are able to reduce or end the nationally set 50% council tax discount for second homes. The exception to this rule is that billing authorities cannot change the discount for second homes of people who are liable for council tax on dwellings provided by an employer, i.e. tied accommodation, as established under regulation 6 of the Council Tax (prescribed classes of dwellings) (England) Regulations 2003.
- 1.3 It is for the billing authority to determine whether changes on discounts apply to all or parts of its area. An area can be as small as one property (provided it can be defined geographically) and different discounts can apply in different parts of the area.
- 1.4 Properties that are classed as Long Term Empty (those that have not been occupied for a period of 24 months) can attract a premium on their Council Tax, which varies depending on the period of non-occupation.
- 1.5 The Council also has powers under Section 13A of the Local Government Finance Act 1992 (as amended) to introduce discounts to particular taxpayers.
- 1.6 Since April 2013 North Norfolk District Council (as a billing authority) has had additional powers to vary the levels of council tax discount offered in the District. Reductions in the discounts offered will generate additional revenue for both the District Council and preceptors. The current position in respect of the council tax discounts offered by North Norfolk District Council for 2020/21 is shown in the table below.

## 2. Current Discounts and amendments for 2021/22

- 2.1 There are four classes of dwellings where the Council has discretion to vary the discount offered to council tax payers. The table below sets out the current discount levels as agreed by Full Council in December 2019. Maintaining these discount levels is in line with the current strategy to reduce the forecast budget gap. It is proposed that these levels continue from 1<sup>st</sup> April 2021.

Class	Description	2020/21 Discount	Proposed Discount from 1 <sup>st</sup> April 2021
Class A	Dwellings which are not the sole or main residence, are furnished, but their continuous occupation is restricted by planning regulations to less than 28 days a year.	10%	10%
Class B	All other dwellings which are not the sole or main residence, are furnished, and their continuous occupation is not restricted by planning regulations to less than 28 days a year.	No Discount	No Discount
Class C	All dwellings which are unoccupied and	No	No

	substantially unfurnished.	Discount	Discount
Class D	<p>Dwellings that are unoccupied and unfurnished and:</p> <ul style="list-style-type: none"> <li>• require or are undergoing major repair to make them habitable</li> <li>• are undergoing structural alteration</li> <li>• have undergone major repair work to render them habitable, if less than six months have elapsed since the date on which the alteration was substantially completed and the dwelling has continuously remained unoccupied and unfurnished since that date</li> </ul>	No Discount	No Discount

### 3. Empty Homes Premium

- 3.1 Between 2013 and 2019 the Council has charged the maximum premium of 50% (on top of the usual 100% charge) on long term empty properties ie those that have been empty continuously for 24 months or more.
- 3.2 Introduced in March 2018 and passed through the report stage of the House of Lords on 18 July 2018, the Council has been given additional legal powers to increase the levy premium level to a maximum from 50% to 100%, which would effectively mean a 200% charge on qualifying properties. This has been in place since the 2019/20 financial year. In the 2020/21 financial year, the Council introduced a levy of 200% on properties unoccupied for longer than 60 months.
- 3.3 The levy premium cannot apply to homes that are empty due to the occupant living in armed forces accommodation for job-related purposes, or to annexes being used as part of a main property.
- 3.4 Currently, there are fewer than 150 properties that fall within the bracket within North Norfolk, so this isn't being viewed as a significant revenue generating exercise for the Council, rather a policy tool to encourage efficient use of available housing within the district.
- 3.5 An additional power is now available to allow the increase of the levy charge to 300% for properties that have been unoccupied for the longer period of 120 months. There are 13 properties within the district which would qualify for this premium. The financial implications for each preceptor of introducing this levy is shown below.
- 3.6 Officers are aware there are cases where long term empty properties are undergoing significant renovations in order to bring them back into use, and would like to incentivise this where possible. Officers are recommending that discretion be provided to the Section 151 Officer in conjunction with the Portfolio holder, on advice of the Revenues Manager to provide exceptions to the Levy charge in these cases. There are anticipated to only be a small number of qualifying properties in the District, so is not considered to be a significant financial risk to the Council.

	Band D		Levy	Levy	Increased
	2020/21		200%	300%	Revenue
Norfolk County Council	1,416.51		27,701	41,551	13,850
Norfolk Police & Crime Commissioner	263.07		5,144	7,717	2,573
North Norfolk District Council	153.72		3,006	4,509	1,503
	1,833.30		35,851	53,777	17,926
Parish Average	61.93		1,211	1,817	3,028
Total Average Band D Amount	1,895.23		37,062	55,594	20,954

#### **4. Classes of Property**

4.1 The Regulations differentiate between classes of property as follows:

- “Class A” - properties are those which are not an individual’s sole or main residence, are furnished and have seasonal planning prohibition (i.e. preventing occupation for a continuous period of at least 28 days)
- “Class B” - properties are those which are not an individual’s sole or main residence, are furnished and have no restrictions with regard to occupation.

4.2 In effect Class A properties are second homes where occupancy is restricted for a period of at least 28 days a year where Class B properties have no restrictions on occupancy.

#### **5. Formal Determinations**

5.1 The Council has to approve its determinations for each financial year. It should be noted that the schedule of Class “B” property exceptions shown in Appendix A and referred to in recommendation 2) above, is believed to include all dwellings potentially entitled to retain a discount for the year commencing 1 April 2021 for the reason stated. Under the wording of the 2003 regulations, changes cannot be made to the schedule once the determinations have been made. Should further properties be notified to the Council for possible inclusion in the list for exemptions, they may only be added when the determinations for 2022/23 are made for operation from 1 April 2022.

#### **6. Financial Implications and Risks**

6.1 The calculation of the tax base for 2021/22 will be made alongside the budget, based on the level of discounts approved by Members. The taxbase dictates the expected income to the Council from Council Tax in the following year. Any increase in discounts will reduce the taxbase, and therefore also income.

#### **7. Sustainability**

7.1 This report does not raise any issues relating to Sustainability

#### **8. Equality and diversity**

8.1 This report does not raise any issues relating to Equality and Diversity

#### **9. Section 17 Crime and Disorder considerations**

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

## Appendix A

### North Norfolk District Council

#### Reduction in Council Tax Discounts for Second Homes

#### Schedule of Class 'B' Property Exceptions for the year 2021/22

Dwellings described or geographically defined, which are judged not structurally capable of occupation all year around and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947.

<u>Property Reference</u>	<u>Property Number</u>	<u>Property Name/</u>	<u>Property Address</u>	<u>Post Code</u>
<b>Anne Stannard Way, Bacton</b>				
710567	Arfrada, 3		Anne Stannard Way, Bacton, Norwich, Norfolk	NR12 0HX
<b>Coast Road Chalet Park, Bacton</b>				
779616	2		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710835	3		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710836	4		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710837	5		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710838	6		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710839	7		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710842	10		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710843	11		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710844	12		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710845	13		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710846	14		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710847	15		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710848	16		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710849	17		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710850	18		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710851	19		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710852	20		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
772237	21		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710854	22		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710855	23		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
776071	24		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710857	25		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710858	26		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710860	28		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710861	29		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710862	30		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710863	31		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710864	32		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
710865	33		Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ



710919	88	Coast Road Chalet Park, Coast Road, Bacton, Norwich, Norfolk	NR12 0EZ
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**Mill Lane, Bacton**

778888	Crest-O-Cliff	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HS
779428	Hydaway	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN
774277	Rest Haven	Mill Lane, Bacton, Norwich, Norfolk	NR12 0HN

**New Zealand Way, Bacton**

772331	2	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
770682	3	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
778690	4	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
773905	5	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762930	6	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763225	7	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
763260	8	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW
762797	9	New Zealand Way, Mill Lane, Bacton, Norwich, Norfolk	NR12 0HW

**Sea View Estate, Bacton**

710648	Popycott, 1	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710654	7	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710655	8	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710656	9	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710657	10	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710646	11	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710641	12	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710659	15	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710660	16	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710661	17	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710662	18	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710663	19	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710642	20	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710664	21	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710665	22	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710667	24	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710668	25	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710669	26	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710670	27	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710671	28	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710643	29	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710647	30	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710674	33	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
760703	34	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710676	35	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH
710666	Brenholme, 36	Sea View Estate, Coast Road, Bacton, Norwich, Norfolk	NR12 0HH



**Watch House Lane, Bacton**

710777	Falaig M Hara, 2	Watch House Lane, Bacton, Norwich, Norfolk	NR12 0HL
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**Abbotts Way, Eccles-on-sea**

012370	Alouette	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
756512	Amberwood	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712403	Bennebroek	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712379	Freaneezy	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712380	Gaytime	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712382	Kingfishers	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712404	Reviellie	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712392	St Ives	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712385	The Beach House	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712376	Tranquility	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA
712397	Tresco	Abbotts Way, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0TA

**Beach Road, Eccles-on-sea**

715614	Braemar	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715608	Everne	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715627	Field View	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715634	Four Winds	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715626	Hillside	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715611	Idlehours	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715618	Lattice Chalet	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
761175	Lisfannon	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715622	Munden	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715630	Oasis	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715624	Sandilands	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715599	Sea Gulls	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715621	The Old Kit Bag	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715617	Wylaway	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715609	Y Not	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL
715605	You & I	Beach Road, Eccles-on-sea, Norwich, Norfolk	NR12 0SL

**Bush Drive, Eccles-on-sea**

712438	Aingarh	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712495	Badgers Set	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712473	Bali-Hai	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712496	Blue Bay	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712498	Cedar Wood	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712484	Dingly Dell	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712476	Dresden	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712493	Endways	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712506	Redwing	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF
712481	Sea Urchin	Bush Drive, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SF

**Church Lane, Eccles-on-sea**

712407	Appleby	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712429	Campana	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712410	Campanella	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
767987	Dunes Edge	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712417	Majorca	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712413	Marineville	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712421	Sandsend	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712424	Sea Whistles	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712425	Sunnyside	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY
712426	Sunray	Church Lane, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SY

**Crowden Road, Eccles-on-sea**

712455	Argus	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
770505	Bung Ho	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712470	Cliff Royal	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712462	Sea Lows	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712463	Spartyme	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712468	White Lodge	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ
712472	Zermatt	Crowden Road, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SJ

**Hedgehog Walk, Eccles-on-sea**

712607	Orkney	Hedgehog Walk, Bush Estate, Eccles-on-sea, Norwich, Norfolk	NR12 0SZ
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**Bush Drive, Happisburgh**

752939	Bruins Rest	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724196	Flamingo	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724197	Fourwinds	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724198	Green Tiles	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724201	Holidays	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724202	Kirk-Cu-Brae	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
778617	Leisure Hour	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724204	Linden	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724205	Puffin	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724206	Samphire	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724208	Sand Castle	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724212	Silver Sand	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724213	Slide Away	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724215	Surf Cottage	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN
724219	Windhill	Bush Drive, Happisburgh, Norwich, Norfolk	NR12 0QN

**Cart Gap Road, Happisburgh**

724376	The Bungalow	Cart Gap Road, Happisburgh, Norwich, Norfolk	NR12 0QL
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**Doggetts Lane, Happisburgh**

061248	Romany, 5	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724151	Jeckells Hyde, 8	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724137	10	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724143	Eastward Ho, 11	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724139	14	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724149	The Brambles, 16	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724144	Pershore, 17	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724141	O'Meara Bungalow	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724148	Sea Edge	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL
724147	Seadrift	Doggetts Lane, Happisburgh, Norwich, Norfolk	NR12 0QL

**Wroxham Way, Happisburgh**

724372	Haleholm, 42	Wroxham Way, Happisburgh, Norwich, Norfolk	NR12 0RX
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**Staithe Road, Hickling**

713184	The Bungalow	Staithe Road, Hickling, Norwich, Norfolk	NR12 0YW
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**Bureside Estate, Horning**

714003	1B	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP
713987	15	Bureside Estate, Crabbetts Marsh, Horning, Norwich, Norfolk	NR12 8JP

**Ferry View Estate, Horning**

062364	Cresta Cottage	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
778976	Oakdale	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT
713848	Waters Edge	Ferry View Estate, Horning, Norwich, Norfolk	NR12 8PT

**Horning Reach, Horning**

714025	Bonnington	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714028	Jada	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714033	The Birches	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR
714037	The Bungalow	Horning Reach, Horning, Norwich, Norfolk	NR12 8JR

**Brimbelow Road, Hoveton**

052371	Bure Banks	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
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014717	Bure Croft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059714	Bureway	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014730	Morlands	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
059715	Rosemere	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
057285	Summer Craft	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014776	Summer Haven	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774241	Summer Lodge	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014744	Summer Vale	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014745	Summer Vista	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
014742	Summerville	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
773269	Sunrest	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
714750	The Patch	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
058865	The Wherry	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ
774664	Willow Cabin	Brimbelow Road, Hoveton, Norwich, Norfolk	NR12 8UJ

### **Thurne Dyke, Ludham**

713919	Churne	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA
713922	Thurne Mouth	Thurne Dyke, Ludham, Great Yarmouth, Norfolk	NR12 8QA

### **Riverbank, Ludham, Great Yarmouth, Norfolk.**

715988	Tonga, 1C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715989	Swan Haven	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715990	The Willows	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715991	Toorak, 1B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715992	Royston, 1D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715993	Pot Pourri, 1E	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715994	Sunflowers, 1F	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715996	Summertime, 2A	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715997	Fairway, 2B	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715998	Dolphins, 2C	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
715999	Bluewaters, 2D	North West Riverbank, Potter Heigham, Great Yarmouth, Norfolk	NR29 5ND
716000	Repps Reach Plot 2E	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716001	Terra Nova	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716002	Cedar Lodge	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716003	Plot 4A	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716004	Rania	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716005	Plot 5B	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716006	Leaside	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
716008	Touchwood Plot 5A	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
775395	Toad Hall	Horsefen Road, Ludham, Great Yarmouth, Norfolk	NR29 5QG
754931	Joybelle 1G	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND
760276	Mands	Riverbank, Ludham, Great Yarmouth, Norfolk.	NR29 5ND

### **River Bank, Potter Heigham, Great Yarmouth, Norfolk.**

017014	Kalinda, 19	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
017103	Rands (56-56A)	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE

057217	Windy Ridge	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
057220	Mildene	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
057388	Patikipa	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
058228	The Rosary	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
058415	Sunnyside	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
059675	Haven	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
060391	Four Es	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
061826	Woodstock	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
717005	Olken	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717007	Bath Hurst	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717008	Melrose, 85A	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717009	Eveholme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717013	High's Mill	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717016	Restawhile, Plot 4	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717017	Risedene	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717019	Nine	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717020	Rosemary Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717021	St Elmo	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717040	Idleway	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717042	Dutch Tutch	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717043	Fishers Haven	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717044	Wee Ben	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717045	Dydle Down, 87 North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
780694	Eastcote	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717047	Pachelbel, Plot 6	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717048	Little Quay	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717049	River Rest, 8 North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717050	Down River	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717051	Crystal Haven	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717052	Burton Garth	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717064	The Sanctuary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717065	Rand View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717067	Paddock Wood	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717068	Thurnholm, 32	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
717069	Plot 37	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717071	The Nook 57-58	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717073	Herongate	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717074	Maissonette	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717075	Willow Creek	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717076	Broad View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717077	Tower View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717078	Bullrush	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717079	Reedsmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717081	Heron Cottage, 70	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717082	Herwinia	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717083	The Fens	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717084	Sunnyside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717086	Perfick	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717093	Millway, 85C	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717095	Jokers Wild	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717096	Manderley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE

717100	Tencholme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717101	Four Winds	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717102	Fresh Fields	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
717106	Ambleside, 86B	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
755550	Rivendell, Plot 79	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759643	St Clair	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759644	River Holme	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759645	The Rosary	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
759646	Marsh View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759786	Primrose	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759787	Silver Ley	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759806	Ellesmere	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
759893	Pastime	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760184	Le Chalet	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760231	Mill View	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
760269	23 Riverside	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
760448	Octagon Lodge	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
761608	River View, 27 Thurne View, North West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
761764	West	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
762518	Up River, North East	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
762883	Moon River Cottage	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
763336	Calypso, 82	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5NE
764919	Vespers	River Bank, Potter Heigham, Great Yarmouth, Norfolk.	NR29 5ND
766222	Deekside	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
715991	Toorak 1B	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND
717024	The Nest, 89	North East Riverbank, Potter Heigham, Great Yarmouth	NR29 5NE
773123	Ivydene, 30	North West Riverbank, Potter Heigham, Great Yarmouth	NR29 5ND

**Clink Lane, Sea Palling, Norwich,  
Norfolk.**

717969	Nutshell	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL
717970	Seaway	Clink Lane, Sea Palling, Norwich, Norfolk.	NR12 0UL

**The Marrams, Sea Palling, Norwich,  
Norfolk.**

061870	Meadow View	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718091	Oriel	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718093	Sea Home	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718094	Linga Longa	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718097	Sunnyside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718098	Santa Monica	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718100	Kia Ora	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718101	Sandy Lodge	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718103	Tween Whyles	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718105	Sea Breezes	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718106	Timbers	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718107	Vi La Vaer	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718108	Splinters	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718109	Peddars Peace	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN

718110	Tramore	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718111	Stanfield	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718112	Hillcroft	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718113	Duneside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718115	Brambledene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718116	Jandola	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718117	Tiny Tots	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
718121	Cliffside	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
758355	Hazeldene	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN
761287	Venta	The Marrams, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Sand Hills, Sea Palling, Norwich, Norfolk.**

018035	Primary Guest House at The School	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UP
718062	La Siesta	Waxham Road, Sea Palling, Norwich, Norfolk.	NR12 0UN
718063	Grenut	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN
718065	Little House	Sand Hills, Sea Palling, Norwich, Norfolk.	NR12 0UN

**Moor Road, Sutton, Norwich, Norfolk**

720253	Moorlands	Moor Road, Sutton, Norwich, Norfolk	NR12 9QN
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**Seaview Crescent, Walcott, Norwich, Norfolk.**

061806	Blue Moon	Seaview Crescent, Ostend Road, Walcott, Norwich	NR12 0NZ
724604	1	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724605	10	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724606	11	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724607	12	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724609	14	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724610	15	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724611	16	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724614	19	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724616	Sea Breeze, 20	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724618	Sea Breeze, 22	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724619	4	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724620	5	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724622	7	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724623	8	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724625	Calm Seas	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724626	Golden Sands	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL
724627	Sunnyside	Seaview Crescent, Walcott, Norwich, Norfolk.	NR12 0NL

**Hill Gap, Waxham, Norwich, Norfolk.**

773282	Bide a Wee	Hill Gap, Waxham, Norwich, Norfolk.	NR12 0DY
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## Waste & Related Services Contract Update

Summary: This report provides an update on the first seven months of the Waste and Related Services Contract with Serco which began on the 6th April 2020.

Options considered: None – update report only

Conclusions: In general, all services are being delivered in an acceptable manner and whilst some services have continued to previous contract standards, the impact of Covid19 on the mobilisation has been limited. In a number of service areas challenges have been met in an extremely effective manner. Officers continue to work closely with Serco in order to deliver the best outcomes for North Norfolk and for the contract as a whole.

Cabinet Member(s) Cllr Nigel Lloyd	Ward(s) affected All
Contact Officer, telephone number and email: Steve Hems, 01263 516182, <a href="mailto:steve.hems@north-norfolk.gov.uk">steve.hems@north-norfolk.gov.uk</a>	

### 1. Introduction

- 1.1 This report provides an update on the first seven months of the Waste and Related Services Contract with Serco which began on the 6th April 2020.
- 1.2 Following a joint procurement with Breckland District Council and King's Lynn and West Norfolk Borough Council the joint contract was signed on the 13th March 2020 with Serco. For North Norfolk the commencement date of the new contract was the 6th April 2020, the date for the other authorities being April 2021.
- 1.3 Members have received previous briefing as on the intended operation of the contract, as it relates to North Norfolk and the wider tri-authority arrangements.

### 2. Mobilisation

- 2.1 Members will be aware that during March, Covid19 was having an increasing impact on the UK and this did have an effect on the mobilisation as Serco were unable to deploy the anticipated level of back office support resource to North Norfolk as planned. Whilst this did not have a direct impact on delivery of service it has impacted on the ability of Serco to operate to their Target Operating Model (TOM) by the anticipated implementation dates.

- 2.2 Information about the impact of Covid19, available at that time, suggested that organisations should plan for a significant level of sickness absence during the first wave. A small number of Serco employees fell within the vulnerable groups which the Government required to shield.
- 2.3 On this basis and, reflecting the restrictions imposed by the national lockdown, resources were redeployed within Serco from the cleansing elements such as street sweeping, litter bin emptying and toilet cleaning, towards supporting collection services.
- 2.4 This redeployment, in combination with a lower than anticipated level of sickness absence, enabled all collection services to continue including garden bin collections and trade waste collections. North Norfolk was one of the only Councils across England that was able to maintain all of these collections throughout the lockdown period.
- 2.5 Whilst significant preparatory work had been completed prior to the signing of the contract, the short lead in time meant that not all the contract elements could be in place by the contract commencement date, the one of the main one being the requirement to provide an all new fleet to the contract.

### **3. Vehicles**

- 3.1 In recognition that it would not be possible, due to manufacturers lead in times, to have new vehicles from the commencement date, the contract required that the contractor provided an interim vehicle solution until the new vehicles arrived with any additional costs met by the Council. Serco chose to meet this temporary fleet requirement through “previously enjoyed” RCVs and other ancillary vehicles some of which were purchased from Kier, the outgoing contractor, with the remainder coming from another Serco contract at Welwyn. In order to reflect the older vehicles Serco provided a number of spare vehicles to allow for reliability issues associated with an older fleet.
- 3.2 It was anticipated that the new refuse collection vehicle (RCV) fleet would arrive from the manufacturer at the end of July 2020. However, the manufacturer temporarily shut down its operation during lockdown and this delayed the expected arrival date until the end of October 2020.
- 3.3 Under the terms of the contract North Norfolk District Council funds the vehicle costs and this extends to the cost of the interim vehicle solution. Whilst Serco provided the temporary fleet at no cost for the period to the end of July as part of their bid solution, the Council became responsible for the cost of the temporary provision from August. Clearly there is a financial benefit to North Norfolk in the use of the previously enjoyed vehicles as hire fleet would be a much greater cost to the authority.
- 3.4 The use of older vehicles, whilst relatively inexpensive, does lead to issues of vehicle reliability. Initially the level of spare vehicles provided by Serco as part of the interim solution meant minimal service disruption.

- 3.5 Since July, the level of breakdowns and other reliability issues experienced with the temporary fleet has led to days where a number of collections being missed on their scheduled days. These missed collections have generally been caught up as the first task on the following day but there are a number of knock on effects such as pressure on driver's hours as crews work longer to catch up and the workshop as they deal with not only the breakdowns but also regular servicing of spare vehicles. Vehicle reliability issues were compounded by the busy tourist season impacting on travel times and heavy weights being experienced in collection rounds.
- 3.6 In response to this Serco replaced five vehicles in the week commencing 3rd August removing three split bodies vehicles to another contract and removing two of the least reliable vehicles. This had minimal cost implications for the Council.
- 3.7 Unfortunately, the vehicle reliability issues continued to plague the collection rounds and despite the best efforts of crews and depot staff, there were a number of occasions when a relatively small number of bins were not collected within the rectification period. The use of support crews and frequent vehicle swaps during rounds meant sporadic misses increased and the loss of in cab technology made these difficult to identify and track.
- 3.8 To address reliability issues further Serco initially hired in two RCV's and then increased this to a total of six short term hire RCV's. The increased cost of hiring these vehicles will fall to the Council to meet. However, there are increased costs to Serco associated with the unreliability, such as overtime costs and repair costs, and officers are in discussions with Serco about the balance between cost and reliability, so that some of the cost and benefit is born by both parties.
- 3.9 A number of missed bins which failed to be collected within the required rectification period will be subject to performance failure deductions in accordance with the contractual provisions. Officers are currently looking at missed bin information to calculate what these deductions will be.
- 3.10 The new RCV fleet began to arrive the week commencing the 5th October with vehicles checked and brought into service as quickly as possible. All new 26t RCV's have now arrived and are out on collection duties. This has significantly improved reliability. In order to bring the vehicles into service as quickly as possible they were initially allowed to enter service without livery. Over the last two weekends the first batches of vehicles have been branded with the joint branding. The remaining vehicles will be completed over coming weekends along with side graphic advertising/messaging panels.



- 3.11 Orders for the ancillary vehicles are now largely completed and delivery is awaited to the contract. In the meantime, Serco provide temporary vehicles and reliability within these vehicles are not a significant issue.
- 3.12 Serco have trialled a number of electric vehicles. These do not, on first view, have the operational range to meet the contractual requirements. Manufacturers of the larger ancillary vehicles are no longer producing a hybrid version, apparently in preparation for the introduction of all electric variant early in 2021. Officers continue to work with Serco to deploy the most carbon efficient vehicles available which meet the authorities' requirements. To enable further development of the electric/ electric-hybrid vehicle availability to the contract it has recently been agreed that Serco will continue to use temporary vehicles to fulfil the contract but this will be kept under constant review with the intent of bringing the most advantageous vehicles both on cost and carbon emissions to the contract as quickly as possible.

#### **4. Garden Waste Service**

- 4.1 At the start of the Covid response, a decision was made to suspend entry to the garden waste service to new subscribers. This coincided with mobilisation of the new contract and concerns were raised by Serco about their ability to service the bin delivery requests. Officers were also concerned that additional pressure on the existing garden waste rounds would increase the likelihood that all garden waste service collections may need to be suspended.
- 4.2 At this time Norfolk County Council had closed the Household Waste Recycling Centres and many North Norfolk residents, who previously disposed of their waste at these sites, looked to join our scheme. Stock levels of the brown garden bins were healthy but limited and the ability to get further supplies of new bins were doubtful at this time. As soon as it was apparent that Serco could service the new bin deliveries and sustain the increased customer numbers the Council opened the scheme to new subscribers again. Since the scheme reopened around 1300 additional garden bin subscribers have joined the garden bin service.

#### **5. Trade Waste**

- 5.1 During the lockdown period a number of our trade waste customers were forced to cease trading temporarily. The decision was made to allow customers to suspend their trade waste accounts during this period. This was widely welcomed by my customers and around 30% of our accounts were suspended during this period.
- 5.2 Following the lifting of restrictions, the council was inundated with requests from businesses to reinstate their contracts often at extremely short notice. Whilst in most cases it was possible to arrange the collections there were cases where, due to the sheer level of demand, some lag occurred between the request from the customer, the processing of the request by NNDC staff and the reinstatement of the collection by Serco.
- 5.3 It should be recognised that, whilst this slight delay is unfortunate, the staff at both NNDC and Serco worked extremely hard to process these requests as quickly as possible and to deal with any issues that were presented on an individual basis.

## **6. Summer Impacts**

- 6.1 As the lockdown restrictions were lifted in early July, Serco reintroduced all cleaning services over a short phased period of time, with all cleansing services back to their normal planned levels of operation by the middle of July. Over the course of the summer north Norfolk saw a significant and sustained increase in visitor numbers and this provided its own challenges. Serco deployed additional resource to be able to cope with the level of litter bin emptying require to meet demand and to keep the district in the clean manner to which we are accustomed.
- 6.2 The additional work associated with completing rounds with the vehicle reliability issues, meeting the demands associated with increased visitor numbers has resulted in some aspects of the contract not yet being delivered in compliance with the contract requirements and Method Statements.

## **7. Round Reorganisation Postponement**

- 7.1 Serco proposed as part of their submission to undertake a round reorganisation with a change to a zonal approach to collections, what Serco refer to as their Target Operating Model, which has previously been presented to members.
- 7.2 The intended implementation date for implementing the TOM was the 26th October 2020. Having discussed this implementation date with Serco at length it was mutually agreed to postpone the change to the Tom until February of 2021. There were a variety of factors which led to this decision which was ultimately made to protect the Council and Serco from potential reputational risk.

## **8. Performance Reporting and Standards**

- 8.1 From contract commencement, Serco provided Whitespace, a software system which captured customer requests, complaints, and provided a means to record work instructions. The basic Whitespace implantation does not


meet all of the contract requirements and a finalised system is still being built with final data sets not yet fully loaded into the system. This means that the system remains paper reliant, and consequently it has not been possible to obtain the significant performance data in an effective manner.

- 8.2 The lack of a completed IT system has delayed the development of APIs, meaning that connectivity with Council systems and providing self-serve options for residents and businesses. To ensure maximum benefit for all three Councils, it is vital that a common set of process flows are agreed so that the system can provide functionality that meets the needs of all. Work to complete the process flows for the top six priority areas is now being progressed urgently.
- 8.3 The contract includes a range of standards which must be achieved, the Performance Standards. Where the contractor fails to meet these specified performance standards the Council is entitled to make specified performance failure deductions. The period of mobilisation and the change that comes with a new contract is always likely to impact performance, and as such, the contract has a three month 'honeymoon' period from commencement, where the full suite of performance failure standards do not apply.
- 8.4 The lack of a complete Management Information System has made reporting of performance data required by the contract challenging and given the challenges outlined around Covid19 and increased tourist numbers the attention of Serco has rightly been focussed on the delivery of service.
- 8.5 Whilst it would be possible, under the terms of the contract, to impose a range of performance failure deductions, the view currently taken by officers is that in most cases, this approach would neither foster the long term relationship that will deliver the best results for this contract nor recognise the impact of Covid19 on the contract to date.
- 8.6 Performance Standard Failures will continue to be monitored and performance deductions remain an option should they be considered appropriate.
- 8.7 The three Councils and Serco have undertaken a "page turn" of the contract document and method statements to gain a common understanding of what should be delivered, where this is not currently being achieved, to identify anomalies in the authorities' requirements and Serco's method statements and to develop a plan to address the areas identified. This was a useful exercise and has resulted in a clear plan to resolve the outstanding issues.

## **9. Conclusion**

- 9.1 In general, all services are being delivered in an acceptable manner and whilst some services have continued to previous contract standards, the impact of Covid19 on the mobilisation has been limited. In a number of service areas challenges have been met in an extremely effective manner.
- 9.2 Officers continue to work closely with Serco in order to deliver the best outcomes for North Norfolk and for the contract as a whole

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 November to 28 February 2021


Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
<b>November 2020</b>					
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Council Tax Discount Determination 2020/21</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>11 Nov 2020</b>		<i>Lucy Hume Chief Technical Accountant</i>		
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Budget Monitoring P6</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>11 Nov 2020</b>		<i>Duncan Ellis Head of Finance</i>		
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Property Transactions</b>	<b>Greg Hayman Andrew Brown</b> Nicky Debbage Renata Garfoot	<i>Financial Sustainability</i>  <i>Local Homes for Local Need</i>	 <i>Possible Exempt Information</i>
<b>Cabinet</b>	<b>02 Nov 2020</b>	<b>Decisions taken under delegated authority</b>	<b>All</b> Emma Denny <i>Democratic Services Manager</i>		
<b>Cabinet</b>	<b>07 Dec 2020</b>	<b>Treasury Management Half Yearly report</b>	<b>Eric Seward</b>	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>15 Dec 2020</b>		<i>Duncan Ellis Head of Finance &amp; Assets</i>		



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 November to 28 February 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
Cabinet	02 Nov 2020	Housing Stock – consent for transfer to Flagship Housing Group	Greg Hayman Emma Duncan, Head of Legal	Local Homes for Local People	<b>Urgent item</b>
<b>December 2020</b>					
Cabinet	07 Dec 2020	Fees & Charges	Eric Seward Duncan Ellis Head of Finance & Assets	Financial Sustainability	
Council	15 Dec 2020				
Cabinet	07 Dec 2020	Medium Term Financial Strategy	Eric Seward Duncan Ellis Head of Finance	Financial Sustainability	
Scrutiny	15 Dec 2020				
Council	16 Dec 2020				
Cabinet	07 Dec 2020	Performance Management Q2	Sarah Butikofer Steve Blatch Chief Executive	Customer Focus	
Scrutiny	15 Dec 2020				
Cabinet	07 Dec 2020	Property Transactions	Greg Hayman Andrew Brown Nicky Debbage Renata Garfoot	Financial Sustainability  Local Homes for Local Need	 Possible exempt information
Cabinet	07 Dec 2020	Decisions taken under delegated authority	All Emma Denny Democratic Services Manager		



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

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**North Norfolk District Council**  
 Cabinet Work Programme  
 For the Period 01 November to 28 February 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
<b>January 2021</b>					
<b>Cabinet</b>	<b>01 Feb 2021</b>	<b>Communications Strategy</b>	<b>Sarah Butikofer</b> <i>Joe Ferrari</i> <i>Communications &amp; PR Manager</i>	<i>Customer Focus</i>	
<b>Cabinet</b>	<b>01 Feb 2021</b>	<b>2021/22 Budget</b>	<b>Eric Seward</b> <i>Duncan Ellis</i> <i>Head of Finance &amp; Assets</i>	<i>Financial Sustainability</i>	



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

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

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

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

Meeting	Topic	Lead Officer / Member	Objectives & desired outcomes	Time cycle
<b>September</b>				
Cabinet Scrutiny Council	<b>Out-turn report/Budget Monitoring P4</b>	Eric Seward Duncan Ellis	To make any recommendations to Council	Annual
Cabinet Scrutiny	<b>NNDC Actions in the Recovery Phase of the Coronavirus Pandemic</b>	Steve Blatch Sarah Butikofer	To review the Councils actions in relation to the recovery from Covid-19	
Cabinet Scrutiny	<b>Delegated Decisions</b>	Emma Denny Sarah Butikofer	To review Officer delegated decisions	Monthly
Cabinet Scrutiny Council	<b>North Walsham Town Centre Public Realm Improvements</b>	Rob Young Richard Kershaw	To inform the Committee of a substantial draw down of funds for a significant project	
Cabinet Scrutiny	<b>Sheringham Leisure Centre Options</b>	Rob Young Virginia Gay	To review options for the existing Splash facility	Requested by Committee
<b>October</b>				
Cabinet Scrutiny	<b>Delivery Plan Re-prioritisation</b>	Steve Blatch Sarah Butikofer	To review and comment on the re-prioritised Delivery Plan	
Cabinet Scrutiny	<b>Performance Management Q1</b>	Helen Thomas Sarah Butikofer	To review Council performance	Quarterly TBC
Scrutiny	<b>Work Programme Setting</b>	Matt Stembrowicz Nigel Dixon	To agree items for the Work Programme for the remainder of the municipal year	Annual
<b>November</b>				
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	Periodical
Scrutiny	<b>Waste Contract Monitoring</b>	Nigel Lloyd Steve Hems	To review the performance of the new waste contractor	Six Monthly
Cabinet Scrutiny	<b>Delivery Plan: Income Generation &amp; Savings Pre-Scrutiny</b>	Sarah Butikofer Duncan Ellis	To pre-scrutinise the administration's income generation/cost saving proposals <b>(Workshop)</b>	Requested by Committee
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations 2020/21</b>	Lucy Hume/Eric Seward	To determine the Council Tax discounts for 2020/21	Annual
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report</b>	Eric Seward Lucy Hume	To consider the treasury management activities	Six Monthly

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

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>December</b>				
Cabinet Scrutiny Council	<b>Medium Term Financial Strategy</b>	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2021/22 Budget
Cabinet Scrutiny	<b>Performance Management Q2</b>	Sarah Butikofer Steve Blatch	To review Council performance	
Scrutiny	<b>Sheringham Leisure Centre Update</b>	Rob Young Virginia Gay	To receive an update on the progress of the Sheringham Leisure Centre Project.	Quarterly
Scrutiny	<b>Crime &amp; Disorder Briefing TBC</b>	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on TBC	Annual
<b>January 2021</b>				
Cabinet Scrutiny Council	<b>2021/22 Base Budget and Projections for 2022/23 to 2023/24</b>	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny Cabinet	<b>Equality &amp; Diversity Policy</b>	Steve Blatch Sarah Butikofer	To review the draft Equality & Diversity Policy prior to approval	Review requested by Council
	<b>Communications Strategy</b>			
<b>February</b>				
Cabinet Scrutiny Council	<b>Treasury Strategy 2020/21</b>	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	<b>Capital Strategy</b>	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	<b>Investment Strategy</b>	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual
<b>March</b>				
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Eric Seward Duncan Ellis	To review the budget monitoring position	
<b>April</b>				
Cabinet	<b>Enforcement Board Update</b>	Nigel Lloyd	To receive an update Enforcement Board	Six-monthly

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

Scrutiny			cases – inc how to raise concerns, resourcing of team and overview of properties	

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>Pending Items/To be Confirmed</b>				
Cabinet Scrutiny Council	<b>Affordable Housing Strategy</b>		Pre-Scrutiny of the affordable housing strategy	Potential Panel Item
Scrutiny	<b>Development Planning Performance Review</b>		Review of service over five year period against national performance framework	Potential Panel item – Spring 2021
Scrutiny	<b>Monitor resource implications for Homelessness Strategy</b>			Potential Panel Item
Scrutiny	<b>Website design/functionality</b>		To review the functionality of the Council's website	Requested by the Committee
Cabinet Scrutiny Council	<b>Annual Action Plan TBC?</b>	Sarah Bütikofer Helen Thomas		Annual
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report 2018/19</b>	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Scrutiny	<b>Market Towns Initiative Monitoring/Process Review</b>	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee – Upon project completion
Scrutiny	<b>Council Asset Maintenance (Preventative) Maintenance Strategy</b>		To review the Council's Asset Maintenance schedule	Requested by the Committee
Scrutiny	<b>Ambulance Response Times/First Responders Briefing</b>		Continue to Monitor work of NHOSC	Requested by the Committee - NHOSC
Scrutiny	<b>Climate Change Strategy/Declaration of Climate Emergency</b>	Nigel Lloyd	Review of actions in response to climate change	Potential Panel Item
Scrutiny	<b>Economic Development Strategy</b>		Review strategy	Potential Panel Item

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

Scrutiny	<b>North Walsham Heritage Action Zone Project Monitoring</b>		To monitor progress of the NWHAZ project	Requested by Committee
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## Overview & Scrutiny October 2020 Outcomes & Action List

	ACTION BY	PROGRESS/COMPLETION
<p><u>ITEM 9: RESPONSES OF THE COUNCIL OR THE CABINET TO THE COMMITTEE'S REPORTS OR RECOMMENDATIONS</u></p> <p><b>ACTIONS</b></p> <ol style="list-style-type: none"> <li><b>Democratic Services to arrange dates for Digital by Design Briefing</b></li> <li><b>Democratic Services to arrange Income Generation &amp; Savings Pre-Scrutiny Session</b></li> </ol>	<p>Democratic Services</p>	<p>October</p> <p>November</p>
<p><u>ITEM 10: DELIVERY PLAN - RE-PRIORITISATION DUE TO COVID</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>To note and agree to the revised Delivery Plan priorities as detailed in the report.</b></li> <li><b>To recommend to Cabinet that consideration is given to resuming the Environmental Forum meetings remotely, or by any other appropriate means, to maintain public engagement and support in the climate change agenda and the environmental actions of the Delivery Plan.</b></li> </ol>	<p>O&amp;S Committee</p> <p>Cabinet</p>	<p>Complete</p> <p>November/December</p>
<p><u>ITEM 11: MANAGING PERFORMANCE QUARTER 1 2020/2021</u></p> <p><b>ACTIONS</b></p> <ol style="list-style-type: none"> <li><b>To request that the Policy and Performance Management Officer provide an all Member briefing to introduce and demonstrate the new InPhase performance management software.</b></li> </ol> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>To note this report and endorse the actions being taken by Strategic Leadership Team detailed in Appendix A – Managing Performance.</b></li> </ol>	<p>Democratic Services</p> <p>O&amp;S Committee</p>	<p>November</p> <p>Complete</p>

**ITEM 12: OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME**  
**SETTING 2020-21**

**RESOLVED**

**1. To agree the following substantive items be added to the Overview & Scrutiny Work Programme for the remainder of the 2020-21 municipal year:**

- **Affordable Housing Strategy.**
- **Development Planning Performance Review.**
- **Council Property Assets: Preventive Maintenance Strategy.**

**2. To agree to include any appropriate items from the potential items list that could fall within the scope of the OSC Working Groups, established to scrutinise the themes of the Corporate Plan, once the Terms of Reference for the Working Groups had been agreed.**

Scrutiny Officer

November