

Overview & Scrutiny Committee



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Tuesday, 5 January 2021

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **remotely via Zoom** on **Wednesday, 13 January 2021** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

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

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
Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005
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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 15th December 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. CAR PARK INCOME DATA - JULY - SEPTEMBER 2019 AND 2020

11 - 18

- Summary:** This report and Appendix provides members of the Overview and Scrutiny Committee with details of the impact of COVID on the level of car park income earned by the Council during the current financial year.
- Options considered:** The information is presented for members of the Overview and Scrutiny Committee's information, understanding and discussion.
- Conclusions:** As above
- Recommendations:** **The Overview and Scrutiny Committee is asked to comment on the information and data as appropriate.**
- Reasons for Recommendations:** To inform understanding of the financial and service pressures created for the Council through the loss of income seen across the year from car parking income due to the Coronavirus pandemic, as well as understanding the very significant numbers of tourist visitors accommodated in coastal areas of the District through the peak summer months of July, August and September which created other demands and pressures on the authority in terms of beach safety, cleansing of public conveniences, increased emptying of litter bins, street and beach cleansing etc..

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)
Cllr Eric Seward, Cabinet Portfolio Holder for Finance and Assets

Contact Officer, telephone number and email:
Steve Blatch, Chief Executive
Email:- steve.blatch@north-norfolk.gov.uk
[Tel:- 01263 516232](tel:01263516232)

11. **2021/22 BASE BUDGET & PROJECTIONS FOR 2022/23 TO 2023/24 AND MEDIUM TERM FINANCIAL STRATEGY**

19 - 62

Summary: This report presents for consideration the draft 2021-22 budget. It is being provided to the Overview and Scrutiny Committee for initial consideration and discussion ahead of the final budget papers being presented to Cabinet and Full Council in February 2021.

Options considered: The Council is required by law to set a budget in advance of the financial year. The report to Full Council will present options for budget setting with respect to Council Tax and other items.

Conclusions: The Council is required to agree a budget in advance of each financial year. This is done in February of each year at Full Council, after meetings of Cabinet and Overview and Scrutiny. To aid the Committee, an early draft of the Budget is presented here for scrutiny and discussion.

Recommendations: **It is recommended that the Overview and Scrutiny Committee note the contents of the report.**

Reasons for Recommendations: To support the work to prepare the budget for the 2021-22 financial year

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Pixel MTFP Model, 2020-21 Budget Monitoring Reports

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

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

12. DRAFT COMMUNICATIONS STRATEGY

63 - 74

- Summary:** This draft communications strategy follows a review of the previous strategy which was last updated in 2017. Its main aims are to improve the reach and relevance of the Council's external and internal communications through its digital and other platforms - and to ensure the Council's interaction with external media is handled effectively.
- Options considered:** Not implementing the proposals outlined in this paper. This would however ensure continued slow/minimal audience growth for the Council's communication channels and therefore less effective reach for its messaging.
- Conclusions:** The Council is well-placed to substantially enhance its external communications reach and effectiveness by adopting a range of strategic recommendations made in the report. Reviewing current internal communications delivery and also graphic design provision would also be beneficial, as outlined in the paper.
- Recommendations:** **To review and comment on the draft communications strategy.**

Cabinet Member(s) Ward(s) affected

Cllr Sarah Butikofer All
Contact Officer, telephone number and email:

Joe Ferrari
Communications and PR Manager
01603 516040
Joe.ferrari@north-norfolk.gov.uk

- 13. SHERINGHAM LEISURE CENTRE PROJECT UPDATE: JANUARY 2021** 75 - 82

To receive and note the Sheringham Leisure Centre Project Update.

WORK PROGRAMMES

- 14. THE CABINET WORK PROGRAMME** 83 - 86

To note the upcoming Cabinet Work Programme.

- 15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 87 - 94

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.”

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Tuesday, 15 December 2020 in the remotely via Zoom at 9.30 am

Committee Members Present: Mr N Dixon (Chairman) Ms L Withington (Vice-Chairman)

Mrs W Fredericks
Mr N Housden
Mrs E Spagnola
Mr C Cushing

Mr P Heinrich
Mr G Mancini-Boyle
Mr A Varley

Members also attending: Ms V Gay (Observer) Mr J Rest (Observer)

Mr E Seward (Observer) Miss L Shires (Observer)
Mr J Toye (Observer) Mrs S Bütikofer (Observer)

Officers in Attendance: Chief Executive (CE), Democratic Services Manager (DSM), Chief Technical Accountant (CTA), Programme & Projects Manager (PPM), Policy and Performance Management Officer (PPMO) and Head of Economic and Community Development (ADSG)

Also in attendance:

101 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr A Brown and Cllr H Blathwayt.

102 SUBSTITUTES

None.

103 PUBLIC QUESTIONS & STATEMENTS

None received.

104 MINUTES

Minutes of the meeting held on 11th November were approved as a correct record and signed by the Chairman.

105 ITEMS OF URGENT BUSINESS

None received.

106 DECLARATIONS OF INTEREST

None declared.

107 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

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

None received.

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

None to report.

110 FEES AND CHARGES 2021/22

Cllr E Seward - Portfolio Holder for Finance and Assets introduced the report and informed Members that it was an annual report to consider any changes to the Council's fees and charges, prior to setting the budget. He added that the fees and charges had been frozen where possible, to account for the impact of Covid-19.

Questions and Discussion

- i. Cllr N Housden referred to point 2.4 and noted that some fees had not been published in relation to the waste contract, and asked whether these related to monitoring software mentioned in the last waste contract monitoring report. Cllr N Lloyd replied that the unpublished fees and charges did not relate to the monitoring software, and instead related to commercial waste fees which were dependent on gate fees at the County's waste processing centres. He added that as the service was commercial, it was also not advisable to advertise the proposed fees this early in the year.
- ii. The Chairman asked whether any consideration had been given to reducing fees such as car parking charges, as a means of supporting residents and businesses impacted by Covid-19. The CE replied that there had not been any formal consideration of reducing these charges, though the Council did hold data on individual car park use over the summer period, that could be discussed at a future meeting. He added that in general terms, coastal car parks had seen higher usage in July, August and September, whereas in-land car parks had seen reduced numbers. It was noted that periods of free parking had been provided in Holt following the fire at Budgens, and in North Walsham on account of engineering works.
- iii. The Chairman noted that free parking had been offered in Sheringham, and asked the local Member to provide further information. Cllr L Withington stated that traders would appreciate that no increase in parking charges had been proposed, and added that it would be helpful to discuss the potential for offering limited free parking to support town centres and local businesses. The CE replied that the Government's revenue support scheme was set to be in place until 31st March 2021, and any changes to the Council's prevailing policy within that timeframe would not be covered by the scheme. He added that the Council continued to provide a range of non-statutory functions for residents such as public conveniences, which required significant funding that should be taken into account when setting future fees and charges.
- iv. Cllr E Seward stated that on the basis of the financial information available, the Council had a balanced in-year budget, and the same was expected for 2021/22. As a result, there was no requirement to increase charges, though it was notable that parking income generated approximately £2m per annum,

which provided a significant proportion of funding for the Council's discretionary services.

- v. The Chairman clarified that the purpose of the discussion was to explore whether free parking had subsequently increased the use of the Council's car parks and visits to towns within the District. Cllr P Heinrich noted that the Council's car parking charges remained low relative to other Districts, and that maintaining current charges would not place any further burden on residents and visitors.
- vi. In addition to the substantive recommendations, Cllr N Housden proposed that the Committee should review whether reduced parking fees had provided any benefits for the Council or District. Cllr C Cushing agreed and seconded the proposals.

RESOLVED

1. To recommend to Full Council:

a) The fees and charges from 1 April 2021 as included in Appendix A.

b) That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required as outlined within the report

2. That additional information on parking numbers be provided to determine whether any benefit had been gained from offering limited free parking.

111 MANAGING PERFORMANCE QUARTER 2 2020/2021

Cllr S Butikofer - Portfolio Holder for Executive Support introduced the report and informed Members that the Council continued to make progress on its priorities, though the Council's response to the Covid-19 Pandemic and a significant increase in visitor numbers had increased demands on the Council, during the reporting period.

Questions and Discussion

- i. Cllr C Cushing referred to the timeliness of the report and suggested that efforts should be made to provide more up to date information. Cllr S Butikofer replied that she did understand the concerns, and noted that whilst local government reporting was substantially different to the private sector, there should be a compromise that can be achieved. The Chairman asked whether this would change with the introduction of the Inphase system. The CE replied that there was a difference between management and performance information, with the latter being more retrospective. It was noted that the introduction of Inphase would enable more real time data reporting, though outstanding IT issues meant that this was not yet available for Members. The PPMO confirmed that real-time data would be available once access had been granted to Members, which the IT Team were currently working to resolve. The DS&GOS referred to the previous request to provide a briefing on the Inphase system, and noted that whilst it was dependent on intranet issues being resolved, it would be arranged as soon as possible.

- ii. The Chairman suggested that the Committee should focus on exceptions reporting, and the CE stated that this was included on pages 58-61. The PPMO added that key priorities were also outlined in a separate section of the report on pages 20-27.
- iii. It was suggested that a briefing could be given on Inphase to provide Members with more information and guidance on the capabilities of the system, prior to enabling Members' access. The DS&GOS stated that he would work with the PPMO to arrange for this briefing to take place early in the new year.
- iv. Cllr W Fredericks stated her thanks to officers for continuing to work hard throughout the challenges of the Pandemic.

RESOLVED

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

ACTIONS

- 1. Scrutiny Officer to arrange for Inphase Demonstration Briefing to take place in January 2021.**

112 NORTH NORFOLK DISTRICT COUNCIL'S ACTIONS IN THE CURRENT PHASE OF THE CORONAVIRUS PANDEMIC

The CE introduced the report and informed Members that it covered the period from September to the end of November. He referred to point 1.3 on the number of cases in the District, and noted that there was a delay in receiving this data, which meant that the actual number of cases published by the Government for North Norfolk were 62 per 100k, which was slightly down on previous weeks after a single outbreak in a care home. It was noted that between 60 and 70 cases per 100k placed the District at the upper end of its infection up rate prior to October, though the District remained in an advantageous position relative to national rates, and below the County average.

The CE referred paragraph 2.2 on the 'You Are Welcome' campaign, and noted that the Council continued to promote and support local shopping in the run up to Christmas, which included the provision of six Covid support officers in towns to provide help and advice. It was reported that the cost of these support officers had been met by the containment management fund, provided by Central Government. The CE reported that the Council had also received £5.2m of local restrictions support grants, and the Council had paid out over £4m of this through 2781 payments to 75% of eligible businesses. He added that Government guidance had been increased to include a wet-led pub scheme and an additional restrictions scheme that would be launched in January.

The CE reported that support continued for rough sleepers, in addition to support payments for those having to self-isolate that were either on benefits or unable to work. Finally, it was noted that officers were continuing to work with health services and strategic partners to begin the delivery of vaccines, with a mass roll-out anticipated in the new year.

Questions and Discussion

- i. It was confirmed following a question from Cllr G Mancini-Boyle, that homeless individuals were tested for Covid-19 prior to being given shelter, and that officers were also provided with the required PPE.
- ii. Cllr N Housden asked whether Council's had in any way worked together or developed a mechanism to pressure Government to limit visitors from higher tier areas, to which the CE replied that the issue had been raised with strategic partners. Cllr S Butikofer stated that she shared concerns on this matter, and had raised this issue with partners and continued to lobby Government on the matter. It was noted that policing remained the issue, as it was not possible to prevent all visitors from higher tier areas. Cllr S Butikofer added that she hoped that fogging machines deployed by the Council in high touch areas, had also helped to keep infection rates relatively low in the District.
- iii. Cllr G Mancini-Boyle referred to mobile testing sites, and asked whether this would be increased as a result of the rise in infections. Cllr S Butikofer stated that she would welcome increased testing, though at present infection rates remained relatively low in the District, and as a result testing would remain focused in areas of higher infection. She added that if the need were to arise, then she would push for increased testing, and stated that testing would continue over the Christmas period. Cllr L Withington stated that the Cromer testing facility was easily accessible and available three days per week.

RESOLVED

To note the report.

113 SHERINGHAM LEISURE CENTRE PROJECT UPDATE: DECEMBER 2020

Cllr V Gay – Portfolio Holder for Leisure, Wellbeing & Culture introduced the report and stated that the project remained on-track for a phase 1 opening in August 2021. She added that an assessment had been made on bringing forward demolition of the existing site at the announcement of the second lockdown, and it had been determined that there would be no financial benefit in taking this action. It was noted that the project team and responsibilities remained unchanged despite the Council's ongoing management restructure. Cllr V Gay stated that it was unfortunate that current circumstances had meant that the project hadn't been used to communicate and raise awareness of professions in the District, though the aspiration to do so remained. It was noted that the project risk register remained unchanged from the last report.

Questions and Discussion

- i. Cllr N Housden referred to discussions at a previous meeting and stated that requests had been made for additional budget information, but this had not been supplied. He added that the cost-benefit analysis of demolishing the existing facility early had not taken into account the potential for any future loss of income, and suggested that the Committee would need more information to properly scrutinise this decision. Cllr V Gay replied that the financial information provided sought to show that the project remained on track and within budget, though more information could be provided if necessary. On the cost-benefit analysis, it was noted that early demolition would continue to be reassessed if future lockdowns were to occur. Cllr N Housden reiterated that it was his understanding that the Committee had previously asked for additional information that had not been provided. He added that due to the size of the

project, it was crucial to continue to re-evaluate the early demolition of the existing site, if further changes in circumstances were to arise. Cllr N Housden suggested that it would also be appropriate to return to monthly monitoring reports for the Committee. Cllr V Gay asked whether the requirements for additional could be requested in writing, to clarify the exact requirements.

- ii. Cllr C Cushing stated that in his experience, the amount of information provided in the report was not adequate given the size of the project, and agreed that monitoring reports should return to a monthly frequency.
- iii. Cllr L Withington stated that she was concerned that the existing facility's role in supporting wellbeing across the District had been overlooked, which was crucial under the current circumstances. The Chairman clarified that there had not been a proposal for early closure of the existing facility, but that this decision should be kept under review, if there were any future changes in circumstances.
- iv. Cllr P Heinrich stated that he was supportive of requests for more detailed budget information, and suggested that whilst it was prudent to continue to monitor the cost-benefit of the existing facility, the current tier rules allowed gyms to remain open, which provided an important service for residents.
- v. Cllr V Gay stated that a monthly report would be possible, though it would be helpful if questions were submitted in advance of the meeting to ensure that adequate information could be provided. Cllr N Housden replied that he wanted to ensure that the Committee were able to review detailed budget information within the report. Cllr V Gay stated that it would be helpful to know exactly what financial information would be required.
- vi. The ADSG stated for the record that the total project budget was £12.8m, and clarified that the completion and opening of the new facility was not dependent on the closure of the existing facility. As such, it was possible to fully complete construction prior to commencing demolition of the existing facility. He added that consideration of early demolition was dependent on the costs of maintaining the facility outweighing its benefits, however the second lockdown had not changed this position. It was noted that if there was a further lockdown, then this decision would be reconsidered. The ADSG stated that he would be reluctant to include a full cashflow breakdown in the monitoring reports, as the budget profile included already outlined whether the project remained on-track financially. It was noted that at present there was a slight overspend, which had been included in the report to maintain the existing level of contingency, at this stage of the project. Cllr V Gay stated that there were four points for reassessment of early demolition, and stated that the decision would continue to be kept under review.
- vii. Cllr G Mancini-Boyle suggested that it would be helpful to receive an update from the contractors on progress, potentially with a slideshow to show progress. Cllr V Gay agreed and stated that she would seek to determine whether this could be provided. Cllr S Butikofer noted that she had recently passed the construction site and had been reassured to see progress.
- viii. Cllr N Housden stated that he did not feel the full budget information would be too complex for review and suggested that he would like to see this if possible.
- ix. The Chairman summarised comments and noted that there had been a

request for monthly updates with a visual presentation of progress, and more detailed financial information to be provided, as part of this update. The requests were proposed by Cllr N Housden and seconded by Cllr C Cushing.

RESOLVED

- 1. To note the report.**
- 2. That more detailed budget information be provided in future reports.**
- 3. That updates are provided on a monthly basis from January 2021.**
- 4. That a visual presentation on the progress of the new leisure centre be provided as part of the next update.**

114 SCRUTINY PANELS - TERMS OF REFERENCE

The DS&GOS introduced the item and informed Members that a draft Terms of Reference (TOR) for the Scrutiny Panels had been prepared for consideration by the Committee. It was noted that there was a proposal for Cabinet to have a similar Corporate Plan Working Group, that would review similar reports. The DS&GOS stated that the six key themes of the Corporate Plan had been provisionally divided into three groups, and that the makeup of each panel would be politically balanced with five Members, including a Chairman from and appointed by the Committee.

Questions and Discussion

- i. The CE stated that there was value in the panels being utilised to make better use of the Committee's time, and that they should work in unison with the new project management proposals. He added that within these proposals, it was suggested that a Cabinet Working Party should be established to monitor major projects. The CE stated that he believed that a wider discussion was first needed to agree the working practices of these arrangements, prior to implementation of the panels, to ensure that they would add value with effective pre-scrutiny.
- ii. Cllr S Butikofer stated that she would also like to see more pre-scrutiny take place to ensure better use of Committee time, whilst providing input to policy development, and adding value to projects. The Chairman stated that the proposal would provide greater opportunity for pre-scrutiny, as well as giving back benchers greater opportunity to feed into the Council's projects.
- iii. Cllr P Heinrich stated that he understood the purpose of the proposals, though raised concerns that it could be slightly premature without yet knowing how the panels would operate. The Chairman noted that the proposals had been brought forward at an early stage to ensure that they were ready to begin once working practices had been established. He added that it was not expected that the panels would begin to operate, until this process had been agreed. The DS&GOS noted that at this stage the Committee were only asked to agree the TOR, to ensure that the panels were ready to operate once working practices had been agreed under the new project management and governance arrangements.
- iv. Cllr W Fredericks stated that she felt the proposals were premature and did not

want to approve the TOR at this stage. She added that she wanted input into how the panels would operate, and asked whether this could be deferred until that discussion had taken place.

- v. Cllr L Withington stated that she supported the method of pre-scrutiny, but raised concerns that the panels would lengthen the process. She added that she could not support the proposals until discussion on the working practices had taken place.
- vi. Cllr J Rest stated that he had listened to concerns, but noted that local authorities tended to work slowly, which would delay implementation. As a result, he did not see the need for further delay and suggested that the Committee should approve the TOR.
- vii. The DS&GOS noted that the Committee had already agreed to establish Scrutiny Panels at its February meeting, and reiterated that the purpose of agreeing the TOR was to ensure that the panels were ready to begin, once working practices had been established. The Chairman reminded Members that working groups were not a new practice for the Council, and they had been proven to work previously, with ultimate control resting with the Committee.
- viii. Cllr P Heinrich stated that he had no problem with the TOR, but it was the timescale of other changes that concerned him. He proposed that the TOR could be agreed on the basis that they would not be implemented until working practices had been established. The DS&GOS confirmed that it was reasonable for the Committee to agree the TOR and await discussion on the new working practices, prior to initiating meetings.
- ix. The CE stated that the Scrutiny Panels would provide value to the functioning of the Committee, but it was important that discussion first took place to determine how the panels would align with the new project management and governance framework proposals discussed at GRAC. He added that the Council had to ensure that the process would function in a way that would make best use of the Council's resources, whilst adding as much value as possible to deliver for the people of North Norfolk.
- x. Cllr G Mancini-Boyle stated that he supported the proposals, and suggested that his understanding of sub-committee was to allow greater analysis of topics that would make better use of time for the Committee.
- xi. Cllr N Housden stated that the sooner the structure was in place the better, as it would ensure the Committee was ready when required.
- xii. Cllr W Fredericks stated that she still had concerns about approving the TOR prior to discussion of the working practices, and suggested that the Committee should consider Cllr P Heinrich's proposal to approve the TOR, but delay implementation until further discussion had taken place.
- xiii. It was proposed by Cllr P Heinrich and seconded by Cllr A Varley to agree the draft TOR and pause implementation of the Panels until working practices had been established.

RESOLVED

- 1. To agree the draft Terms of Reference and pause implementation of the Panels until working practices have been established.**

115 THE CABINET WORK PROGRAMME

The DS&GOS informed Members that the MTFs and 2021/22 budget were expected to go to Cabinet in February, which would allow both reports to come to the Committee for pre-scrutiny in January. In addition, the Communications Strategy was also scheduled for the February Cabinet meeting, which again could allow a good opportunity for the Committee to pre-scrutinise the strategy at its January meeting.

RESOLVED

To note the Cabinet Work Programme.

116 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The DS&GOS noted that the primary focus of the January meeting would remain the MTFs and pre-scrutiny of the draft budget. However, the Committee had just requested an additional Sheringham Leisure Centre project update, and there was a possibility that the Communications Strategy and draft Equality and Diversity Policy could come for pre-scrutiny, if ready.

Questions and Discussion

- Cllr N Housden asked whether a further ambulance response times report would come to the Committee, to which the DS&GOS replied that this had been discussed at a previous meeting, with a number of recommendations made to NHOSC that had been communicated to EEAST. He added that the Committee had agreed in principle to continue to monitor response times, on the premise that this could come back to the Committee if required. Cllr S Butikofer stated that she had been involved in a coastal parish working group that was monitoring the situation, and she could ask the individual leading that work to present to the Committee in the future, if required.
- The Chairman confirmed that NHOSC were continuing to monitor response times at County level, and noted that the Ambulance Trust had recently been placed in special measures, which would likely divert resources for the foreseeable future. The DS&GOS noted that response times remained the worst in the County, and the Committee should continue to monitor the situation as a result.

ACTIONS

- 1. To invite the Chair of the Coastal Parish Working Group to a future meeting to provide an update on the monitoring of ambulance response times in North Norfolk.**

117 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 11.45 am.

Chairman

Car Park income data – July – September 2019 and 2020

- Summary:** This report and Appendix provides members of the Overview and Scrutiny Committee with details of the impact of COVID on the level of car park income earned by the Council during the current financial year.
- Options considered:** The information is presented for members of the Overview and Scrutiny Committee's information, understanding and discussion.
- Conclusions:** As above
- Recommendations:** **The Overview and Scrutiny Committee is asked to comment on the information and data as appropriate.**
- Reasons for Recommendations:** To inform understanding of the financial and service pressures created for the Council through the loss of income seen across the year from car parking income due to the Coronavirus pandemic, as well as understanding the very significant numbers of tourist visitors accommodated in coastal areas of the District through the peak summer months of July, August and September which created other demands and pressures on the authority in terms of beach safety, cleansing of public conveniences, increased emptying of litter bins, street and beach cleansing etc..

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s) Ward(s) affected

Cllr Eric Seward, Cabinet All
Portfolio Holder for
Finance and Assets

Contact Officer, telephone number and email:

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

1.0 Introduction

- 1.1 At the meeting of the Overview and Scrutiny Committee held on 15th December 2020, members asked a number of questions as to whether the District Council could or should offer periods of free parking to support local town centre and high street businesses recover from the impacts of the COVID pandemic on the local economy.
- 1.2 In responding to these questions, Cllr E Seward, Cabinet Portfolio Holder for Finance and Assets commented that car parking income contributed significantly to the District Council's overall budget and indeed supported the provision of many discretionary services – including public conveniences, Blue Flag beaches, beach lifeguard services, additional cleansing and litter bin emptying etc associated with the District's tourism economy.
- 1.3 Cllr Seward advised that the issue of car parking charges was therefore a complex one for the District Council, and recognising the challenges many local businesses, and indeed the Council, had faced in responding to COVID and in supporting recovery, Cllr Seward advised that the Cabinet was not proposing any changes to car parking charges in the District during the 2021/22 financial year.
- 1.4 Cllr Seward also explained that as part of the Government's response to the COVID pandemic and impact on local authority finances during the current financial year, that some of the "lost" income the authority would see as a result of the pandemic, particularly the first national lockdown when use of car parks was significantly reduced compared to more "normal" years, would be met by the Government through the Sales, Fees and Charges Compensation Scheme (SFCS).
- 1.5 Notwithstanding the above, members of the Overview and Scrutiny Committee asked whether they could have a better understanding of car park charging and the impact of COVID on levels of income received by the authority compared to projections and the Chief Executive advised that this information could be provided at the next meeting of the Committee.

2.0 Car Park income comparisons – July – September 2019 and 2020:-

- 2.1 North Norfolk District Council operates 30 Pay and Display Car Parks in locations across the District – with three charging regimes Standard, Coastal and Resort. During 2019/20 financial year the net income generated for the Council through the car parking service was £2,325,815.21 (excluding season ticket and penalty charge income).
- 2.2 The charges levied in the different car parks is as follows:-
 - Standard (inland towns exc. Holt) – 30 minutes - £0.50; £1.00 for 2 hours; thereafter £0.70 per hour; max charge £5.00 per day
 - Resort (largely town centre car parks in coastal towns and Holt) - 30 minutes - £0.60; £1.30 for the first hour; thereafter £1.00 per hour; max charge £7.00 per day
 - Coastal (largely long-stay car parks associated with beaches / attractions) - 30 minutes - £0.60; £1.50 per hour; max charge £7.00 per day

In addition, the Council charges a flat rate charge of £2.00 per visit for use of the car park at Holt Country Park.

- 2.3 During the quarter April – June 2020 there were significant restrictions on travel associated with minimising the risk of COVID transmission with people being required to Stay at Home for the period 23rd March through until 10th May, meaning car park income reduced very significantly to being a fraction of what would be expected in a normal year through missing the start of the tourism season with the Easter and VE Day Bank Holidays. Thereafter people were able to travel for exercise and the good weather did see day visitor numbers to the coast increase, but most town centre businesses did not open until 15th June; with tourism businesses unable to open until 4th July.
- 2.4 Over the first three quarters of the 2020/21 financial year car parking income was £473,662 (23%) lower than in the 19/20 financial year and £499,703 (24.5%) lower than the 20/21 budgeted figure, and this under-recovery against the budgeted figure will form part of the Council's claims under the Government's Sales, Fees and Charges Compensation Scheme (SFCS).
- 2.5 Income figures for all car parks for the period July – September 2019 and 2020 are provided at Appendix 1 for information and comparison purposes.
- 2.6 These figures clearly show the impact of the Coronavirus pandemic on levels of car park use and income – with, as a general trend, coastal and resort car parks seeing significantly higher levels of use and income during the July – September period in 2020 compared to 2019 reflecting the high numbers of visitors to the District – both staycationing tourists and day visitors; compared to lower levels of use and income of car parks at inland towns – although in most cases these figures might have been influenced to some extent by short-stay free-parking operating for different reasons in Fakenham, Holt and North Walsham reducing increasing choice and reducing income from “short-stay” visits to these towns.
- 2.7 Car parking income will also be lower than budget projections in the final quarter of the financial year due to the further national lockdown from 6th January through until at least the end of February.

3.0 Financial and Resource Implications

- 3.1 This report provides some high level information about the relative performance of car parking income to the Council during the 2020/21 financial year. Overall income in quarters 1, 3 and 4 was or will be significantly lower than in previous years due to the national Coronavirus lockdowns; whereas income during quarter 2 was above usual levels due to very high numbers of tourists and day visitors spending time in the District during these peak summer months as international travel was severely limited due to the global pandemic.
- 3.2 Whilst income in car parks in coastal tourist locations over the three months Jul, August and September 2020 was significantly (22.5%) above 2019 levels; levels of income in inland towns over the same period was 23% lower than in 2019 reflecting national trends of a slow recovery of confidence in many high streets, town and city centres beyond coastal and rural tourist destinations.
- 3.3 In terms of the reduced level of income from car parking across the full year against the approved budget, the Council will make claims under the

Government's Sales, Fees and Charges Compensation Scheme so as to minimise the impact on the Council's overall budget as appropriate.

4.0 Legal Implications

4.1 There are no legal implications arising directly from this report.

5.0 Risks

5.1 Risks associated with a significant reduction in car park income to the Council over the year will be minimised through the Council making a claim under the Government's Sales, Fees and Charges Compensation Scheme (SFCS).

6.0 Sustainability

6.1. This report does not in itself raise any issues in respect of sustainability.

7.0 Equality and Diversity

7.1. This report does raise any issues in respect of equality and diversity.

8.0. Section 17 Crime and Disorder considerations

8.1. This report does not directly raise any issues relating to Crime and Disorder.

9.0 Recommendation:-

The Overview and Scrutiny Committee is asked to comment on the information and data as appropriate to Cabinet to inform preparation of the 2021/22 budget and the Cabinet proposal not to change car parking charges in the next financial year.

Town		Cromer	Cromer	Cromer	Cromer	East Runton	Fakenham	Fakenham	Fakenham
Name		Cadogan	Promenade	Runton Road	The Meadow	Beach Road	Bridge Street	Community Centre	Highfield Road
2020 Notes			Income down in 2020 on Cromer Promenade parking due to no Seaside Special Shows		Approx one third of car park capacity used for Covid Testing 2 x weekly		Two hours free parking at Millers Walk	Income down at Fakenham Community Centre Car Park due to suspension of community activities at the Community Centre due to COVID	Used for Covid Testing 2 x weekly
	2019	24,044.30	1,566.55	47,872.45	49,792.15	6,974.85	8,061.10	1,063.35	543.50
July	2020	24,581.75	1,301.15	61,780.00	41,678.85	13,540.45	5,444.60	327.60	365.40
	2019	26,558.60	1,885.35	103,986.15	61,132.30	13,399.60	8,043.50	1,019.80	727.90
August	2020	30,963.65	1,472.20	108,223.75	56,878.85	20,423.00	6,734.15	532.50	329.40
	2019	19,158.00	1,428.40	28,510.35	40,687.35	3,881.45	7,023.10	895.25	521.80
September	2020	26,512.05	1,484.15	61,295.35	43,178.50	8,915.00	6,228.35	450.70	932.45
Total	2019	69,760.90	4,880.30	180,368.95	151,611.80	24,255.90	23,127.70	2,978.40	1,793.20
Total	2020	82,057.45	4,257.50	231,299.10	141,736.20	42,878.45	18,407.10	1,310.80	1,627.25
Difference									
Actual		12296.55	-622.80	50930.15	-9875.60	18622.55	-4720.60	-1667.60	-165.95
Percentage		17.63	-12.76	28.24	-6.51	76.78	-20.41	-55.99	-9.25

Fakenham	Fakenham	Happisburgh	Holt	Holt	Holt	Mundesley	North Walsham	North Walsham
Queens Road	The Limes	Cart Gap	Albert Street	Holt Country Park	Station Yard	Gold Park	Bank Loke	Mundesley Road
Two hours free parking at Millers Walk			Two hours free in July in response to Budgens fire		Two hours free in July in response to Budgens fire		One hour free on 24 spaces in Bank Loke car park in lieu of removal of 17 free on-street spaces in the Market Place for social distancing	One hour free on 24 spaces in Bank Loke car park in lieu of removal of 17 free on-street spaces in the Market Place for social distancing
3,938.05	1,131.70	2,276.75	26,541.45	3,699.00	3,018.35	21,409.05	5,219.20	1,408.80
3,251.15	1,013.10	8,154.05	4,353.40	6,405.45	504.80	30,041.55	3,364.90	997.85
4,431.50	1,782.75	4,889.40	28,487.45	4,799.45	3,225.20	41,563.05	5,086.85	1,538.15
3,179.25	1,281.45	14,304.20	27,990.05	8,257.45	3,828.60	53,320.90	2,905.60	1,270.10
2,341.15	1,422.85	1,322.55	25,640.85	3,022.65	2,600.85	10,375.90	4,917.00	1,347.10
3,357.95	1,148.15	2,243.10	28,433.95	5,399.40	4,425.50	22,465.95	3,185.65	1,271.15
10,710.70	4,337.30	8,488.70	80,669.75	11,521.10	8,844.40	73,348.00	15,223.05	4,294.05
9,788.35	3,442.70	24,701.35	60,777.40	20,062.30	8,758.90	105,828.40	9,456.15	3,539.10
-922.35	-894.60	16212.65	-19892.35	8541.20	-85.50	32480.40	-5766.90	-754.95
-8.61	-20.63	190.99	-24.66	74.14	-0.97	44.28	-37.88	-17.58

North Walsham	North Walsham	Overstrand	Sea Palling	Sheringham	Sheringham	Sheringham	Sheringham	Stalham
New Road	Vicarage Street	Pauls Lane	Clink Road	Chequers	East Cliff	Morris Street	Station Approach	High Street
One hour free on 24 spaces in Bank Loke car park in lieu of removal of 17 free on-street spaces in the Market Place for social distancing	One hour free on 24 spaces in Bank Loke car park in lieu of removal of 17 free on-street spaces in the Market Place for social distancing			Ticket machine not working in July/Aug/Sept 2020				
2,152.15	3,004.85	12,394.35	13,233.70	2,475.80	7,406.45	17,357.00	54,448.15	1,142.75
949.80	2,282.50	14,459.15	22,838.45	4,320.65	8,777.25	12,537.35	47,939.10	727.40
1,922.15	3,733.10	15,089.75	26,357.85	4,184.55	5,420.45	23,157.35	63,671.65	1,118.45
1,134.40	2,541.60	20,482.60	47,912.30	4,704.00	15,788.30	19,204.15	64,190.80	938.90
1,804.10	3,411.85	4,860.35	3,329.65	5,654.15	1,278.80	11,398.35	47,555.25	1,055.45
1,322.70	2,638.90	12,174.20	12,004.35	3,385.80	10,777.25	14,434.35	55,152.35	1,180.70
5,878.40	10,149.80	32,344.45	42,921.20	12,314.50	14,105.70	51,912.70	165,675.05	3,316.65
3,406.90	7,463.00	47,115.95	82,755.10	12,410.45	35,342.80	46,175.85	167,282.25	2,847.00
-2471.50	-2686.80	14771.50	39833.90	95.95	21237.10	-5736.85	1607.20	-469.65
-42.04	-26.47	45.67	92.81	0.78	150.56	-11.05	0.97	-14.16

Wells	Wells	Weybourne	Totals
Staithe Street	Stearmans Yard	Beach Road	
39.10	41,734.70	4,036.50	367,986.10
248.70	38,214.65	9,910.60	370,311.65
34.40	45,923.90	7,636.90	510,807.50
278.60	46,254.10	12,158.05	577,482.90
29.90	33,814.10	3,189.30	272,477.85
28.00	40,133.00	8,708.50	382,867.45
103.40	121,472.70	14,862.70	1,151,271.45
555.30	124,601.75	30,777.15	1,330,662.00
451.90	3129.05	15914.45	179390.55
437.04	2.58	107.08	15.58

Draft Budget 2021-22 for Pre-Scrutiny

Summary: This report presents for consideration the draft 2021-22 budget. It is being provided to the Overview and Scrutiny Committee for initial consideration and discussion ahead of the final budget papers being presented to Cabinet and Full Council in February 2021.

Options considered: The Council is required by law to set a budget in advance of the financial year. The report to Full Council will present options for budget setting with respect to Council Tax and other items.

Conclusions: The Council is required to agree a budget in advance of each financial year. This is done in February of each year at Full Council, after meetings of Cabinet and Overview and Scrutiny. To aid the Committee, an early draft of the Budget is presented here for scrutiny and discussion.

Recommendations: **It is recommended that the Overview and Scrutiny Committee note the contents of the report.**

Reasons for Recommendations: To support the work to prepare the budget for the 2021-22 financial year

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Pixel MTFP Model, 2020-21 Budget Monitoring Reports

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

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

1. Introduction

1.1 This report presents an initial draft of the 2021/22 revenue budget for consideration and discussion by the Overview and Scrutiny Committee and includes a high level General Fund Summary along with an updated position in terms of reserve movements and Capital Programme. Members should treat the figures as draft and provisional at the present time.

1.2 The appendices of this report are as follows:

- A – General Fund Summary
- A1 – Subjective Variance Analysis
- B – Budgets by Service Area and Variance Analysis
- C1 – Capital Programme
- C2 – Capital Bids
- D – Reserve Statement

2. Draft Budget 2021-22

2.1 General Fund (Revenue and Capital)

The Provisional Local Government finance settlement was laid before Parliament on the 18th December 2020. This has resulted in the following variances in funding since the last update to the Committee on the draft budget in November as part of the savings workshop.

Table 1	Nov 2020 Projection (£)	Provisional Settlement Figure (£)	Variance (£)
Revenue Support Grant	(89,799)	(90,295)	(496)
New Homes Bonus	(586,071)	(722,562)	(136,491)
Rural Services Delivery Grant	(483,771)	(507,661)	(23,890)
Lower Tier Services Grant	0	(137,353)	(137,353)
Total	(1,159,641)	(1,457,871)	(298,230)

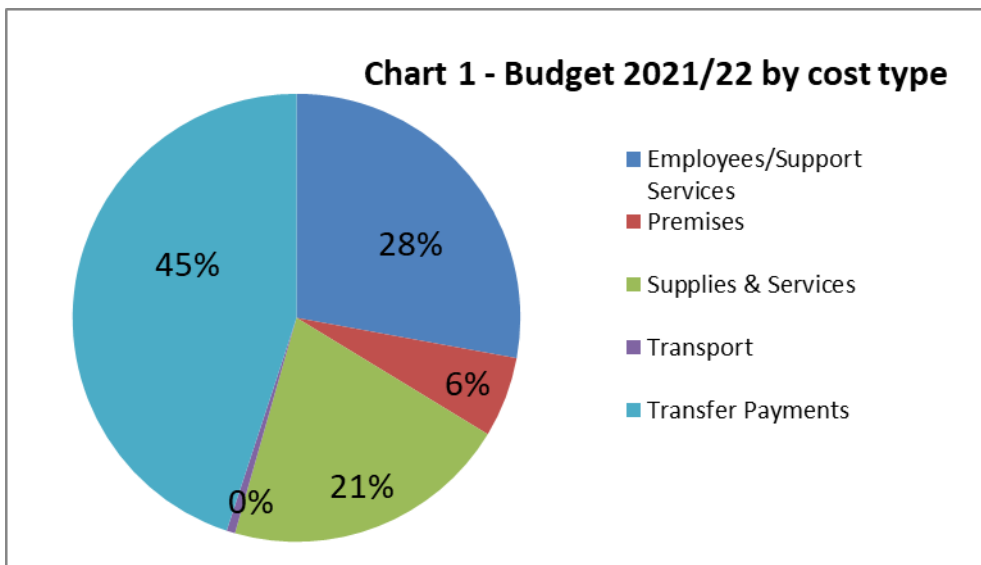
Revenue Budget

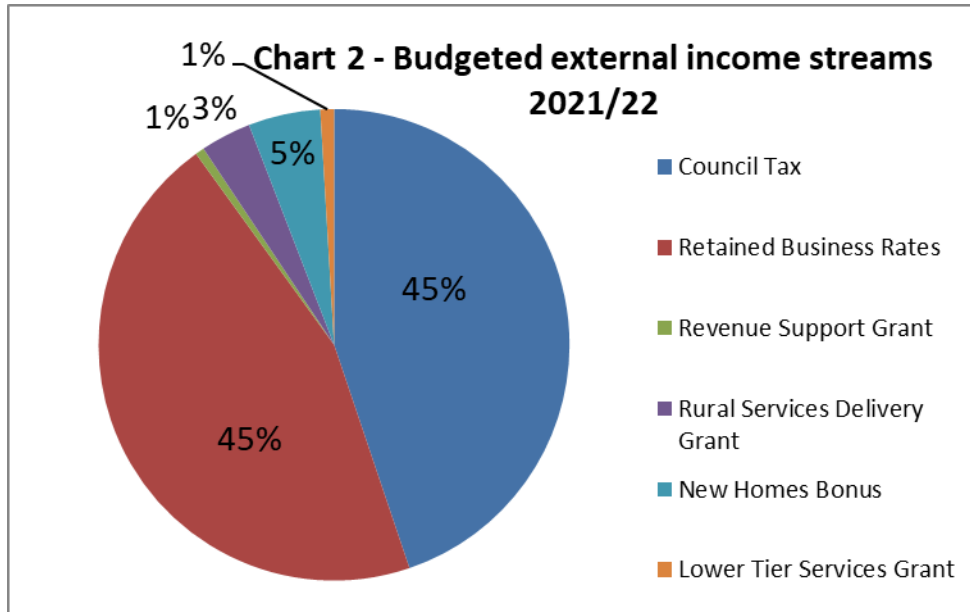
The draft Revenue budget as presented is balanced, and is shown in summary in the table below. Growth bids for extended service provision were not invited as part of the budget setting process.

Table 2 – Current forecast 2021/22

	£000
Total District amount to be met from Government Grant & Local Taxation	14,620
Less:	
Revenue Support Grant	(90)
Business Rates Retained & S31 Grant	(6,611)
New Homes Bonus	(723)
Rural Services Delivery Grant	(508)
Lower Tier Services Grant	(137)
District call on Collection Fund – excluding Parish Precepts	(6,551)
Surplus	0

Chart 1 shows a summary of the Budget broken down by cost type, and Chart 2 shows the proportions of different income streams which make up the Council’s external income budgets.





Appendix A1 provides a variance analysis compared with the 2020/21 base budget and a summary of the main movements in Net Cost of Services across the standard expenditure headings, with notional charges being shown separately. Appendix A1 also contains a high level variance analysis based on the movements within the Net Cost of Services excluding notional charges. Appendix B shows movements by service area.

Savings

A savings review process is now being undertaken. Staff and Members have provided suggestions and ideas for which the feasibility, costs and benefits are being assessed. These will be presented for discussion and consultation where appropriate as part of the budget setting process for 22/23, which will start shortly.

Reserves

The current position and forecast on the General and Earmarked Reserves is attached at Appendix D. The statement provides the latest proposals for use of reserves in the current financial year along with the budgeted movements in 2021/22, and proposed movements in the following three financial years. The current recommended minimum balance on the general reserve is £1.9 million.

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

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

The General Reserve is held for two main purposes:

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

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

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

All reserves, general and earmarked, are reviewed as part of setting the budget for 2021/22, with a view that where commitments have not been identified and funds or reserve balances are no longer required these are re-allocated to specific reserves to address other requirements as applicable.

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

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

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

The current draft budget predicts a fall in the levels of Reserves held from £18.8m to £14.5m by April 2025.

Capital

The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years. As capital expenditure is incurred, a source of finance must be identified. This can be done through capital receipts, grants and other revenue resources or alternatively through borrowing.

Any expenditure that is financed through borrowing increases the Council's 'Capital Financing Requirement' (CFR). Each year a revenue charge (one that impacts on the bottom line of the budget) called the Minimum Revenue Provision (MRP) is made to reflect the funding of the CFR by the taxpayer, it is required to be set aside to cover the repayment of debt caused by the need to borrow for capital purposes. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.

Any new projects included in the programme in the future will need to be financed by MRP if no capital resources such as capital grants or capital receipts from future asset sales are available. Alternatively existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge.

Future external borrowing is assumed to finance a portion of the Sheringham Leisure Centre replacement project and could also be used to finance future capital projects. Short-term borrowing rates are currently very low, meaning it may be preferable to undertaking long-term borrowing at the current time.

An updated capital programme can be found at Appendix C1 which shows slippage in schemes to future years. The new proposed capital bids can be found within Appendix C2 and will be discussed and considered as part of the budget setting process in February.

2.2 Assumptions and sources of uncertainty

Brexit – A Brexit deal has now been done, eliminating the risk of no-deal which would have had a negative impact on the Council. Officers will work on assessing the impact of the agreed deal on our cost base.

COVID 19 – The pandemic has resulted in increased costs and lost income to the Council in the current financial year. It is not possible to predict what levels of restrictions and social distancing might be in place over the 21/22 financial year. Heavier restrictions represent a risk to the draft budget figures, particularly in the areas of car parking, trade waste, leisure and investment income. The economic effect of COVID 19 is likely to be felt for many years. We have reduced our expected income from investments accordingly, but if the economy is slower at recovering than predicted, this represents a risk to that forecast over the Medium Term.

Local Government Reorganisation – Devolution and Local Government Reorganisation as recently been back on MHCLG’s agenda. The Secretary of State for Communities and Local Government has confirmed that this has been put on hold while authorities are dealing with the COVID 19 pandemic, and it is unclear when it will return or in what form.

Business Rates – Business Rates continue to be a large source of uncertainty. The Government has previously committed to a fundamental review of the Business Rates system. This has been ongoing since 2017 and has been stopped and started multiple times due to Brexit and COVID 19 responses taking priority. The Government has announced their hope that the new rates retention system will be in operation for the 22/23 financial year. A large portion of the Council’s income comes from retained Business Rates, so any change to the system could have significant consequences for our budgets in future years. The income from the current system is shared on the basis of 50% being returned to Central Government, 40% being retained by NNDC with 10% going to the County.

New Homes Bonus – An additional one-off year of New Homes Bonus payments were announced as part of the Provisional Settlement, but the scheme has not been extended. The final year of legacy payments from the scheme will be 22/23, and following that the funding will reduce to zero. The Government have announced that they will consult on a replacement scheme shortly. New Homes Bonus represents a significant portion of funding for District Councils, so officers will work with Government to ensure that we are not worse off under any new scheme that is proposed.

Fair Funding of Local Government – The Fair Funding Review has been postponed until the 22/23 financial year due to COVID 19. Officers expect a consultation to be forthcoming around the time of the Final Settlement. At this time, it is not known if the previous work done on this review will be carried over, or if it will be started from scratch. This work will reset all the formulas that underpin funding from Government, so will have a huge bearing on the projected budget figures over the Medium Term. Officers will continue to lobby Government to ensure that as much as possible the Council is not worse off under a new scheme of funding.

Pay – A 2% increase in pay budgets has been assumed when preparing these draft budget figures.

Council Tax – This draft budget currently assumes a Council Tax increase of £4.95 on a Band D property for the District’s element of the Council Tax. This increases the District element from £153.72 to £158.67. This is a decision for Full Council and will be made in February when the budget is finally set. The Medium Term forecasts assume a £4.95 increase on a Band D property in each year of the forecast. The Government sets the referendum principles, and any changes to these represents a risk to these figures.

2.3 Medium Term Forecasts

As part of this draft budget, projections for future years have been provided. These forecasts must be treated with caution. The Spending Review and subsequent Provisional Settlement covered one year only – the 21/22 financial year. This means that assumptions have had to be made around

Government Funding for the remaining years of the Medium Term forecast. These have the propensity to change dramatically as new settlements are announced. The sources of uncertainty which affect the Medium Term are discussed in more detail in section 2.2.

2.4 Items to be confirmed

Some items of expenditure and income have not yet been finalised. These figures will move until the budget is finally set at Full Council in February. The Council tax budget for the District Council can be confirmed after the 15th January, when the estimated surplus or deficit on the Collection Fund is calculated. The Council Tax budget for the Parish and Town Councils can be confirmed following receipt of the remaining precepts.

The senior management restructure has not yet been factored in, as, at the time of writing, not all appointments into the new posts had been made.

The Final Local Government Finance Settlement will be laid before Parliament in February. Until that time allocations of Government funding are provisional and subject to consultation.

At the Provisional Settlement, a £15m pot was announced which would be delivered to Councils in order to help them finance the implementation of the recommendations from the Redmond Review of Local Government Finance and Audit. We have yet to see the formal allocations of this pot, so as yet this has not been factored in. We expect this to, at least partly, be offset by additional expenditure.

3. Corporate Plan Objectives

- 3.1 This report supports the Financial Sustainability workstream of the Corporate Plan. For a Council to be financially stable, it must be able to produce a balanced budget for each financial year and provide Medium term forecasts to aid future planning.

4. Conclusion

This report presents a draft budget for the 21/22 financial year and projections for future years for consideration by Overview and Scrutiny. The draft budget is balanced in the year 21/22, with projected budget deficits in future years. The sources of estimation and uncertainty have been laid out in the report, and any deviation from the assumptions that have been made will cause figures to change. There will be some movement in these figures as the Council Tax and Business Rates budgets are finalized.

5. Medium Term Financial Strategy

The implications for the Medium Term Financial Strategy are set out in the report. With funding levels continuing as projected, we are expected to be dealing with deficits in the years going forward. These projections are regularly reviewed in light of Government announcements and consultations.

6. Financial and Resource Implications

The draft budget as presented is balanced. No front line services have been reduced and there have been no unplanned drawdowns from Reserves to balance the draft budget. Future years projections are still showing a deficit, so work will need to be done imminently to close those future gaps.

7. Legal Implications

The Council has a legal obligation to set a balanced budget in advance of each financial year. This is scheduled for February 2021.

8. Risks

The sources of estimation and uncertainty have been laid out in the report. The key risks are around these, as any changes to these circumstances, and the wider economy, will have an impact on the Council's balanced budget.

9. Sustainability

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

10. Equality and Diversity

There are no equality and diversity issues as a direct consequence of this report.

11. Section 17 Crime and Disorder considerations

There are no Section 17 Crime and Disorder considerations as a direct consequence of this report.

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General Fund Summary 2021/22 Base Budget

2019/20 Actuals	Service Area	2020/21 Base Budget	2020/21 Updated Base Budget	2021/22 Base Budget	2022/23 Projection	2023/24 Projection	2024/25 Projection
£		£	£	£	£	£	£
476,388	Corporate Leadership Team/Corporate	314,973	277,015	295,853	303,205	475,959	309,139
5,173,775	Community & Economic Development	4,456,448	4,728,178	4,903,249	4,419,494	4,282,729	3,576,127
726,739	Customer Services & ICT	769,811	912,091	735,221	1,040,801	1,050,660	1,055,473
4,855,952	Environmental Health	3,902,129	3,898,574	3,989,219	4,702,469	4,734,264	4,757,319
2,893,948	Finance and Assets	3,883,103	3,994,666	3,504,881	3,564,324	3,573,254	2,917,640
1,885,664	Legal and Democratic Services	1,606,069	1,637,068	1,788,830	1,814,309	1,822,282	1,845,963
2,743,779	Planning	2,379,017	2,270,404	2,454,181	2,636,457	2,528,944	2,532,596
18,756,245	Net Cost of Services	17,311,550	17,717,996	17,671,434	18,481,059	18,468,092	16,994,257
2,390,634	Parish Precepts (Estimate from 2020/21 onwards)	2,520,143	2,520,143	2,529,011	2,579,591	2,631,183	2,683,807
(1,793,786)	Capital Charges	(1,819,204)	(1,819,204)	(1,964,269)	(2,447,952)	(3,007,674)	(1,521,941)
(157,624)	Refcusc	(842,667)	(842,667)	(977,167)	(777,167)	(300,000)	(300,000)
(1,234,833)	Interest Receivable	(1,310,977)	(1,310,977)	(1,014,929)	(1,120,671)	(1,120,923)	(1,207,725)
38,831	External Interest Paid	358,100	358,100	154,630	145,532	136,435	127,338
2,656,179	Revenue Financing for Capital:	4,892,728	3,399,967	614,741	477,167	0	0
0	Minimum Revenue Provision	0	0	0	0	0	0
0	MRP - Waste Contract	0	0	744,000	744,000	744,000	744,000
(958,761)	IAS 19 Pension Adjustment	260,290	260,290	262,174	267,417	272,765	272,765
19,696,885	Net Operating Expenditure	21,369,963	20,283,648	18,019,625	18,348,976	17,823,878	17,792,501
2019/20 Actuals	Contributions to/(from) Earmarked Reserves:	2020/21 Base Budget	2020/21 Updated Base Budget	2021/22 Base Budget	2022/23 Projection	2023/24 Projection	2024/25 Projection
(1,176,214)	Capital Projects Reserve	(636,302)	(1,198,857)	0	0	0	0
(143,283)	Asset Management	(27,000)	(211,668)	(142,574)	(15,000)	(5,000)	0
(442,349)	Benefits	(253,801)	(284,800)	0	0	0	0
(1,000,000)	Broadband	0	0	0	0	0	0
21,053	Building Control	(44,441)	(44,441)	(28,876)	(28,906)	(28,906)	(28,906)
(363,720)	Business Rates Reserve	(27,068)	(157,058)	(18,000)	(18,000)	(18,000)	0
57,698	Coast Protection	(37,958)	(37,958)	(42,039)	0	0	0
(650,800)	Communities	(242,000)	(325,000)	(242,000)	(242,000)	0	0
0	Delivery Plan	2,379,266	2,355,706	(75,654)	(75,654)	(75,654)	(75,654)
(5,000)	Economic Development & Tourism	(10,000)	(10,000)	0	0	0	0
(120,000)	Elections	40,000	40,000	50,000	50,000	(110,000)	50,000
(24,381)	Enforcement Board	0	0	0	0	0	0
12,733	Environmental Health	0	0	0	0	0	0
72,368	Grants	(57,066)	(73,605)	(25,104)	(14,655)	(14,655)	0
(5,774)	Housing	(488,585)	(575,641)	(328,010)	(527,167)	0	0
19,246	Land Charges	0	0	0	0	0	0
67,428	Legal	(25,446)	(25,446)	(15,520)	0	0	0
(435,000)	LSVT	0	0	0	0	0	0
(219,976)	New Homes Bonus Reserve	(225,460)	(25,773)	(97,471)	(120,000)	0	0
(45,434)	Organisational Development	(97,885)	(136,512)	(92,751)	(29,078)	0	0
(15,115)	Pathfinder	(20,500)	(20,500)	(21,627)	(3,417)	0	0
50,000	Planning Revenue	50,000	20,000	36,728	50,000	50,000	50,000
999,476	Property Investment Fund	(3,000,000)	(999,476)	0	0	0	0
(683,154)	Restructuring/Invest to save	(732,950)	(680,517)	(21,014)	0	0	0
0	Sinking Fund	0	0	280,000	280,000	280,000	280,000
(3,042)	Sports Facilities	0	0	0	0	0	0
53,839	Contribution to/(from) the General Reserve	(116,528)	(95,863)	(86,341)	(50,000)	(50,000)	0
15,717,484	Amount to be met from Government Grant and Local Taxpayers	17,796,239	17,796,239	17,149,372	17,605,099	17,851,663	18,067,941
2019/20 Actuals	Service Area	2020/21 Base Budget	2020/21 Updated Base Budget	2021/22 Base Budget	2022/23 Projection	2023/24 Projection	2024/25 Projection
(2,390,634)	Collection Fund – Parishes	(2,520,143)	(2,520,143)	(2,529,011)	(2,579,591)	(2,631,183)	(2,683,807)
(6,087,003)	Collection Fund – District	(6,305,671)	(6,305,671)	(6,551,054)	(6,771,636)	(7,030,780)	(7,293,430)
(5,995,311)	Retained Business Rates	(7,504,661)	(7,504,661)	(6,611,436)	(6,092,062)	(6,201,946)	(6,314,026)
0	Revenue Support Grant	(89,799)	(89,799)	(90,295)	0	0	0
(1,211,156)	New Homes bonus	(892,194)	(892,194)	(722,562)	(486,536)	0	0
0	Rural Services Delivery Grant	(483,771)	(483,771)	(507,661)	0	0	0
0	Lower Tier Services Grant	0	0	(137,353)	0	0	0
(33,380)	Non ring fenced Government Grants	0	0	0	0	0	0
(15,717,484)	Income from Government Grant and Taxpayers	(17,796,239)	(17,796,239)	(17,149,372)	(15,929,825)	(15,863,909)	(16,291,263)
0	(Surplus)/Deficit	0	0	0	1,675,274	1,987,754	1,776,678

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High Level Subjective Variance Analysis

The following provides a high level summary of the more significant variances between the 2020/21 base budget and the 2021/22 base.

Employee £505,153

- £490,681 Pay award
- £35,000 Increase in pensions deficit funding
- (£76,261) Movement through reserves of temporary funded posts non-recurring
- £32,048 Partnership with Active Norfolk (3 year fixed term) 50% Funded (additional Income)
- £12,250 One off Golden Hello payments for new starters
- £59,104 Coastal Management staffing (Partnership contributions included under income)
- £8,944 Property Standby payments - changes in working arrangements
- £17,437 ICT staffing
- £11,173 People joining Pension Scheme
- (£46,126) Election post
- (£28,806) Finance hours

Premises £45,093

- (£28,274) Pier NDR contra with income
- £12,222 IDB Levies
- £67,390 NDR (loss of transitional Relief) mainly Car Parks
- £4,007 Premises Insurance inflation
- £6,000 Electricity charges for the store in what used to be the Melbourne toilets which is currently being used by Openwide as a store
- (£37,136) NDR not now payable for Public Conveniences

Supplies and Services £209,332

- £18,904 Members Allowances
- £97,696 NEWS Contract
- £213,100 B&B Charges (offset by Income)
- (£42,677) CAB Grants County Portion, offset by loss of income
- (£27,865) RNLI contract re-negotiation
- (£37,315) Leisure Management contract saving
- (£10,000) Museum contribution
- (£133,160) Net movement in Local Plan Review expenditure funded from NHB reserve
- (£5,000) Internal Audit days
- £93,108 Microsoft Software - removal of Government Framework savings
- £16,709 ICT software
- £10,000 Armed Forces & Norfolk Safeguarding Contributions
- £7,419 Additional Cabinet member
- £6,639 Waste and Recycling – Commercial waste disposal

Transfer payments (£747,656)

- (£723,504) Housing Benefit payments in line with Mid-Year subsidy estimate 2020/21 - this will be offset by a reduction in subsidy shown under the income heading
- (£24,152) Reductions in internal service charges

Income £76,213

- £723,504 Subsidy from Department for Works and Pensions
- (£213,100) B&B Charges (offset by expenditure)
- (£55,431) Homelessness grant income reserve movements
- £42,677 CAB grant (offset by reduced expenditure)
- £28,274 Pier NDR contra with Premises costs
- (£59,661) Recycling Credit Income
- (£253,801) Use of reserves for 2017/18 Benefit Subsidy adjustment
- (£16,204) Partnership with Active Norfolk – 3 year contract - additional employee expenditure
- £14,274 Grant funding temporary posts offset by staff savings
- £19,654 Market income - comparable with 2019/20 actual income
- £54,730 Handy Man Recharge - change
- £52,716 Adjustment of service charge following reduction in grounds maintenance contract for North Lodge Park
- (£15,000) Rocket House -additional income from recharge of utilities based on 2019/20 figures
- £10,000 Sports Hubs and Clubs fees and charges
- (£60,009) Staffing Contributions (Coastal Partnership)
- (£45,500) New industrial unit
- (£10,000) Income from Concessions
- (£42,154) Leisure Management Contract (payment due from Contractor re profit share)
- (£30,100) Garden Bin fee income
- (£60,000) Higher car park income

ClI / Corporate Service Area

2019/20 Actual	Service	Base Budget 2020/21	Base Budget 2021/22	Variance Base to Base
£		£	£	£
376,336	Human Resources & Payroll	376,192	394,300	18,108
344,898	Registration Services	192,123	174,113	(18,010)
660,369	Corporate Leadership Team	480,324	501,243	20,919
330,709	Communications	295,168	262,277	(32,891)
1,712,312	Total Net Costs	1,343,807	1,331,933	(11,874)
58,013	Capital Charges	0	71,452	71,452
471,470	Support Service Charges in	382,000	379,060	(2,940)
(1,765,407)	Support Service Recharges out	(1,410,834)	(1,486,592)	(75,758)
476,388	Total Net Cost of Services	314,973	295,853	(19,120)

General Fund Service Area Budgets 2021/22

CLT / Corporate

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Gross Direct Income	(54,120)	(43,000)	11,120	Lower grant funding for IER.
Support Service Charges	122,850	121,740	(1,110)	No Major Variances.
	314,973	295,853	(19,120)	
Corporate Leadership Team				
Gross Direct Costs	480,324	501,243	20,919	£19,723 - Pay award. £1,196 - Pension Fund Adjustments
Support Service Charges	110,570	116,180	5,610	(£3,520) - Lower recharge from Admin Buildings. (£2,150) - Lower recharge from Digital Transformation. Both reflecting lower costs within the services. £14,420 - Higher recharge from Legal Services reflecting a more accurate allocation of officer time.
Support Service Recharges	(590,894)	(617,423)	(26,529)	Increased recharges reflecting higher service costs.
	0	0	0	
Communications				
Gross Direct Costs	295,168	262,277	(32,891)	(£37,958) - Staff transferred to another service area. £3,602 - Pay award. (£8,923) - Apprentice costs - funded from reserves. £12,477 - Increased staff hours. (£3,769) - Pension Fund Adjustment
Capital Charges	0	71,452	71,452	Intangible Amortisation
Support Service Charges	62,700	45,420	(17,280)	(£2,200) - Reduced recharge from Human Resources, reflecting a more accurate allocation of officer time. (£5,820) - Lower recharge from IT. (£3,620) - Lower recharge from Admin Buildings, reflecting lower costs within the service. (£2,330) - Lower recharge from Digital Transformation, reflecting lower costs within the service.
Support Service Recharges	(357,868)	(379,149)	(21,281)	Increased recharges reflecting higher service costs.
	0	0	0	
Total Clt / Corporate	314,973	295,853	(19,120)	

Community and Economic Development

2019/20 Actual	Service	Base Budget 2020/21	Base Budget 2021/22	Variance Base to Base
£		£	£	£
(1,725,897)	Car Parking	(1,830,241)	(1,822,845)	7,396
10,057	Markets	(7,336)	12,659	19,995
247,390	Parks & Open Spaces	277,584	286,864	9,280
(75,183)	Foreshore	(66,635)	(62,416)	4,219
886,859	Leisure Complexes	146,515	71,332	(75,183)
145,259	Other Sports	62,250	75,738	13,488
19,203	Recreation Grounds	12,800	12,800	0
45,778	Pier Pavilion	(12,220)	(6,220)	6,000
510,628	Foreshore (Community)	416,415	384,450	(31,965)
187,513	Woodlands Management	160,975	167,044	6,069
66,780	Cromer Pier	81,625	84,070	2,445
169,750	Economic Growth	82,030	89,107	7,077
45,330	Tourism	43,588	43,653	65
122,902	Market Towns Initiative	0	0	0
251,362	Coast Protection	321,730	322,500	770
278,553	Business Growth Staffing	269,551	297,364	27,813
93,919	Economic & Comm Dev Mgt	84,401	86,428	2,027
219,202	Leisure	204,721	210,670	5,949
170,546	Housing (Health & Wellbeing)	0	0	0
281,933	Housing Strategy	369,852	358,251	(11,601)
232,700	Health & Communities	486,255	458,283	(27,972)
301,953	Coastal Management	287,290	300,337	13,047
2,486,537	Total Net Costs	1,391,150	1,370,069	(21,081)
1,210,806	Capital Charges	1,225,875	1,401,722	175,847
1,288,161	Gross Direct Costs - Refcus	1,742,667	1,977,167	234,500
(1,130,537)	Gross Direct Income - Refcus	(1,000,000)	(1,000,000)	0
3,398,100	Support Service Charges in	2,499,460	2,627,320	127,860
(2,079,292)	Support Service Recharges out	(1,402,704)	(1,473,029)	(70,325)
5,173,775	Total Net Cost of Services	4,456,448	4,903,249	446,801

General Fund Service Area Budgets 2021/22

Community and Economic Development

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Car Parking				
Gross Direct Costs	824,726	911,347	86,621	£19,225 - Higher credit card charges - offset by higher income from credit cards. £66,174 - Business Rate costs higher as a result of the reduction in transitional relief.
Capital Charges	62	58,720	58,658	Depreciation.
Gross Direct Income	(2,654,967)	(2,734,192)	(79,225)	(£19,225) - Credit charge fee income. (£60,000) - Higher car parking fees
Support Service Charges	171,110	170,700	(410)	See Note A Below:
	(1,659,069)	(1,593,425)	65,644	
Note A: £4,150 - Increased recharge from Property Services because of higher costs within the service. (£13,230) - Reduced recharge from Insurances reflecting lower public liability insurance claims relating to car parks. £7,600 - Higher recharge from Leisure Services, reflecting higher service costs.				
Markets				
Gross Direct Costs	56,318	56,659	341	No Major Variance
Gross Direct Income	(63,654)	(44,000)	19,654	£19,654 - Lower income from market pitch rentals, resulting from fewer market stalls at weekly markets.
Support Service Charges	22,990	26,760	3,770	£2,190 - Higher recharge from Leisure Services, reflecting higher service costs.
	15,654	39,419	23,765	
Parks & Open Spaces				
Gross Direct Costs	292,174	298,014	5,840	£7,820 - Higher water charges. (£1,610) - Lower electricity charges
Capital Charges	11,434	16,206	4,772	Depreciation
Gross Direct Income	(14,590)	(11,150)	3,440	£3,440 - Reduced income from rent of land. The Leaseholder took on Grounds Maintenance.
Support Service Charges	115,030	116,120	1,090	£5,290 - Higher recharge from Property Services as a result of higher costs within the service. (£7,560) - Lower Insurance recharges reflecting lower public liability insurance costs
	404,048	419,190	15,142	
Foreshore				
Gross Direct Costs	150,727	154,946	4,219	Pay award and Pension Fund Adjustments.
Capital Charges	109,610	27,880	(81,730)	Depreciation.
Gross Direct Income	(217,362)	(217,362)	0	No Major Variances.
Support Service Charges	188,230	197,720	9,490	Higher recharges of £4,390 from Insurance/Creditors and £7,690 from Leisure reflecting higher service costs. These are offset by lower recharges of (£2,830) from Internal Audit reflecting the audit plan.
	231,205	163,184	(68,021)	
Leisure Complexes				
Gross Direct Costs	146,515	113,486	(33,029)	£1,695 - Hirers Liability Insurance. (£37,315) - Management fee no longer has to be paid. The contractor will now give the Council a profit share.
Capital Charges	538,140	743,441	205,301	Depreciation.
Gross Direct Income	0	(42,154)	(42,154)	(£42,154) - Income from profit share.
Support Service Charges	101,830	98,190	(3,640)	(£8,710) - Reduced recharge from Property Services reflecting a lower amount of time spent. £6,950 - Higher recharge from Leisure Services as a result of higher costs within the service. (£3,540) - Lower Internal Audit recharges reflecting the audit plan.
	786,485	912,963	126,478	
Other Sports				
Gross Direct Costs	72,250	91,762	19,512	£24,145 - Staff costs. Partnership with Active Norfolk - 3 year fixed from April 21 to March 24 - 50% funded. £3,344 - Pensions Deficit Funding. (£8,000) - saving in running costs including vehicle hire and hire of buildings.
Gross Direct Income	(10,000)	(16,024)	(6,024)	£10,000 - No income from charging for events. (£16,024) - 50% funding from Active Norfolk.
Support Service Charges	65,740	67,320	1,580	No Major Variances.
	127,990	143,058	15,068	
Recreation Grounds				
Gross Direct Costs	13,800	13,800	0	No Major Variances.
Capital Charges	79	5,632	5,553	Depreciation
Gross Direct Income	(1,000)	(1,000)	0	No Major Variances.
Support Service Charges	5,780	5,040	(740)	No Major Variances.
	18,659	23,472	4,813	

General Fund Service Area Budgets 2021/22

Community and Economic Development

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Pier Pavilion				
Gross Direct Costs	7,780	13,780	6,000	£6,000 - Electricity costs. Electricity charges for the store in what used to be the Melbourne toilets which is currently being used by the contractor as a store.
Gross Direct Income	(20,000)	(20,000)	0	No Major Variances.
Capital Charges	0	17,020	17,020	Depreciation.
Support Service Charges	35,160	30,350	(4,810)	(£3,540) - Lower Internal Audit recharges reflecting the audit plan.
	22,940	41,150	18,210	
Foreshore (Community)				
Gross Direct Costs	416,415	384,450	(31,965)	(£27,865) - Re-negotiation of RNLI contract. (£4,100) - Lower telephone rentals and calls
Support Service Charges	69,240	75,140	5,900	£7,500 - Higher recharge from Leisure Services as a result of higher costs within the service
	485,655	459,590	(26,065)	
Woodlands Management				
Gross Direct Costs	186,525	192,574	6,049	£5,674 - Pay award
Capital Charges	1,346	1,346	0	No Major Variances.
Gross Direct Income	(25,550)	(25,530)	20	£3,020 - Grants no longer received. (£3,000) - Higher income from car parking charges
Support Service Charges	156,280	161,240	4,960	See Note A Below:
	318,601	329,630	11,029	
Note A: (£3,010) - Lower recharge from Admin Buildings as a result of lower costs within the service. £6,550 - Higher recharge from Property Services reflecting higher costs within the service. (£2,050) - Reduced recharges from Insurance services reflecting lower public liability insurance costs. £8,400 - Increased recharge from Leisure Services as a result of higher costs within the service. The balance consists of minor variances.				
Cromer Pier				
Gross Direct Costs	109,899	84,070	(25,829)	(£28,274) - Business Rates payable by the contractor. £2,445 - Premises Insurance.
Capital Charges	5,277	20,738	15,461	Depreciation
Gross Direct Income	(28,274)	0	28,274	£28,274 - Business Rates payable by the contractor directly, so no longer recharged.
Support Service Charges	79,550	93,880	14,330	(£7,330) - Lower recharge from Property Services reflecting a reduced amount of officer time. £20,350 - Higher recharge from Insurance services reflecting the cost of public liability insurance to the service.
	166,452	198,688	32,236	
Economic Growth				
Gross Direct Costs	82,030	89,107	7,077	£7,000 establishing revenue budget for on-going Deep History coast work.
Capital Charges	50,211	2,037	(48,174)	Depreciation.
Gross Direct Income	0	0	0	
Support Service Charges	349,280	346,840	(2,440)	(£8,310) Lower recharge from Business Growth Staffing reflecting a reduced amount of officer time, offset by a higher recharge of £4,720 from Internal Audit which reflects the Audit Plan.
	481,521	437,984	(43,537)	
Tourism				
Gross Direct Costs	43,588	43,653	65	No Major Variances.
Support Service Charges	19,200	19,450	250	No Major Variances.
	62,788	63,103	315	
Coast Protection				
Gross Direct Costs	321,730	322,500	770	No Major Variances.
Capital Charges	509,716	508,702	(1,014)	No Major Variances.
Support Service Charges	390,900	395,280	4,380	£10,900 Higher recharge from Coastal Management as a result of higher costs within the service, offset by a lower recharge of (£6,960) from Legal as a result of less officer time.
	1,222,346	1,226,482	4,136	
Business Growth Staffing				
Gross Direct Costs	269,551	297,364	27,813	£8,920 Employee Inflation. £2,226 Pension deficit funding. (£30,187) Temporary funded post due to end July 21. £46,066 Temporary North Walsham HAS Project Manager post funded from capital scheme.
Support Service Charges	81,650	91,020	9,370	Higher recharges from IT.
Support Service Recharges	(351,201)	(388,384)	(37,183)	(£46,066) Capital funding of temporary post.
	0	0	0	

General Fund Service Area Budgets 2021/22

Community and Economic Development

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Economic & Comm Dev Mgt				
Gross Direct Costs	84,401	86,428	2,027	Employee Inflation.
Support Service Charges	18,350	18,520	170	No Major Variances.
Support Service Recharges	(102,751)	(104,948)	(2,197)	Increased recharges reflecting higher service costs.
	0	0	0	
Leisure				
Gross Direct Costs	205,421	210,670	5,249	£5,074 - Pay award.
Gross Direct Income	(700)	0	700	Miscellaneous contributions no longer received.
Support Service Charges	212,850	252,430	39,580	£15,180 - Higher recharge from Customer Services reflecting more officer time. £14,970 - Increased recharge from Digital Transformation reflecting more officer time. £4,250 - Higher recharge from Legal Services as a result of more officer time. The balance consists of minor variances.
Support Service Recharges	(417,571)	(463,100)	(45,529)	Increased recharges reflecting higher service costs.
	0	0	0	
Housing Strategy				
Gross Direct Costs	408,015	398,111	(9,904)	£7,479 Employee Inflation. (£9,960) Balance of vacant post no longer required. (£11,038) Temporary funded post due to end in 2021/22. £5,171 Balance of viability work funded from New Homes Bonus Reserve.
Gross Direct Costs - Refcus	1,742,667	1,977,167	234,500	This reflects the updated Capital Programme for 2021/22.
Gross Direct Income	(38,163)	(39,860)	(1,697)	No Major Variances.
Gross Direct Income - Refcus	(1,000,000)	(1,000,000)	0	No Major Variances.
Support Service Charges	314,530	280,250	(34,280)	Higher recharge of £13,350 from Legal Services as a result of more officer time. Lower recharges of (£15,670) from Housing Strategy and Communities, (£15,280) from IT and Digital Transformation. The balance consists of minor variances.
Support Service Recharges	(174,071)	(147,960)	26,111	Reduced recharges reflecting lower service costs.
	1,252,978	1,467,708	214,730	
Health & Communities				
Gross Direct Costs	592,930	508,007	(84,923)	(£42,677) - Norfolk County Council no longer contributing to North Norfolk Advice Service. £7,527 - Pay award. (£45,521) - Fixed term staff contracts ceasing. (£4,252) - Pensions Deficit Funding.
Gross Direct Income	(106,675)	(49,724)	56,951	£42,677 - Norfolk County Council no longer contributing to North Norfolk Advice Service. £14,274 - Grant towards fixed term contact staff.
Support Service Charges	31,940	112,770	80,830	See Note A Below:
	518,195	571,053	52,858	
Note A: £11,380 - Higher recharge from Customer Services, reflecting more officer time. £7,650 - Increased recharge from Human Resources reflecting staff time. £35,650 - Higher recharge from IT reflecting higher service costs. £6,330 - Increased recharge from Central Costs. The balance consists of minor variances.				
Coastal Management				
Gross Direct Costs	287,290	360,346	73,056	£59,784 Staffing costs funded from Reserves. £4,163 Pay award. £2,500 Increased contribution to the Coastal Partnership East. (£5,000) One-off training costs.
Gross Direct Income	0	(60,009)	(60,009)	Contributions towards staffing costs from the Coastal Partnership East and GYBC.
Support Service Charges	69,820	68,300	(1,520)	No Major Variances.
Support Service Recharges	(357,110)	(368,637)	(11,527)	Increased recharges reflecting higher service costs.
	0	0	0	
Total Community & Economic Development	4,456,448	4,903,249	446,801	

Customer Services & ICT

2019/20 Actual £	Service	Base Budget 2020/21 £	Base Budget 2021/22 £	Variance Base to Base £
1,422,715	It - Support Services	1,345,084	1,596,609	251,525
110,391	Tic'S	78,898	84,798	5,900
(336,409)	Homelessness	(280,937)	(300,872)	(19,935)
454,296	Customer Services Housing	410,872	376,857	(34,015)
355,721	Digital Transformation	290,519	282,193	(8,326)
82,313	Reprographics	75,547	75,989	442
704,329	Customer Services - Corporate	674,983	745,619	70,636
2,793,356	Total Net Costs	2,594,966	2,861,193	266,227
217,565	Capital Charges	121,505	214,144	92,639
2,159,915	Support Service Charges in	1,918,210	1,781,240	(136,970)
(4,444,097)	Support Service Recharges out	(3,864,870)	(4,121,356)	(256,486)
726,739	Total Net Cost of Services	769,811	735,221	(34,590)

General Fund Service Area Budgets 2021/22

Customer Services and ICT

Service Area	Base Budget 2020/21	Base Budget 2021/22	Movement	
	£	£	£	
ICT - Support Services				
Gross Direct Costs	1,345,494	1,596,609	251,115	See Note A:
Capital Charges	79,420	125,566	46,146	£80,862 - Depreciation. (£34,716) - Intangible Amortisation
Gross Direct Income	(410)	0	410	No Major Variance
Support Service Charges	160,940	116,060	(44,880)	See Note B:
Support Service Recharges	(1,585,444)	(1,838,235)	(252,791)	Increased recharges reflecting higher service costs.
	0	0	0	

Note A: £37,958 - Transfer of staff from another service area. £23,924 - New post, funded by some current IT staff reducing their hours. £41,697 - Pay award. £28,268 - Fixed term staff costs, funded from reserves. £11,938 - Pension Fund Adjustment. £93,108 - Microsoft 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 Norfolk County Council. There are 370 user licenses. £8,600 - Human resources system annual licence. £6,000 - Subscription to LG Inform Plus. The balance consists of minor variances.

Note B: £3,080 - Higher recharge from Postal and Scanning Services as a result of higher costs within the service. £2,030 - Higher recharge from Human Resources, reflecting a more accurate allocation of officer time. (£6,960) - Lower recharge from Admin Buildings, reflecting lower costs within the service. £3,030 - Higher recharge from Fakenham Connect, reflecting higher costs within that service. (£55,280) - Lower recharge from Digital Transformation, reflecting lower costs within the service. The balance consists of minor variances.

Tourist Information Centres

Gross Direct Costs	105,898	109,798	3,900	£1,153 - Pay award. £4,000 - Repair and maintenance of new equipment following refurbishment. (£3,190) - Saving in telephone rental costs. £3,330 - Increased water charges.
Capital Charges	5,729	6,040	311	No Major Variance
Gross Direct Income	(27,000)	(25,000)	2,000	£2,000 - Income from accommodation listings no longer received
Support Service Charges	77,020	87,660	10,640	£2,060 - Higher recharge from IT. £6,820 - Higher recharge from Digital Transformation as a result of more accurate allocation of officer time.
	161,647	178,498	16,851	

Homelessness

Gross Direct Costs	241,170	435,603	194,433	£213,100 increased cost relating to use of temporary accommodation, offset by benefit and client contributions. (£20,238) Non recurring expenditure previously funded from Norfolk County Council grant.
Capital Charges	4,856	28,482	23,626	£10,946 Depreciation. £12,680 Intangible Amortisation.
Gross Direct Income	(522,107)	(736,475)	(214,368)	(£213,100) recoverable charges for temporary accommodation.
Support Service Charges	632,340	603,790	(28,550)	Higher recharges of £13,350 from Legal Services and £13,830 from Creditors reflecting a more accurate allocation of officer time. Lower recharges of (£10,450) from Housing Strategy and Communities and (£45,100) from Customer Services Housing reflecting lower costs within the service.
	356,259	331,400	(24,859)	

General Fund Service Area Budgets 2021/22

Customer Services and ICT

Service Area	Base Budget 2020/21	Base Budget 2021/22	Movement	
	£	£	£	
Customer Services Housing				
Gross Direct Costs	410,872	376,857	(34,015)	£17,808 Employee inflation including regradings, pay award and increments. (£52,080) End of temporary funded posts during 2021/22.
Support Service Charges	187,840	176,410	(11,430)	Higher recharges of £13,660 from IT and £7,130 from Customer Services. Lower recharges of (£28,350) from Digital Transformation, (£3,440) from Legal, and (£4,660) from Admin Buildings. The balance consists of minor variances.
Support Service Recharges	(598,712)	(553,267)	45,445	Lower recharges reflecting lower service costs.
	0	0	0	
Digital Transformation				
Gross Direct Costs	290,519	282,193	(8,326)	£10,279 - Pay award. (£3,691) - Fixed term contract ceasing, funded from reserve. (£13,747) - Some staff have reduced their hours. (£1,167) - Pension Fund Adjustment
Capital Charges	31,500	0	(31,500)	Intangible Amortisation
Support Service Charges	508,550	405,170	(103,380)	(£46,900) - Lower recharge from IT. (£4,260) - Lower recharge from Admin Buildings, reflecting lower costs within the service. (£52,720) - Lower recharge from Digital Transformation, reflecting lower costs within the service.
Support Service Recharges	(578,664)	(462,040)	116,624	Lower recharges reflecting lower service costs.
	251,905	225,323	(26,582)	
Reprographics				
Gross Direct Costs	83,047	83,489	442	No Major Variances.
Capital Charges	0	0	0	No Major Variances.
Gross Direct Income	(7,500)	(7,500)	0	No Major Variances.
Support Service Charges	15,090	32,180	17,090	£16,580 - Higher recharge from Digital Transformation, reflecting a more accurate allocation of officer time.
Support Service Recharges	(90,637)	(108,169)	(17,532)	Increased recharges reflecting higher service costs.
	0	0	0	
Customer Services - Corporate				
Gross Direct Costs	697,053	766,869	69,816	£39,170 - Pay award. £21,014 - Fixed term staff costs funded from reserve. £5,181 - Staff joining the pension scheme. £3,701 - Pension Fund Adjustment.
Gross Direct Income	(22,070)	(21,250)	820	Radar keys no longer sold.
Capital Charges	0	54,056	54,056	Intangible Amortisation
Support Service Charges	336,430	359,970	23,540	See Note A Below:
Support Service Recharges	(1,011,413)	(1,159,645)	(148,232)	Increased recharges reflecting higher service costs.
	0	0	0	
Total Customer Services and ICT	769,811	735,221	(34,590)	

Note A: £10,510 - Higher recharge from Computer Network & PCs because of higher costs within the service. £6,050 - Higher recharges from Computer Web Team as a result of higher costs within the service. (£13,180) - Lower recharge from Admin Buildings, reflecting lower costs within the service. £5,140 - Higher recharge from Fakenham Connect, reflecting higher costs within that service. £8,120 - Higher recharge from Digital Transformation, reflecting a more accurate allocation of officer time. £4,720 - Higher Internal Audit recharges reflecting the audit plan.

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Environmental Health

2019/20 Actual Service £	Base Budget 2020/21 £	Base Budget 2021/22 £	Variance Base to Base £
311,601 Commercial Services	260,383	312,007	51,624
399,024 Internal Drainage Board Levies	412,188	419,627	7,439
4,041 Travellers	46,320	46,336	16
33,188 Public Protection	44,045	1,682	(42,363)
6,492 Street Signage	12,000	12,000	0
665,276 Environmental Protection	624,194	653,708	29,514
163,812 Env Health - Service Mgmt	140,332	173,852	33,520
151,247 Combined Enforcement Team	159,503	172,597	13,094
318,128 Environmental Contracts	282,296	291,455	9,159
949,420 Waste Collection And Disposal	691,632	706,206	14,574
768,764 Cleansing	633,130	631,466	(1,664)
21,469 Environmental Strategy	10,000	93,402	83,402
30,375 Community Safety	30,647	32,178	1,531
91,601 Civil Contingencies	87,743	90,162	2,419
3,914,438 Total Net Costs	3,434,413	3,636,678	202,265
331,164 Capital Charges	83,968	(45,446)	(129,414)
40,635 Gross Direct Costs - Refcus	0	0	0
(40,635) Gross Direct Income - Refcus	0	0	0
1,545,270 Support Service Charges in	1,192,310	1,300,190	107,880
(934,920) Support Service Recharges out	(808,562)	(902,203)	(93,641)
4,855,952 Total Net Cost of Services	3,902,129	3,989,219	87,090

General Fund Service Area Budgets 2021/22

Environmental Health

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £
Commercial Services			
Gross Direct Costs	271,633	321,007	49,374 £4,179 Pension Fund Adjustment - the balance relates to the staff pay award and staff costs transferred from another service.
Gross Direct Income	(11,250)	(9,000)	2,250 Fewer food hygiene re-rating visits.
Support Service Charges	91,780	88,240	(3,540) No Major Variances.
	352,163	400,247	48,084
Internal Drainage Board Levies			
Gross Direct Costs	412,188	419,627	7,439 Inflation on Internal Drainage Board (IDB) rates and levies.
Support Service Charges	190	220	30 No Major Variances.
	412,378	419,847	7,469
Travellers			
Gross Direct Costs	50,320	50,336	16 No Major Variances.
Gross Direct Costs - Refcus			0 No Major Variances.
Capital Charges	0	(632,000)	(632,000) Depreciation.
Gross Direct Income	(4,000)	(4,000)	0 No Major Variances.
Gross Direct Income - Refcus			0 No Major Variances.
Support Service Charges	870	980	110 No Major Variances.
	47,190	(584,684)	(631,874)
Public Protection			
Gross Direct Costs	241,045	198,682	(42,363) (£4,177) Pension Fund Adjustment - the balance relates to the staff pay award and staff costs transferred to another service.
Gross Direct Income	(197,000)	(197,000)	0 No Major Variances.
Support Service Charges	100,110	127,850	27,740 Higher recharges of £4,080 from Environmental Health reflecting higher costs within the service, £9,210 from IT, £3,300 from Postal & Scanning and £9,360 from Legal Services as a result of more officer time.
	144,155	129,532	(14,623)
Street Signage			
Gross Direct Costs	12,000	12,000	0 No Major Variances.
Capital Charges	4,235	0	(4,235) Depreciation.
Support Service Charges	18,920	19,470	550 No Major Variances.
	35,155	31,470	(3,685)
Environmental Protection			
Gross Direct Costs	687,269	721,483	34,214 £23,444 Staff Pay Award. £10,000 Higher costs for the kennelling contract and Private Water Sampling (PWS).
Capital Charges	8,397	22,944	14,547 Depreciation.
Gross Direct Income	(63,075)	(67,775)	(4,700) Additional income for PWS.
Support Service Charges	199,740	206,090	6,350 Higher recharges of £5,670 from Environmental Health reflecting higher costs within the service, £6,550 from IT, £8,930 from Property Services offset by lower recharges of (£4,750) from Digital Transformation and (£7,830) from Admin Buildings.
	832,331	882,742	50,411

General Fund Service Area Budgets 2021/22

Environmental Health

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £
Env Health - Service Mgmt			
Gross Direct Costs	140,332	173,852	33,520 Staff pay award and staffing restructure.
Capital Charges	0	30,018	30,018 Intangible Amortisation.
Support Service Charges	59,160	70,970	11,810 Higher recharges of £6,080 from IT and £3,930 from Fakenham Connect.
Support Service Recharges	(199,492)	(274,840)	(75,348) Increased recharges reflecting higher service costs.
	0	0	0
Combined Enforcement Team			
Gross Direct Costs	159,503	172,597	13,094 £4,131 Pension Fund Adjustment. £8,963 Pay award and staffing costs.
Support Service Charges	79,760	73,600	(6,160) Lower recharges of (£3,660) from Computers, Web team and Digital Transformation, (£2,550) from Admin Buildings.
Support Service Recharges	(239,263)	(246,197)	(6,934) Increased recharges reflecting higher service costs.
	0	0	0
Environmental Contracts			
Gross Direct Costs	282,296	291,455	9,159 Staff pay award.
Capital Charges	4,521	4,521	0 No Major Variances.
Support Service Charges	82,990	85,190	2,200 Higher recharges of £3,530 from IT and Digital Transformation offset by a lower recharge of (£3,370) from Admin Buildings.
Support Service Recharges	(369,807)	(381,166)	(11,359) Increased recharges reflecting higher service costs.
	0	0	0
Waste Collection And Disposal			
Gross Direct Costs	4,138,993	4,240,328	101,335 £97,982 NEWS - increase in gate fee for recycling. £7,202 Commercial waste disposal.
Capital Charges	48,815	443,571	394,756 Depreciation.
Gross Direct Income	(3,447,361)	(3,534,122)	(86,761) (£30,100) Additional garden bin fee income. (£59,661) Higher recycling credit income and sales of textiles.
Support Service Charges	450,780	486,170	35,390 Higher recharges of £42,740 from Environmental Health and Environmental Contracts to reflect higher costs within the services offset by lower recharges of (£6,860) from Customer Services reflecting a more accurate allocation of officer time.
	1,191,227	1,635,947	444,720
Cleansing			
Gross Direct Costs	690,300	690,300	0 No Major Variances.
Capital Charges	18,000	85,500	67,500 Depreciation.
Gross Direct Income	(57,170)	(58,834)	(1,664) No Major Variances.
Support Service Charges	58,580	64,330	5,750 Higher recharges of £7,260 from Environmental Health and Environmental Contracts to reflect higher costs within the services offset by lower recharges of (£1,910) from Creditors.
	709,710	781,296	71,586

General Fund Service Area Budgets 2021/22

Environmental Health

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £
Environmental Strategy			
Gross Direct Costs	25,000	108,402	83,402 £75,654 New staffing posts funded from Reserves. £7,748 Pension Fund Adjustment.
Gross Direct Income	(15,000)	(15,000)	0 No Major Variances.
Support Service Charges	19,840	22,740	2,900 Higher recharge from Environmental Health to reflect higher costs within the service.
	29,840	116,142	86,302
Community Safety			
Gross Direct Costs	30,647	32,178	1,531 No Major Variances.
Support Service Charges	250	20,680	20,430 Higher recharges of £12,090 from IT and Digital Transformation with the balance consisting of minor variances.
	30,897	52,858	21,961
Civil Contingencies			
Gross Direct Costs	87,743	90,162	2,419 No Major Variances.
Support Service Charges	29,340	33,660	4,320 Higher recharge from Environmental Health to reflect higher costs within the service.
	117,083	123,822	6,739
Total Environmental Health	3,902,129	3,989,219	87,090

Finance & Assets

2019/20 Actual	Service	Base Budget 2020/21	Base Budget 2021/22	Variance Base to Base
£		£	£	£
(132,645)	Industrial Estates	(119,083)	(150,076)	(30,993)
100	Surveyors Allotments	2,950	2,950	0
(12,024)	Handy Man	(10,665)	0	10,665
(35,577)	Parklands	(29,288)	(29,732)	(444)
353,785	Revenue Services	280,607	259,092	(21,515)
72,475	Benefits Subsidy	253,801	0	(253,801)
63,920	Discretionary Payments	0	0	0
543,659	Non Distributed Costs	260,290	262,174	1,884
361,910	Administration Buildings Svcs	265,314	260,561	(4,753)
717,898	Property Services	612,794	678,826	66,032
122,895	Head Of Finance & Assets	109,836	112,372	2,536
466,126	Corporate Finance	446,119	427,987	(18,132)
199,911	Insurance & Risk Management	199,054	200,357	1,303
76,699	Internal Audit	75,000	70,000	(5,000)
32,469	Playgrounds	57,110	57,414	304
6,443	Community Centres	9,893	9,978	85
590,549	Public Conveniences	584,946	553,239	(31,707)
(5,257)	Investment Properties	(64,066)	(99,391)	(35,325)
77,857	Central Costs	87,650	96,965	9,315
447,424	Corporate & Democratic Core	479,697	485,679	5,982
3,948,617	Total Net Costs	3,501,959	3,198,395	(303,564)
(543,659)	IAS 19 Adjustment	(260,290)	(262,174)	(1,884)
0	Gross Direct Costs - Refcus	100,000	0	(100,000)
(214,484)	Capital Charges	351,856	173,473	(178,383)
3,643,014	Support Service Charges in	2,745,400	3,009,070	263,670
(3,939,540)	Support Service Recharges out	(2,555,822)	(2,613,883)	(58,061)
2,893,948	Total Net Cost of Service	3,883,103	3,504,881	(378,222)

General Fund Service Area Budgets 2021/22

Finance & Assets

Service Area	Base Budget 2020/21	Base Budget 2021/22	Movement	Explanation for Movement
	£	£	£	
Industrial Estates				
Gross Direct Costs	15,517	31,734	16,217	Costs for new industrial unit at Hornbeam Road.
Capital Charges	46,240	15,912	(30,328)	Depreciation.
Gross Direct Income	(134,600)	(181,810)	(47,210)	Rental income and service charges for new units.
Support Service Charges	46,230	51,640	5,410	Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service.
	(26,613)	(82,524)	(55,911)	
Surveyors Allotments				
Gross Direct Costs	3,000	3,000	0	No Major Variances.
Gross Direct Income	(50)	(50)	0	No Major Variances.
Support Service Charges	12,070	14,570	2,500	No Major Variances.
	15,020	17,520	2,500	
Handy Man				
Gross Direct Costs	44,065	0	(44,065)	Budgets transferred to Property Services.
Capital Charges	0	0	0	Budgets transferred to Property Services.
Gross Direct Income	(54,730)	0	54,730	Budgets transferred to Property Services.
Support Service Charges	60,970	0	(60,970)	Budgets transferred to Property Services.
	50,305	0	(50,305)	
Parklands				
Gross Direct Costs	34,767	34,768	1	No Major Variances.
Capital Charges	432	0	(432)	No Major Variances.
Gross Direct Income	(64,055)	(64,500)	(445)	No Major Variances.
Support Service Charges	32,560	40,390	7,830	Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service.
	3,704	10,658	6,954	
Revenue Services				
Gross Direct Costs	723,518	702,003	(21,515)	£28,653 Employee inflation. (£84,603) Non recurring funded posts in 2020/21. £42,653 Apprentice posts in 2021/22. (£8,829) Movement in pension costs including pension deficit funding,
Gross Direct Income	(442,911)	(442,911)	0	No Major Variances.
Support Service Charges	383,980	444,750	60,770	Higher recharges of £8,830 from Postal & Scanning, £33,720 from Customer Services, £19,250 from IT and Digital Transformation. Lower recharges of (£5,300) from Internal Audit and (£6,440) from Admin Buildings. The balance consists of minor variances.
	664,587	703,842	39,255	
Benefits Subsidy				
Gross Direct Costs	21,979,945	21,256,441	(723,504)	(£723,504) Reduced Rent Allowance expenditure based on 2020/21 mid year forecast.
Gross Direct Income	(21,726,144)	(21,256,441)	469,703	£723,504 Reduced Subsidy claimed from Department for Works and Pensions (DWP). (£253,801) Non recurring budget for settlement of 2017/18 audited subsidy claim.
	253,801	0	(253,801)	
Discretionary Payments				
Gross Direct Costs	0	0	0	No Major Variances.
Support Service Charges	3,820	0	(3,820)	Lower recharge from Creditors.
	3,820	0	(3,820)	
Non Distributed Costs				
Gross Direct Costs	260,290	262,174	1,884	No Major Variances.
IAS 19 Adjustment	(260,290)	(262,174)	(1,884)	No Major Variances.
	0	0	0	

General Fund Service Area Budgets 2021/22

Finance & Assets

Service Area	Base Budget 2020/21	Base Budget 2021/22	Movement	Explanation for Movement
	£	£	£	
Administration Buildings Svcs				
Gross Direct Costs	609,472	546,517	(62,955)	(£31,713) Budgets transferred to Property Services; (including staffing costs); (£29,192) Internal service charge adjustments due to changes in floor area apportionments.
Capital Charges	75,862	(24,159)	(100,021)	Depreciation.
Gross Direct Income	(344,158)	(285,956)	58,202	The majority of this variance relates to lower service charges resulting from the transfer of grounds maintenance costs together with lower rental income at Fakenham Connect.
Support Service Charges	133,330	150,620	17,290	Higher recharges from Property Services to reflect changes in staffing allocations and higher costs within the service.
Support Service Recharges	(414,847)	(285,016)	129,831	Reduced recharges reflecting lower service costs.
	59,659	102,006	42,347	
Property Services				
Gross Direct Costs	622,794	688,826	66,032	£27,031 Pay award; £55,150 Staffing costs (including transfers from the Handyman budgets); £5,771 Pension Fund Adjustments; (£22,000) One-off funding for professional fees.
Gross Direct Income	(10,000)	(10,000)	0	No Major Variances.
Capital Charges	3,002	31,825	28,823	£23,823 Depreciation. £5,000 Intangible Amortisation.
Support Service Charges	277,210	285,060	7,850	Lower recharges of (£36,120) from Legal, (£4,030) from Admin Buildings, (£4,530) from Insurance offset by higher recharges of £31,950 from IT and Digital Transformation. The balance consists of minor variances.
Support Service Recharges	(893,006)	(995,711)	(102,705)	Increased recharges reflecting higher service costs.
	0	0	0	
Head Of Finance & Assets				
Gross Direct Costs	109,836	112,372	2,536	Employee inflation.
Support Service Charges	10,010	10,320	310	No Major Variances.
Support Service Recharges	(119,846)	(122,692)	(2,846)	Increased recharges reflecting higher service costs.
	0	0	0	
Corporate Finance				
Gross Direct Costs	446,119	427,987	(18,132)	£8,965 Employee inflation. (£28,806) Employee savings (£4,602) Pension deficit funding.
Capital Charges		16,145	16,145	Intangible Amortisation.
Support Service Charges	132,510	190,870	58,360	Higher recharges of £8,890 from IT, £30,640 from Digital Transformation, £19,380 from Internal Audit reflecting the Audit Plan. Lower recharge of (£5,290) from Admin Buildings reflecting lower service costs.
Support Service Recharges	(578,629)	(635,002)	(56,373)	Increased recharges reflecting higher service costs.
	0	0	0	
Insurance & Risk Management				
Gross Direct Costs	199,704	201,007	1,303	No Major Variance
Gross Direct Income	(650)	(650)	0	No Major Variance
Support Service Charges	15,630	12,740	(2,890)	(£4,240) - Lower Internal Audit recharges reflecting the Audit Plan.
Support Service Recharges	(214,684)	(213,097)	1,587	Lower recharges reflecting reduced service costs.
	0	0	0	

General Fund Service Area Budgets 2021/22

Finance & Assets

Service Area	Base Budget 2020/21	Base Budget 2021/22	Movement	Explanation for Movement
	£	£	£	
Internal Audit				
Gross Direct Costs	75,000	70,000	(5,000)	(£5,000) - Lower number of audit days.
Support Service Charges	6,290	7,040	750	No Major Variance
Support Service Recharges	(81,290)	(77,040)	4,250	Lower recharges reflecting reduced service costs.
	0	0	0	
Playgrounds				
Gross Direct Costs	57,110	57,414	304	No Major Variances.
Support Service Charges	37,740	42,150	4,410	Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service.
	94,850	99,564	4,714	
Community Centres				
Gross Direct Costs	9,893	9,978	85	No Major Variances.
Support Service Charges	8,650	12,260	3,610	Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service.
	18,543	22,238	3,695	
Public Conveniences				
Gross Direct Costs	586,309	554,602	(31,707)	(£36,815) Transitional Relief given on Business Rates at some of the sites. £5,040 Higher internal recharges.
Capital Charges	179,646	58,767	(120,879)	Depreciation.
Support Service Charges	88,840	111,960	23,120	Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service.
Gross Direct Income	(1,363)	(1,363)	0	No Major Variances.
	853,432	723,966	(129,466)	
Investment Properties				
Gross Direct Costs	146,039	146,352	313	No Major Variances.
Capital Charges	46,674	74,983	28,309	Depreciation.
Gross Direct Income	(210,105)	(245,743)	(35,638)	(£15,000) Additional rental income; (£20,540) Additional service charges.
Support Service Charges	154,140	187,720	33,580	£25,930 Higher recharge from Property Services to reflect changes in staffing allocations and higher costs within the service and £6,690 from Legal reflecting the allocation of more officer time.
	136,748	163,312	26,564	
Central Costs				
Gross Direct Costs	87,650	96,965	9,315	£3,549 - Staff costs transferred from other areas. £4,991 - Pay award
Support Service Charges	165,870	188,360	22,490	(£4,220) - Lower recharge from Customer Services reflecting less officer time. £13,160 - Higher charge from Fakenham Connect reflecting higher costs within the service. £11,210 - Higher Internal Audit costs reflecting the audit plan.
Support Service Recharges	(253,520)	(285,325)	(31,805)	Increased recharges reflecting higher service costs.
	0	0	0	
Corporate & Democratic Core				
Gross Direct Costs	479,697	485,679	5,982	£8,249 - Staff costs transferred from other areas. £2,910 - Subscription to Rural Services Network. (£5,720) - Lower bank charges.
Gross Direct Costs - Refcus	100,000	0	(100,000)	No refcus in 21/22
Support Service Charges	1,175,550	1,258,620	83,070	See Note A Below:
	1,755,247	1,744,299	(10,948)	
Note A : £17,410 - Higher recharge from Environmental Health. this is due to higher service costs. £17,420 - Higher recharge from Human Resources as a result of more officer time. (£13,520) - Lower recharge from Admin Buildings due to lower costs within the service. £34,510 - Higher recharge from Property Services as a result of increased officer time. £26,140 - Higher recharge from Accountancy as a result of higher service costs. (£51,440) - Lower recharge from Digital Transformation as a result of reduced service costs. £20,810 - Higher recharge from Corporate Leadership Team resulting from higher service costs. £29,680 - Higher recharge from Legal Services reflecting more officer time.				
Total Finance & Assets	3,883,103	3,504,881	(378,222)	

Legal and Democratic Services

2019/20 Actual £	Service	Base Budget 2020/21 £	Base Budget 2021/22 £	Variance Base to Base £
471,919	Benefits Administration	552,357	588,636	36,279
536,167	Members Services	507,062	530,871	23,809
369,023	Legal Services	316,516	326,803	10,287
1,377,109	Total Net Costs	1,375,935	1,446,310	70,375
130,428	Capital Charges	0	71,343	71,343
962,950	Support Service Charges in	686,560	740,320	53,760
-584,823	Support Service Recharges out	(456,426)	(469,143)	(12,717)
1,885,664	Total Net Cost of Services	1,606,069	1,788,830	182,761

General Fund Service Area Budgets 2021/22

Legal and Democratic Services

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Benefits Administration				
Gross Direct Costs	897,550	940,329	42,779	£34,513 Employee inflation including increments and pay award. £1,766 Pension deficit funding. £6,500 Additional expenditure offset by recoverable charges.
Capital Charges			0	
Gross Direct Income	(345,193)	(351,693)	(6,500)	(£6,500) establish budget for recoverable training costs.
Capital Charges		71,343	71,343	Intangible Amortisation.
Support Service Charges	488,240	537,240	49,000	Higher recharges of £11,330 from Postal & Scanning, £10,610 from Customer Services, £23,380 from IT and £27,370 from Digital Transformation. Lower recharges of (£15,850) from Legal Services, (£5,300) from Internal Audit and (£10,950) from Admin Buildings. These reflect a more accurate allocation of officer time and lower costs within the services.
	1,040,597	1,197,219	156,622	
Members Services				
Gross Direct Costs	507,462	530,871	23,409	£6,943 - Pay award. £11,996 - Members Allowances, inflationary increase and £7,419 to reflect additional Cabinet Member.
Gross Direct Income	(400)	0	400	No Major Variances.
Support Service Charges	58,410	60,740	2,330	No Major Variances.
	565,472	591,611	26,139	
Legal Services				
Gross Direct Costs	646,462	656,749	10,287	£15,375 - Pay award. (£9,926) - Fixed term staff costs in Legal Services, funded from reserve. £4,625 - Salary supplements
Gross Direct Income	(329,946)	(329,946)	0	No Major Variance
Support Service Charges	139,910	142,340	2,430	See Note A Below:
Support Service Recharges	(456,426)	(469,143)	(12,717)	Increased recharges reflecting higher service costs.
	0	0	0	
Note A: £9,940 - Increased recharges from IT reflecting higher costs within the service. (£6,250) - Lower Admin Buildings recharges because of lower costs within the service. (£3,650) - Reduced recharge from Digital Transformation as a result of lower service costs				
Total Legal and Democratic Services	1,606,069	1,788,830	182,761	

Planning

2019/20 Actual	Service	Base Budget 2020/21	Base Budget 2021/22	Variance Base to Base
£		£	£	£
408,946	Development Management	175,692	226,189	50,497
478,492	Planning Policy	622,809	500,603	(122,206)
133,428	Conservation, Design & Landscape	152,035	153,751	1,716
299,232	Major Developments	238,246	249,824	11,578
30,937	Building Control	61,956	60,803	(1,153)
125,158	Head Of Planning	132,755	125,542	(7,213)
(35,867)	Property Information	2,769	5,000	2,231
1,440,326	Total Net Costs	1,386,262	1,321,712	(64,550)
60,294	Capital Charges	36,000	77,581	41,581
1,482,181	Support Service Charges in	1,103,620	1,197,250	93,630
(239,022)	Support Service Recharges out	(146,865)	(142,362)	4,503
2,743,779		2,379,017	2,454,181	75,164

General Fund Service Area Budgets 2021/22

Planning

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Development Management				
Gross Direct Costs	997,392	1,047,889	50,497	£26,661 Employee Inflation. £3,155 Pension deficit funding. £2,450 Golden hello payment. £19,231 Expenditure transfers from other services, mainly relating to the apportionment of staff time.
Capital Charges	36,000	77,581	41,581	Intangible Amortisation.
Gross Direct Income	(821,700)	(821,700)	0	No Major Variances.
Support Service Charges	618,290	663,250	44,960	Higher recharges of £25,790 from Postal & Scanning, £4,930 from the Corporate Enforcement Team and £27,310 from IT. Lower recharges of (£4,430) from Legal, (£5,260) from Digital Transformation and (£9,410) from Admin Buildings. The balance consists of minor variances.
	829,982	967,020	137,038	
Planning Policy				
Gross Direct Costs	669,343	547,137	(122,206)	£8,062 Employee inflation. £2,450 Golden Hello payment. (£133,160) Movement in Local Plan profiled spend, this is funded from the New Homes Bonus reserve.
Gross Direct Income	(46,534)	(46,534)	0	No Major Variances.
Support Service Charges	139,610	142,050	2,440	No Major Variances.
	762,419	642,653	(119,766)	
Conservation, Design & Landscape				
Gross Direct Costs	153,035	154,751	1,716	£8,254 Employee Inflation. £13,272 Balance of temporary funded post. £2,450 Golden Hello Payment. (£19,964) The majority of these costs are recharged to Development Management.
Gross Direct Income	(1,000)	(1,000)	0	No Major Variances.
Support Service Charges	77,830	77,300	(530)	
	229,865	231,051	1,186	
Major Developments				
Gross Direct Costs	238,246	249,824	11,578	£10,572 Employee Inflation. £4,900 Golden Hello Payments. (£4,362) increase to staff recharge to corporate budgets.
Support Service Charges	78,760	104,490	25,730	Higher recharges of £12,590 from IT and £6,520 from Legal Services reflecting a more accurate allocation of officer time.
	317,006	354,314	37,308	

General Fund Service Area Budgets 2021/22

Planning

Service Area	Base Budget 2020/21 £	Base Budget 2021/22 £	Movement £	Explanation for Movement
Building Control				
Gross Direct Costs	451,956	450,803	(1,153)	£12,854 employee inflation. (£15,565) Movement in use of earmarked reserve to cover additional staffing costs. £1,714 Pension deficit funding .
Gross Direct Income	(390,000)	(390,000)	0	No Major Variances.
Support Service Charges	124,740	142,050	17,310	Higher recharges of £16,370 from IT reflecting a more accurate allocation of officer time.
	186,696	202,853	16,157	
Head Of Planning				
Gross Direct Costs	132,755	125,542	(7,213)	(£2,890) Transfer subscription budget to development management. (£4,484) non recurring costs.
Support Service Charges	14,110	16,820	2,710	No Major Variances.
Support Service Recharges	(146,865)	(142,362)	4,503	Reduced recharges reflecting lower service costs.
	0	0	0	
Property Information				
Gross Direct Costs	184,959	187,190	2,231	£1,740 Employee inflation.
Gross Direct Income	(182,190)	(182,190)	0	No Major Variances.
Support Service Charges	50,280	51,290	1,010	No Major Variances.
	53,049	56,290	3,241	
Total Planning	2,379,017	2,454,181	75,164	

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<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£			£	£	£	£
Boosting Business Sustainability and Growth							
Rocket House	77,084	37,465	0	39,619	0	0	0
Local Property Investment Fund	1,000,000	524	999,476	0	0	0	0
Property Investment Company	0	0	0	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	0	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	137,574	0	0	0
Fakenham Connect	100,000	332	99,668	0	0	0	0
Bacton Car Park	60,000	592	59,408	0	0	0	0
North Walsham Heritage Action Zone	3,120,000	175	471,325	1,477,750	863,500	307,250	0
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	55,000	0	0	0
Purchase of Property Services Vehicles	17,744	0	0	0	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	0	0	85,500	110,000	79,500	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	0	60,000	41,000	0	0
	6,259,605	1,156,449	2,204,718	1,855,443	1,014,500	386,750	0
Local Homes for Local Need							
Disabled Facilities Grants	Annual programme	Annual programme	992,094	1,000,000	1,000,000	0	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	2,098,261	574,384	569,543	477,167	477,167	0	0
Provision of Temporary Accommodation	670,560	173,613	496,947	0	0	0	0
Fakenham Extra Care	215,500	171,024	44,476	0	0	0	0
S106 Enabling	1,400,000	0	0	500,000	300,000	300,000	300,000
	4,337,708	1,475,974	2,899,493	1,977,167	1,777,167	300,000	300,000
Climate, Coast and the Environment							
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	655	655	0	0	0	0	0
Cromer Coast Protection Scheme	8,822,001	5,305,817	30,000	1,743,092	1,743,092	0	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	1,572,607	1,545,843	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,315,883	1,215,883	100,000	0	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	0	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
	38,333,480	30,751,887	976,959	3,315,699	3,288,935	0	0
Quality of Life							
Holt Country Park Play Area	52,000	47,454	4,546	0	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	0	27,467	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	376,698	636,302	0	0	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	0	848,868	0	0	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Updated Budget 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£			£	£	£	£
Splash Leisure Centre Re provision	12,697,000	2,829,974	5,867,287	3,999,739	0	0	0
	14,712,001	3,265,291	6,570,635	4,876,075	0	0	0
Customer Focus and Financial Sustainability							
Administrative Buildings	1,565,678	1,515,678	50,000	0	0	0	0
Council Chamber and Committee Room Improvements	89,000	80,588	8,412	0	0	0	0
Environmental Health IT System Procurement	150,090	132,119	17,971	0	0	0	0
Purchase of Bins	646,895	406,895	80,000	80,000	80,000	0	0
User IT Hardware Refresh	275,000	106,622	58,378	55,000	55,000	0	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	0	0	0	0
Electric Vehicle Charging Points	248,600	119,424	129,176	0	0	0	0
Waste vehicles	4,500,000	0	4,500,000	0	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	60,000	0	0	0
Fire Wall Replacements	36,000	0	36,000	0	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	0	0	0	0
Concerto Asset Management System	25,000	0	25,000	0	0	0	0
	8,116,264	2,612,656	5,173,608	195,000	135,000	0	0
TOTAL EXPENDITURE	71,759,057	39,262,258	17,825,413	12,219,384	6,215,602	686,750	300,000
Capital Programme Financing							
Grants			2,533,592	5,096,449	4,762,435	209,750	0
Affordable Housing Contributions			0	500,000	300,000	300,000	300,000
Other Contributions			184,668	137,574	0	0	0
Asset Management Reserve			0	0	0	0	0
Revenue Contribution to Capital (RCCO)			1,198,857	0	0	0	0
Capital Project Reserve			2,016,442	477,167	477,167	0	0
Other Reserves			2,524,567	2,008,454	676,000	177,000	0
Capital Receipts			9,367,287	3,999,739	0	0	0
Internal / External Borrowing							
TOTAL FINANCING			17,825,413	12,219,384	6,215,602	686,750	300,000

Bid Title	Perm or One off	Prepared by	Sponsor	Total Estimated Project Costs	Estimated Costs				Funding Already Identified	Total Additional Funding Requested as part of Capital Budget	Annual Revenue Costs / (Income)	Comments
					2021/22	2022/23	2023/24	2024/25				
Housing Strategy & Delivery												
S106 Enabling	P	Nicky Debbage/ Graham Connolly	Rob Young	1,400,000	500,000	300,000	300,000	300,000	1,400,000	0	0	Use of ringfenced s106 commuted sums received in lieu of on-site affordable housing, to be used to enable affordable housing development.
Leisure & Locality Services												
Car Park Ticket Machine Replacement Programme	O	Maxine Collis	Steve Blatch	275,000	85,500	110,000	79,500	0	0	275,000	0	To replace between 39 and 45 ticket machines over a likely two year phased installation plan. The ticket machines have reached their expected life span with increasing breakdowns and repairs. In addition, the technology in our current machines is now obsolete.
Refurbishment of NNDC Chalets in Cromer and Sheringham	O	Karl Read	Steve Hems	101,000	60,000	41,000	0	0	0	101,000	200	A full condition survey was undertaken in 2019. In response to this survey, there is now an urgent need to undertake a full refurbishment programme and upgrade to all chalets internally and externally. This work was needed in 2020, however due to Covid the works were postponed, and so the need to refurbish is now even greater.

Total Capital Project Bids

1,776,000	645,500	451,000	379,500	300,000	1,400,000	376,000	200
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376,000	To be funded from NNDC Resources
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Potential Revenue Implications:

Revenue Income
Investment Income Reduction and
Minimum Revenue Provision
Total Estimated Revenue Impact

100	200	200	200
100	200	200	200

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Reserves Statement 2021-22 onwards draft

Reserve	Purpose and Use of Reserve	Balance 01/04/20	Updated Budgeted Movement 2020/21	Committed but not allocated to Budgets 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	Budgeted Movement 2024/25	Balance 01/04/25
		£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £1.9 million.	2,404,127	(95,863)	(9,000)	2,299,264	(86,341)	2,212,923	(50,000)	2,162,923	(50,000)	2,112,923	0	2,112,923
Earmarked Reserves:													
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	1,303,796	(1,198,857)		104,939	0	104,939	0	104,939	0	104,939	0	104,939
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	954,190	(211,668)		742,522	(142,574)	599,948	(15,000)	584,948	(5,000)	579,948	0	579,948
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.	897,959	(284,800)		613,159	0	613,159	0	613,159	0	613,159	0	613,159
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	212,481	(44,441)		168,040	(28,876)	139,164	(28,906)	110,258	(28,906)	81,352	(28,906)	52,446
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	2,074,708	(157,058)		1,917,650	(18,000)	1,899,650	(18,000)	1,881,650	(18,000)	1,863,650	0	1,863,650
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	238,293	(37,958)		200,335	(42,039)	158,296	0	158,296	0	158,296	0	158,296
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	1,000,996	(325,000)		675,996	(242,000)	433,996	(242,000)	191,996	0	191,996	0	191,996
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	0	2,355,706	(480,000)	1,875,706	(75,654)	1,800,052	(75,654)	1,724,398	(75,654)	1,648,744	(75,654)	1,573,090
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	165,621	(10,000)		155,621	0	155,621	0	155,621	0	155,621	0	155,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	3,000	40,000		43,000	50,000	93,000	50,000	143,000	(110,000)	33,000	50,000	83,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	112,973	0	(7,872)	105,101	0	105,101	0	105,101	0	105,101	0	105,101
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	336,065	(150,000)		186,065	0	186,065	0	186,065	0	186,065	0	186,065

Reserves Statement 2021-22 onwards draft

Reserve	Purpose and Use of Reserve	Balance	Updated	Committed	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/20	Budgeted	but not	01/04/21	Movement	01/04/22	Movement	01/04/23	Movement	01/04/24	Movement	01/04/25
		£	Movement	allocated to	£	£	£	£	£	£	£	£	£
			2020/21	Budgets			2020/21						
				£									
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	0	150,000		150,000	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	609,038	(73,605)		535,433	(25,104)	510,329	(14,655)	495,674	(14,655)	481,019	0	481,019
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	(575,642)		1,952,901	(328,010)	1,624,891	(527,167)	1,097,724	0	1,097,724	0	1,097,724
Land Charges	To mitigate the impact of potential income reductions.	308,526	0		308,526	0	308,526	0	308,526	0	308,526	0	308,526
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	196,119	(25,446)		170,673	(15,520)	155,153	0	155,153	0	155,153	0	155,153
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	292,207	(25,773)		266,434	(97,471)	168,963	(120,000)	48,963	0	48,963	0	48,963
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	(136,512)		132,529	(92,751)	39,778	(29,078)	10,700	0	10,700	0	10,700
Pathfinder	To help Coastal Communities adapt to coastal changes.	128,053	(20,500)		107,553	(21,627)	85,926	(3,417)	82,509	0	82,509	0	82,509
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	159,684	20,000		179,684	36,728	216,412	50,000	266,412	50,000	316,412	50,000	366,412
Property Investment Fund	To provide funding for the acquisition and development of new land and property assets	999,476	(999,476)		0	0	0	0	0	0	0	0	0
Property Company	To fund potential housing development and property related schemes	2,000,000			2,000,000	0	2,000,000	0	2,000,000	0	2,000,000	0	2,000,000
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	(680,516)		988,867	(21,014)	967,853	0	967,853	0	967,853	0	967,853
Sinking Fund	To provide provision for the repair and maintenance of the councils asset portfolio.	0	0		0	280,000	280,000	280,000	560,000	280,000	840,000	280,000	1,120,000
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		2,640	0	2,640	0	2,640	0	2,640	0	2,640
Total Reserves		18,866,917	(2,487,409)	(496,872)	15,882,636	(870,253)	15,012,383	(743,877)	14,268,506	27,785	14,296,291	275,440	14,571,731

DRAFT COMMUNICATIONS STRATEGY PAPER 2021

Summary: This draft communications strategy follows a review of the previous strategy which was last updated in 2017. Its main aims are to improve the reach and relevance of the Council's external and internal communications through its digital and other platforms - and to ensure the Council's interaction with external media is handled effectively.

Options considered: Not implementing the proposals outlined in this paper. This would however ensure continued slow/minimal audience growth for the Council's communication channels and therefore less effective reach for its messaging.

Conclusions: The Council is well-placed to substantially enhance its external communications reach and effectiveness by adopting a range of strategic recommendations made in the report. Reviewing current internal communications delivery and also graphic design provision would also be beneficial, as outlined in the paper.

Recommendations: **To review and comment on the draft communications strategy.**

Cabinet Member(s) Ward(s) affected

Cllr Sarah Butikofer All
Contact Officer, telephone number and email:

Joe Ferrari
Communications and PR Manager
01603 516040
Joe.ferrari@north-norfolk.gov.uk

1. Introduction

1.1 - Why we are here

- Enhance and protect the reputation of North Norfolk District Council
- Maximise the Council's ability to communicate effectively with the people of North Norfolk
- Promote and support the key objectives and achievements of the Council
- Maintain good professional working relationships with all key external media stakeholders
- Support officers and members in all Communications-related work
- Assist with communication of key corporate news to officers and members

1.2 – Key strategic objectives for next 12 months:

- 1) Build audience on NNDC-owned channels
- 2) Re-launch/reinvigorate Corporate Plan, its objectives and our delivery against those objectives
- 3) Establish appropriate balance between external and internal Communications
- 4) Answer all external media enquiries promptly, professionally and within deadlines where possible/practical
- 5) Build and improve relationships with key external media stakeholders who regularly cover the Council's activities
- 6) Improve coverage of regular/key Council meetings
- 7) Ensure our communications effectively support the Council's efforts to reassure, inform and protect residents and businesses during the on-going COVID crisis
- 8) Re-evaluate existing graphic design resourcing model

2. Main body of report

2.1 Build Audience

NNDC currently promotes its externally-facing news and messages through a combination of providing our own content on NNDC-owned channels and promotion to key media stakeholders.

These 'traditional' external media still remain an important source of disseminating news about our council due to their larger audiences. Although sales figures for local newspapers have seen a decline in recent years, they do enjoy healthy digital audiences through their websites and social media presences.

While sharing news with these external media stakeholders reaches a large audience and must therefore still a priority for the communications team on behalf of the Council, it is also important to robustly present the Council’s own news and views to as large an audience as possible via our own content-containing channels.

The larger the audiences we command on our website and social media channels, the greater our ‘reach’ will be, ensuring our messages reach as many of the local residents as possible.

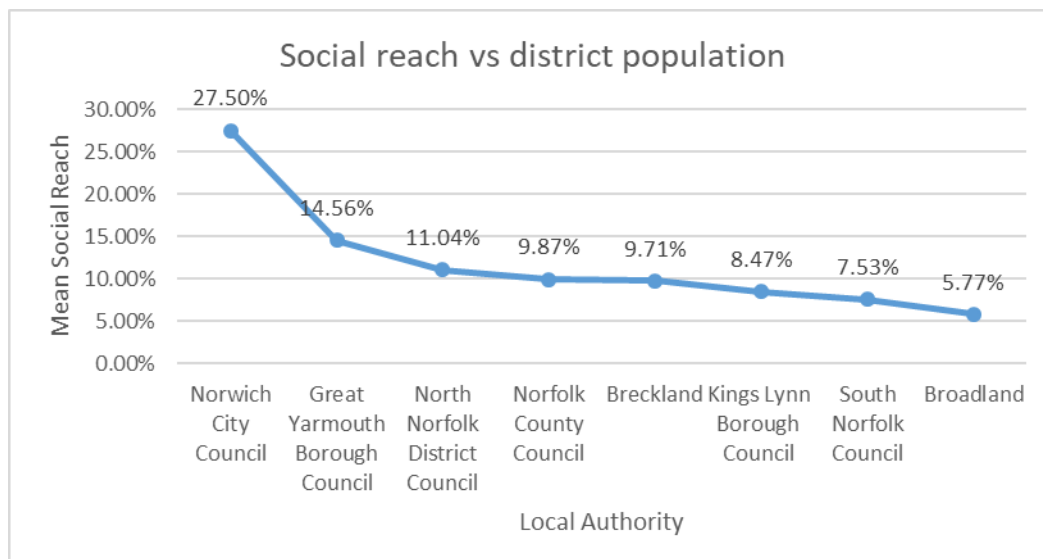
Due to the sometimes formal nature of local authority content and the fact that typically social channels are followed by a younger and more urbanised demographic, building large social audiences can be challenging for an organisation like North Norfolk District Council.

To counter this, it is vital to:

- Produce regular content, multiple times daily
- Significantly increase the use of video content
- Create engaging content, encouraging interaction wherever appropriate

In addition to our website, we are currently producing content on three main social channels, namely Twitter, Facebook and Instagram.

With some sharp growth noted in the last eight months, our figures compare favourably to other Norfolk local authorities in terms of ‘reach’, as the following indicative figures illustrate:



It is vital we continue to build this local penetration/reach by providing quality, bespoke and pro-active content about the Council on these channels. By building our base digital audiences and by providing more engaging content to increase interactivity, we will significantly improve the Council’s ability to

communicate with a larger percentage of the District's population on a regular basis.

This in turn requires cultural internal understanding and acceptance that the labour-intensive work of producing and managing this content is a key priority for the communications team.

Proposed actions:

It is essential that we bend our efforts towards building the audiences on our digital channels, to ensure we reach many more of our residents and that our presentation of the Council's activities achieves more prominence in their understanding of our work.

To do this we need to:

- Strive to promote more engaging content on a daily basis – optimum four pieces of content on each social channel a day, two per day on the website and at least one weekly 'bespoke' feature highlighting the work of members and/or staff
- Improve the 'turnaround' of content internally so news appears as contemporaneously as possible
- Robustly increase video production to support key stories through investing in equipment and training
- Employ less formal and 'stuffy' language and tone in social posts wherever appropriate and encourage interactivity through online polls, 'what do you think?' messaging, Q&As, competitions etc.
- Challenge and change the existing internal culture of using our social channels as a factual 'noticeboard'
- Encourage all staff and members to follow our social platforms
- Vigorously promote our social channels on the website and similarly, use the social channels to push traffic to our website. Especially to support the Customer Service strategy of encouraging people to engage with the Council digitally where possible and appropriate.
- Use paid-for social promotion to boost audience for key posts in the public interest, eg around COVID
- Aim to increase base audiences by end of 2021 to the following:
 - Twitter: 10,000
 - Facebook: 6,000
 - Instagram: 4,000

Timescale: Immediate/On-going

2.2 Re-launch/reinvigorate Corporate Plan

The Council has a progressive, impactful Corporate Plan for the period covering 2019-2023. Effective public delivery of a finalised version of this plan on the website has been hampered by the understandable focus on responding to COVID since around March 2020.

While COVID remains of course a serious priority for the Council, it is important to reassure residents the 'normal' work of the Council also continues where possible and appropriate.

Work on the online PDF Corporate Plan brochure is nearing completion and this should be available to share publicly by January 21. This provides an opportunity to editorially revisit some of the core components of the Corporate Plan and produce some positive communications around our work in these areas – for example with progress on the tree-planting, or a video feature around people using the Electric Vehicle Charging Points installed in our district.

Proposed actions:

- Finalise work to complete the Corporate Plan brochure to enable us to present it digitally as a PDF page-turner and in print form where appropriate
- Use the launch of this finalised version as an opportunity to re-launch the Plan itself and its far-reaching aims and objectives, with engaging content including interviews with the Leader, portfolio holders responsible for delivery on each objective, key officers if appropriate
- Regularly update on progress against objectives, clearly referencing the Corporate Plan and linking back to the full Plan where appropriate

Timescale: January onwards

2.3 Establish appropriate balance between external and internal communications

In many instances this arguably can be described as an 'inward-looking' Council, sometimes appearing as focussed on communicating to colleagues as it is on the critical priority of improving the reach and relevance of the content we present to our residents and council-tax payers.

As part of its commitment to improving internal communications, the Council has in previous years invested into the development of an extremely comprehensive intranet service for its staff and members.

Due to the extensive nature of the intranet offering, with many sections of updatable content, and due to a previous cultural emphasis on internal communications, the not unreasonable expectation amongst those staff that

do use it is that it will be frequently updated. In practice this provides a challenge in terms of available resource.

The Council's main news is all robustly presented multiple times a day by the communications team on our social channels and the website and therefore does not need to be re-packaged for staff on to the intranet, using an entirely different content management system. They should instead be prompted by the clear and permanent buttons in the news section on the intranet to visit our externally-facing channels regularly to keep up to speed with our main news.

The intranet is, however, an appropriate space for key internally-facing corporate news, such as the recent organisational restructure, or COVID-prompted changes to NNDC working practices for example, and the Communications team should certainly continue to help facilitate this material appearing there.

The extensive well-being information for staff offered on the intranet could perhaps be provided and updated by the Human Resources department or by other departments and working groups as relevant under their direction.

The intranet overall currently falls between departments, with at times a shortage of clearly-defined and allocated resource to produce the work deemed necessary to populate it appropriately.

Proposed actions:

- Conduct a review of the current internal communications offerings, potentially involving Communications, HR and any other key internal stakeholders to establish an appropriate way forward. This review to include not just the intranet but also the current delivery of team briefings provided by the relevant team/departmental leaders. Consider an anonymous Survey Monkey poll of officers and members regarding the intranet
- Consider the re-establishment of 'departmental champions' to provide and upload staff-facing content about their teams on to the intranet, after review and sub-editing by the Communications team.
- Establish a holistic Council view as to what an appropriate level and methodology of communicating with staff is and establish what resource is necessary to provide this.

Timescale: January 2021

2.4 External media enquiries

This is a critical objective as though some external media stakeholders are experiencing traditional audience decline, they remain a vital way of sharing messages with the local population. Increasingly the local media includes a deadline in its requests for information or comment from the Council and though sometimes these can be demanding depending on the subject matter

and the level of detail in response required, we should strive to meet them wherever possible and practical.

To do this the communications team needs to pick up and pass on media requests as promptly as possible and immediately respond to the journalists to acknowledge receipt – and the colleagues then approached for assistance in responding to these requests by the communications team need to also promptly assist in constructing the appropriate responses in a timely fashion.

It is also vital as an organisation that all media requests which come into the Council via other routes (e.g. direct requests to members or officers) are ‘funnelled’ to the media team. This enables us as an organisation to have a clear overview of requests we receive, compile monitoring data illustrating external media interest in the Council and ensure an appropriate and co-ordinated response.

We should investigate the provision of training to key officers and members who are likely to be involved in broadcast media interviews, with some simple advice and key pointers as to how to deliver these interviews effectively.

Finally, the Communications team should ‘ramp up’ its support of members and officers whose work is likely to be impacted by a media enquiry. The team should commit to brief members and officers where practical and possible about any relevant media enquiries or pending Council statement that is likely to affect their ward, portfolio or area of the Council’s corporate activities.

Proposed actions:

- Review all current mechanisms for contacting the NNDC Communications team and re-share with all key external media and internally
- Remind all colleagues to pass on any external media enquiries they receive to the Communications team in the first instance, rather than attempting to answer them straight away themselves
- Ensure all media queries receive a prompt acknowledgement
- Strive to meet external media deadlines wherever possible and practical
- Improve support for members and officers with advanced warning of media enquiries/Council statements which will affect their area
- Investigate provision of training for members and officers likely to be involved in broadcast media interviews

- Create and maintain a record of all external media contacts which come into the Council
- Review, update and re-share the Council's media protocols, subject to approval by the relevant constitutional committee.

Timescale: Immediate/On-going

2.5 Build relationships with local media stakeholders

The Council and its key media-facing figures will always benefit from a productive relationship with media organisations whose journalists regularly cover the Council's news and activities. Due to resourcing changes over the years at key external media stakeholding organisations, the previous practice of having the same reporters regularly interacting face-to-face with the Council is no longer always the norm.

Requests for interviews/comment usually come in via email rather than telephone, often with a list of questions and a tight deadline for response.

This development has been further exacerbated by COVID discouraging face-to-face interactions and means building productive relationships can be challenging as the current newsgathering process is quite remote and detached.

By meeting with key editors and/or journalists in a 'pens down' setting, we can aim to constructively review and where practical and possible improve our day-to-day interaction with local media stakeholders.

The solution:

- Invite key local editors/reporters to an informal 'pens down' meeting at the Council, COVID regulations permitting, where we can exchange views with them about how we can improve the ways we interact.
- Aim to establish regular points of contact at each of the main local media organisations.

Timescale: January/when COVID regulations permit

2.6 Improve coverage of key council meetings

Due perhaps to limited resource in its recent history, the Communications team has not circulated as much content around matters dealt with/discussed in Full Council or its other key meetings as it might.

Although full reporting on meetings presents some resource challenges, this should be reviewed – particularly in light of the current public broadcast of these meetings due to COVID.

Proposed actions:

- Including benchmarking with the coverage of their meetings by other local authority communications teams, review the feasibility of covering our key meetings on our channels. Even a summary interview with the leader, CEO or relevant portfolio holder covering off the key points after a meeting would be an improvement.
- Aim to have reports of key stories from meetings published on the next working day wherever possible and practical.

Timescale: Immediate/On-going

2.7 Delivery of communications during the on-going COVID crisis

Broadly speaking our content delivery about COVID has been comprehensive, with key messages around public safety and financial/practical support available to residents and businesses delivered promptly. This is despite occasional challenges in contemporaneously obtaining full clarity around regular changes to guidelines and regulations etc.

However, as we are in another critical phase in the fight against the virus it remains vital that we continue to prioritise regular, reassuring and effective communication about COVID matters via our channels and the key external media.

Proposed actions:

- Continue to stay close to the Norfolk Resilience Forum communications group for sharing of appropriate central messaging and engaging digital assets
- Continue to encourage colleagues to approach with any COVID-related content which will assist the work of their departments in this area
- Continue to source or create regular video content at appropriate points during the on-going crisis

Timescale: Immediate/On-going

2.8 Re-evaluate the existing Graphic Design model

The Council currently out-sources most of its graphic design work to various agencies, having dispensed with in-house graphic design resources in 2019.

As a result, the Council is spending money with external graphic design agencies and, due to using more than one agency, sometimes loses consistency around the design work produced on its behalf.

Proposed actions:

Work up a job specification for an internal graphic designer post at appropriate salary grade (subject to internal review). This would provide us with an in-house resource offering better accessibility to departments seeking design support and consistency of design across the Council's output, without increasing our spend in this area.

Timescale: Recruit January/February 2021

3. Implications and Risks

The risk of adopting this strategy is minimal. Any changes to the content and tone of the Council's editorial output need to be managed responsibly and collaboratively to ensure there is no additional reputational risk.

4. Financial Implications and Risks

i) Video content

The strategy pre-supposes continued focus on and investment in improving video editorial output. This brings with it on-going requirement for investment in equipment and training for communications staff, but this is amply covered under the existing 2020-21 budget provision for the department.

ii) In-house graphic design provision

The recruitment of an in-house graphic designer, if approved and subject to the relevant discussion on grading, will necessitate expenditure on the requisite salary and overheads to finance the creation of a new position. However this is offset against existing council expenditure on external graphic design costs and also existing headroom in the Communications staffing budget, such that the creation of a new post would not require additional resources from the Council's existing budget.

5. Sustainability

The strategy calls for more robust editorial coverage and support of the Council's 2019-23 Corporate Plan, which includes a strong commitment to improved sustainability and environmental responsibility. In general the paper pre-supposes the Communications team will at all times robustly support the Council's policies and endeavours regarding sustainability.

6. Equality and Diversity

The strategy pre-supposes the Communications team will at all times robustly support the Council's policies and endeavours regarding equality and diversity.

7. Section 17 Crime and Disorder considerations

None.

Appendix 1

The Code of Recommended Practice on Local Authority Publicity in England (2011)

As a public sector organisation the Council has a duty to follow the Code of Recommended Practice on Local Authority Publicity in England (2011). This revised code applies to all unitary, county and district councils in England and Wales.

The Code sets out the principles for publicity by local authorities, namely that publicity should:

- Be lawful
- Be cost effective
- Be objective
- Be even-handed
- Be appropriate
- Have regard to equality and diversity
- Be issued with care during periods of heightened sensitivity

In addition to our legal duty outlined above the Council will follow the principles of best practice, namely:

- Truthfulness
- Openness
- Transparency

<https://www.gov.uk/government/publications/recommended-code-of-practice-for-local-authority-publicity>

Sheringham Leisure Centre: project update January 2021

Detailed information relating to any aspect of the project can be obtained from Robert Young (Senior Reporting Officer) or Kate Rawlings (Project Manager) and clarification of any aspect of the table's content can be provided at or following the meeting.

	Forecast/ expected position	Current position	Notes/ comments
Time	Completion of phases 1 & 2 of the project (completion of the new building, demolition of Splash and completion of car park) originally programmed to be 29 Aug 2021.	Delays in the completion date have been previously reported due to the compounding effects of site issues (infrastructure etc.), the poor weather earlier in the programme and then the impacts of COVID-19. The completion of the build of the new leisure centre (phase 1) is expected to be 12 th August 2021, however the demolition and finalisation of the project (phase 2) will be after that date (the precise date will be dependent on the timing and outcome of surveys on the existing Splash building but anticipated to be Nov 2021, unless an earlier demolition is agreed).	Minor delays had been reported (three weeks against the agreed revised programme) by the contractor in the last period (partly due to wet weather affecting the painting of the steel work). It was anticipated that delays incurred would be made up during the next period. Much of the work on the site ceased for approximately two weeks during the Christmas break and remobilisation during the latest Covid restrictions has been slightly more complex than anticipated so at the point of drafting this report very little will have changed from the last report on 15 th December.
Budget	£12,697,139	£12,832,942	<ul style="list-style-type: none"> No change to overall budget compared to that previously reported. The detailed cost breakdown and comparison of spend against the budget profile is shown in the annex attached to this report. The value engineering (VE) target has been met by the construction contractor, in order to achieve the identified savings at the contract stage, however, further VE opportunities continue to be explored as the construction progresses in order to contain any cost increases. Some consequential increases in professional fee costs may be incurred due

			<p>to the programme delays - these will obviously depend upon the extent of the delays in completion and have yet to be calculated.</p> <ul style="list-style-type: none"> The construction contingency is currently £33,558 and client contingency is £50,000 (lower than last reported, having in part been used to cover the cost increase mentioned previously).
Issues log		<p>No new issues have been identified further to those previously reported. The site is operating in a Covid safe manner, with a zero tolerance on site for any breaches in safe practices so as to minimise the opportunity for the spread of disease on site; although with the higher rates of infection and the apparent transmissibility of the variant there is certainly more nervousness about the chance of infection.</p> <p>Surveys in advance of the demolition of the Splash were able to take place during the November lockdown and these have not given rise to any known issues.</p> <p>The recent temporary closure of the Splash due to the tier 4 restrictions and the subsequent national lockdown is a trigger for the further review of the potential demolition date of the existing Splash building.</p>	<p>As the build has progressed, technical design challenges have come about and as and when these impact on the programme or budget they will be reported.</p> <p>A business case relating to the potential options for earlier demolition of the existing Splash building will be undertaken in the coming weeks. The financial assessment and service impacts will be evaluated in a revised business case, with options being presented, based on different scenarios, and a recommendation made about the optimal timing of demolition.</p>
Risk log	A risk log is being maintained.	The risks remain as previously reported.	The risk log will be updated to take account of

	These are routinely monitored and revised, and controls are introduced to manage/mitigate risks and provide assurance	There are currently no known supplier issues, however we are aware that there may still be risks brought about by Covid and the risk of contractors' or sub-contractors' businesses or suppliers failing needs to be continually reviewed. The availability of materials and labour may be constrained by Covid restrictions or illness. There are no known impacts resulting from the end of the EU exit transition period but the situation will be continually monitored.	the current situation and any anticipated risks, with mitigation.
Project Governance	The Portfolio Holder (PH) is Cllr Virginia Gay, the Council's Senior Reporting Officer (SRO) is Robert Young and the internal Project Manager is Kate Rawlings. Various other technical experts from within the Council are involved in the project as appropriate. The Council has procured the services of: an Employer's Agent, Project Manager and Cost Consultant (all provided by REAL Consulting); a Technical Architect (Saunders Boston Architects); and a Mechanical, Electrical and Pool Filtration Consultant (Silcock Dawson)	The project team and responsibilities remain unchanged and meetings and reporting are occurring as scheduled. Meetings have largely been virtual, however, they have continued and regular site visits have also taken place, as appropriate.	All project meetings have carried on more or less as normal – although held virtually.
Communications	The Communications Plan covers: <ul style="list-style-type: none"> • Planned activities at key milestones • Responses to issues and events as they occur • Routine communications to interested parties (including 	<ul style="list-style-type: none"> • Progress on the site during the summer and autumn months was transformative and further opportunities to illustrate the progress on site and to showcase the new leisure centre will be sought. • The timelapse video is regularly updated and can be viewed at: https://www.north- 	<ul style="list-style-type: none"> • The website continues to be kept up-to-date as the key source of information. • Despite the difficult circumstances prevailing a communications plan will be devised to identify a suitable means of counting down to the completion of this very significant investment in health and wellbeing in the

	via the website)	norfolk.gov.uk/tasks/projects/timelapse-video/ <ul style="list-style-type: none">• Opportunities were being explored to use this substantial project to showcase the career opportunities that can arise. That is still being rethought, due to the current circumstances, and the various constraints that is imposing (resources and practicalities/ logistics), however we will work with the contractor in the coming months to identify appropriate ways to shine a light on the project and find ways to inspire young people.	District.
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Annex

Sheringham Leisure Centre: project update January 2021

Table 1: Budget Summary

Approved Budget	£12,697,139.00
Committed Spend	£12,421,201.78
Anticipated Budget Required (Committed Spend plus Estimated Additional Budget Requirements – see table 2)	£12,832,942.00
Current Budget Position	-£135,803.00

Table 2: Breakdown of Sheringham Leisure Centre Construction Budget

	Committed Spend	Spend to date	Estimated Additional Budget Requirements
Enabling Works	£402,532.00	£392,146.65	
Skate Park	£154,016.00	£154,016.00	
Professional Fees Pre-Construction	£504,582.00	£504,582.00	
Professional Fees During Construction	£256,970.00	£180,370.00	
Surveys Pre Construction	£124,249.00	£124,249.00	
Utilities	£21,012.00	£21,012.00	
Main Construction Contract	£10,903,389.00	£4,640,965.00 ¹	£287,634.00 ²
Construction Contingency			£33,558.00
NNDC Direct Costs ³	£54,451.78	£54,451.78	£40,548.22
Client Contingency			£50,000.00

TOTAL	£12,421,201.78	£6,071,792.43	£411,740.22
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¹ The spend profile for the main construction contract is shown in figures 1a and 1b

² A Breakdown of the current anticipated variations to the main construction contract are shown in table 3

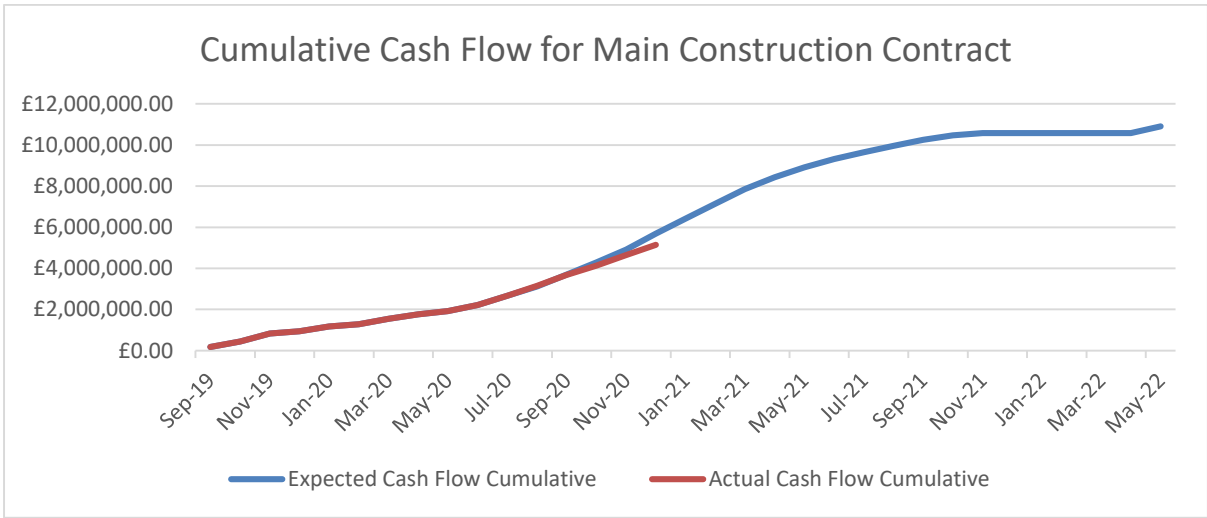
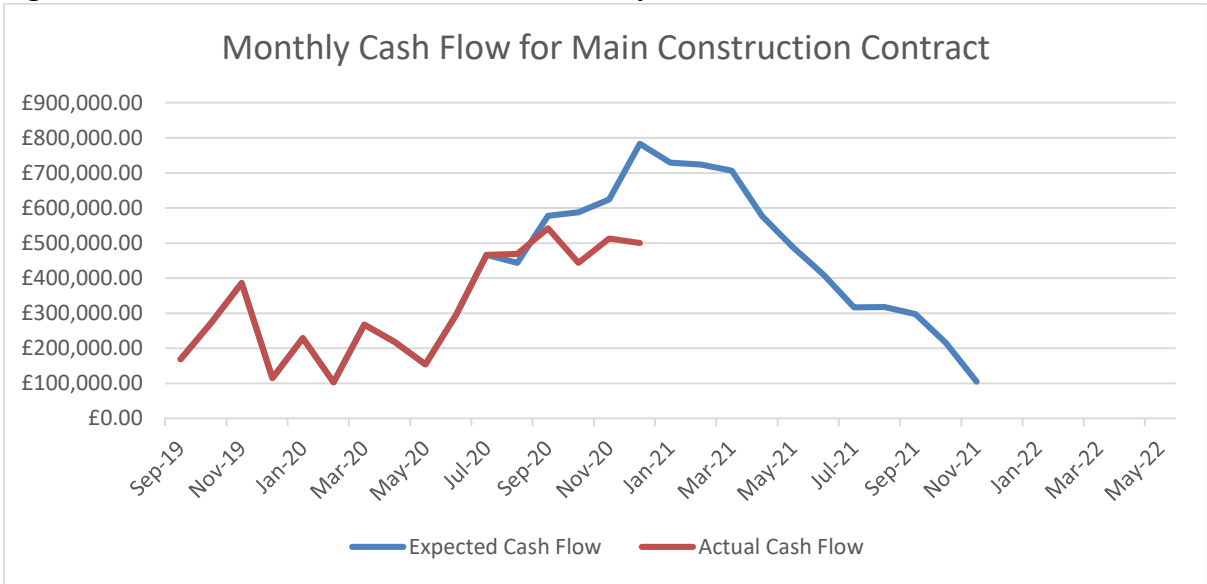
³ NNDC direct costs include for example, capital salaries, temporary car parking, signage and design works

Table 3 Variations to the main construction contract



Variation	Associated Cost
Increase to vibrio replacement works	£748.78
Increase in piling mat due to fill levels	£54,633.22
Additional fill to make up levels following topographical survey	£44,024.46
Expose and removal of redundant services pipes	£1,682.31
Adjustment of structural engineers fees paid direct by NNDC	-£6000
Adjustment of architect fees paid direct by NNDC	-£45,000
Auger drilling of concrete slab and ground reinstatement	£10,847.72
Sub-contractor remobilisation costs due to gas main discovery	£4,785.15
Gas main diversions and associated costs	£20,010.60
Water main diversion and associated costs	£2,609.82
Design change relating to vending machine alcove	-£1,050.00
Pool view to Learner Pool	£39,307.68
Learner Pool Omit Gate & Continue Barrier and Upstand	-£173.00
Design fees for floor changes	£3,386.25
Operator Contribution to Design Changes	-£34,285.93
Additional Asbestos related costs*	£5,000
Stainless steel hand rails to Learner Pool*	£4,407.50
Omit UKPN quote paid direct by NNDC	-13,664.00
CCTV inspection to sunken area of site access	£1,048.13
Slope failure and foul water sewer diversion: extended programme*	£130,000.00
Foul water diversion*	£10,000
Omit dividing wall between studios	-£7,185
Add foam glass insulation to underside of slab*	£60,000
Omit sum for pumping station fencing / walling	-£20,000
Impact of COVID-19 on construction programme*	£22,500.00
TOTAL anticipated variations to the main construction contract	£287,634

*These figures are estimates and not yet confirmed

Figures 1a and 1b Main Construction Contract Spend Profile



North Norfolk District Council
Cabinet Work Programme
For the Period 01 January 2021 to 31 March 2021

Decision Maker(s)	Meeting Date	Subject & Summary	Cabinet Member(s) Lead Officer	Corporate Plan Theme	Status / additional comments
February 2021					
Cabinet	01 Feb 2021	Property Transactions	Greg Hayman Andrew Brown Nicky Debbage Renata Garfoot	Financial Sustainability Local Homes for Local Need	 Possible exempt information
Cabinet	01 Feb 2021	Decisions taken under delegated authority	All Emma Denny Democratic Services Manager		
Cabinet	01 Feb 2021	Communications Strategy	Sarah Butikofer Joe Ferrari Communications & PR Manager	Customer Focus	
Cabinet	01 Feb 2021	Loan – Homes for Wells	Greg Hayman Graham Connolly	Local Homes for Local Need	 Possible Exempt information
Scrutiny	13 Jan 2021	2021/22 Base Budget and Projections for 2022/23 to 2023/24	Eric Seward Duncan Ellis Head of Finance	Financial Sustainability	Pre-Scrutiny
Cabinet	01 Feb 2021				
Council	24 Feb 2021				



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 January 2021 to 31 March 2021

February 2021					
Cabinet	01 Feb 2021	Capital Strategy	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i>	
Scrutiny	10 Feb 2021				
Council	24 Feb 2021				
Cabinet	01 Feb 2021	Treasury Strategy 2021/2022	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i> 01263 516246	
Scrutiny	10 Feb 2021				
Council	24 Feb 2021				
Cabinet	01 Feb 2021	Investment Strategy	Eric Seward	Lucy Hume <i>Chief Technical Accountant</i> 01263 516246	
Scrutiny	10 Feb 2021				
Council	24 Feb 2021				
Cabinet	01 Feb 2021	Project Governance & Management Framework	Sarah Butikofer	Steve Blatch <i>Chief Executive</i>	
March 2021					
Cabinet	15 Mar 2021	Managing Performance Q3			
Cabinet	15 Mar 2021	Budget Monitoring Period 10	Eric Seward	Duncan Ellis <i>Head of Finance & Assets</i> 01263 516243	
Scrutiny	24 Mar 2021				



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 January 2021 to 31 March 2021



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)*

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OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2020/21

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

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

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Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
December				
Cabinet Scrutiny	Performance Management Q2	Sarah Butikofer Steve Blatch	To review Council performance	Quarterly
Scrutiny	Sheringham Leisure Centre Update	Rob Young Virginia Gay	To receive an update on the progress of the Sheringham Leisure Centre Project.	Quarterly
Cabinet Scrutiny Council	Fees & Charges	Eric Seward Duncan Ellis	To review the Council's fees and charges	Annual
Scrutiny	Scrutiny Panels – Terms of Reference	Matt Stembrowicz Nigel Dixon	To review and approve the Scrutiny Panel Terms of Reference	Requested by Committee
Cabinet Scrutiny	NNDC Covid-19 Current Phase Actions/Response Report	Steve Blatch Sarah Butikofer	To continue to monitor the Council's actions in response to the Covid-19 Pandemic.	
January 2021				
Cabinet Scrutiny Council	Medium Term Financial Strategy	Eric Seward Duncan Ellis	To review the Medium Term Financial Strategy	Annual – before 2021/22 Budget
Cabinet Scrutiny Council	2021/22 Base Budget and Projections for 2022/23 to 2023/24	Eric Seward Duncan Ellis	To review the proposed budget and projections	Annual
Scrutiny	NNDC Public Car Park Usage	Steve Blatch	To review the usage patterns of NNDC's public car parks	Requested by the Committee
Cabinet Scrutiny	Communications Strategy	Joe Ferrari Sarah Butikofer	To review the Council's communications strategy	
Scrutiny	Sheringham Leisure Centre Update	Rob Young Virginia Gay	To receive an update on the progress of the Sheringham Leisure Centre Project.	Monthly
February				
Cabinet Scrutiny Council	Treasury Strategy 2020/21	Eric Seward Lucy Hume	To review the treasury management activities and strategy for the investment of surplus funds	Annual
Cabinet Scrutiny Council	Capital Strategy	Eric Seward Lucy Hume	To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme	Annual
Cabinet Scrutiny Council	Investment Strategy	Eric Seward Lucy Hume	To review the Council's Investment Strategy for the year 2020-21	Annual

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Scrutiny Cabinet	Equality & Diversity Policy	Steve Blatch Sarah Butikofer	To review the draft Equality & Diversity Policy prior to approval	Requested by Council
March				
Scrutiny	Crime & Disorder Briefing	Nigel Dixon Matt Stembrowicz	PCC and district Superintendent to provide a briefing on tackling domestic abuse during the Covid-19 Pandemic.	Annual
Cabinet Scrutiny	Budget Monitoring P10	Eric Seward Duncan Ellis	To review the budget monitoring position	
April				
Cabinet Scrutiny	Enforcement Board Update	Nigel Lloyd	To receive an update Enforcement Board cases – inc how to raise concerns, resourcing of team and overview of properties	Six-monthly

Meeting	Topic	Lead Officer / Member	Objectives & Desired Outcomes	Time cycle
Pending Items/To be Confirmed				
Cabinet Scrutiny Council	Affordable Housing Strategy		Pre-Scrutiny of the affordable housing strategy	Potential Panel Item
Scrutiny	Development Planning Performance Review		Review of service over five year period against national performance framework	Potential Panel item – Spring 2021
Scrutiny	Monitor resource implications for Homelessness Strategy			Potential Panel Item
Scrutiny	Website design/functionality		To review the functionality of the Council's website	Requested by the Committee
Cabinet Scrutiny Council	Annual Action Plan TBC?	Sarah Bütikofer Helen Thomas		Annual
Scrutiny Council	Overview & Scrutiny Committee Annual Report 2018/19	Matt Stembrowicz	Committee to approve and recommend to Council	Annual
Scrutiny	Market Towns Initiative Monitoring/Process Review	Matt Stembrowicz Richard Kershaw	To monitor the implementation of successful MTI applicants and review the funding process	Requested by the Committee – Upon project

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				completion
Scrutiny	Council Asset Maintenance (Preventative) Maintenance Strategy		To review the Council's Asset Maintenance schedule	Requested by the Committee
Scrutiny	Ambulance Response Times/First Responders Briefing		Continue to Monitor work of NHOSC	Requested by the Committee - NHOSC
Scrutiny	Climate Change Strategy/Declaration of Climate Emergency	Nigel Lloyd	Review of actions in response to climate change	Potential Panel Item
Scrutiny	Economic Development Strategy		Review strategy	Potential Panel Item
Scrutiny	North Walsham Heritage Action Zone Project Monitoring		To monitor progress of the NWHAZ project	Requested by Committee

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<p><u>13. SHERINGHAM LEISURE CENTRE PROJECT UPDATE: DECEMBER 2020</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To note the report. 2. That more detailed budget information be provided in future reports. 3. That updates are provided on a monthly basis from January 2021. 4. That a visual presentation on the progress of the new leisure centre be provided as part of the next update. 	<p>O&S Committee</p> <p>Assistant Director for Sustainable Growth</p>	<p>December Meeting</p> <p>January Meeting</p>
<p><u>14. SCRUTINY PANELS - TERMS OF REFERENCE</u></p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. To agree the draft Terms of Reference and pause implementation of the Panels until working practices have been established. 	<p>O&S Committee</p>	<p>N/A</p>
<p><u>16. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE</u></p> <p>ACTIONS</p> <ol style="list-style-type: none"> 1. To invite the Chair of the Coastal Parish Working Group to a future meeting to provide an update on the monitoring of ambulance response times in North Norfolk. 	<p>Scrutiny Officer</p>	<p>February 2021</p>