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16 February 2021

A meeting of the **Council** of North Norfolk District Council will be held remotely via Zoom on **Wednesday, 24 February 2021 at 6.00 pm.**

PUBLIC ATTENDANCE AND PUBLIC SPEAKING – COVID-19

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

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

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

Emma Denny
Democratic Services Manager

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

All other Members of the Council for information.

Members of the Management Team, appropriate Officers, Press and Public

**If you have any special requirements in order
to attend this meeting, please let us know in advance**

If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

Chief Executive: Steve Blatch

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A G E N D A

1. **APOLOGIES FOR ABSENCE**

To receive apologies for absence, if any.

2. **MINUTES**

1 - 12

To confirm the minutes of the meeting of the Council held on 16 December 2021.

3. **TO RECEIVE DECLARATIONS OF INTERESTS FROM MEMBERS**

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

4. **ITEMS OF URGENT BUSINESS**

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

5. **CHAIRMAN'S COMMUNICATIONS**

To receive the Chairman's communications, if any.

6. **LEADER'S ANNOUNCEMENTS**

To receive any announcements from the Leader, if any.

7. **PUBLIC QUESTIONS/STATEMENTS**

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

8. **APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES & PANELS**

To approve any appointments to committees, sub committees, working parties, panels and outside bodies as notified by the Group Leaders.

9. **APPOINTMENT OF MONITORING OFFICER**

13 - 18

Summary:

Under Section 5 of the Local Government and Housing Act 1989, the Council is required to designate a Monitoring Officer. The Monitoring Officer has a number of statutory duties and responsibilities relating to the Council's Constitution and arrangements for effective governance. Following the recent resignation of the officer who has

fulfilled this role for the Council since September 2016, it is necessary to designate a new officer to fulfil the Monitoring Officer role for the authority.

Options considered: To designate an officer of the Council as Monitoring Officer or buy-in the service from an external provider.

Conclusions: Council is required to appoint a Monitoring Officer under Section 5 of the Local Government and Housing Act 1989. The appointment of the Monitoring Officer is reserved to the Council and cannot be made by any other body.

Recommendation: That Council appoints Cara Jordan, Assistant Director for Finance, Assets & Legal as the Council's Monitoring Officer on a permanent basis and with immediate effect

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

Contact Officer, telephone number and email: Steve Blatch, Chief Executive
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Email: steve.blatch@north-norfolk.gov.uk

10. UPDATE ON MANAGEMENT RESTRUCTURE

To receive an update from the Chief Executive on the Senior Management restructure.

11. RECOMMENDATIONS FROM CABINET 01 FEBRUARY 2021

19 - 92

- a) Agenda item 11 (recommendation 9) Medium Term Financial Strategy 2022-25

Recommendation to Council:
To approve the Medium Term Financial Strategy 2022-2025

The Overview & Scrutiny Committee supported the recommendations at their meeting on 10th February, subject to a review in September 2021.

- b) Agenda item 12: Capital Strategy 2021/22

Recommendation to Council:

That the Capital Strategy and Prudential Indicators for 2021-22 are approved

The Overview & Scrutiny Committee supported the recommendations at their meeting on 10th February

c) Agenda item 13: Investment Strategy 2021/22

Recommendation to Council:
That the Investment Strategy is approved.

The Overview & Scrutiny Committee supported the recommendations at their meeting on 10th February

d) Agenda item 14: Treasury Management Strategy 2021/22

Recommendation to Council:
That the Treasury Management Strategy Statement is approved.

The Overview & Scrutiny Committee supported the recommendations at their meeting on 10th February

e) Agenda item 15: North Norfolk Council Tax Hardship Fund

Recommendations to Council:

1. To approve the Council Tax Hardship Policy (Appendix 1) which will support the administration of the hardship fund.
2. That delegation is given to the Benefits Manager to make any technical scheme amendments to ensure that it meets to criteria set by central government.
3. To delegate any amendments as to funding distribution following any further funding committed by Government, to the Section 151 Officer and in consultation with the Portfolio Holder for Finance and the Portfolio Holder for Benefits.

12. COUNCIL TAX SUPPORT SCHEME 2021/22

93 - 114

Summary: The council must review and agree its 2021/2022 Council Tax Support (CTS) scheme for working age people by 11th March 2021. We must first consult with the major preceptors then publish a draft CTS scheme for public consultation. The draft CTS Scheme was agreed by delegated decision and the public consultation ran from 11th January 2021 to 7th February 2021.

This report details the results of the consultation and the recommended final CTS scheme for working age people for 2021/2022.

The CTS scheme must be agreed before the council taxbase and the overall budget can be

set.

The CTS scheme for 2021/2022 is a continuation of the 2020/2021 scheme with some minor changes to keep it in line with other welfare reform amendments and to simplify administration.

Options considered: There are alternative CTS scheme models that can be considered for our working age scheme. However these would involve significant changes and in the present climate a fundamental review of the scheme is not recommended.

Conclusions: No other changes are proposed to the draft CTS scheme as a result of the consultation.

Recommendations: To approve the draft CTS scheme for 2021/2022 (which went to public consultation) as the final CTS scheme for 2021/2022.

Reasons for Recommendations: To ensure a CTS scheme for working age people for 2021/2022 is agreed by Council by 11 March 2021.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Delegated decision notice for CTS draft scheme 2021/22 public consultation
Council Tax Support draft scheme 2021/22 Public Consultation Questionnaire
Council Tax Support draft scheme 2021/22 Public Consultation responses

Cabinet Member(s)
Greg Hayman

Ward(s) affected - all

Contact Officer, telephone number and email:
Karen Hill, 01263 516183, karen.hill@north-norfolk.gov.uk

Please note that an amendment to the Budget has been proposed. This can be found at Agenda item 23 (this item is supplementary to the main agenda)

Summary: This report presents for approval the budget for 2021/22 and to make statutory calculations in accordance with the Local Government Finance Act 1992 to set the Council Tax for 2021/22. The report also includes the Chief Financial Officer's report on the robustness of the estimates and adequacy of reserves.

Options considered:

It is a statutory requirement to set the budget each year, whilst there are options around the content of the budget presented for approval, the budget now recommended reflects the recommendations made by Cabinet at its meeting on 1 February 2021.

Conclusions: It is the opinion of the Council's Chief Financial Officer that the budget for 2021/22 has been set within a robust framework and the impact of this resolution will maintain an adequate level of financial reserves held by the Council.

Recommendations: That having considered the Chief Financial Officer's report on the robustness of the estimates and the adequacy of the proposed financial reserves, the following be approved:

- 1) The 2020/21 revenue budget as outlined at Appendix A within this report;
- 2) The surplus of £744,806 be transferred to the Business Rates Reserve (£344,806) and the Delivery Plan Reserve (£400,000);
- 3) The £2m Property Company Reserve be reallocated to the newly established Major Repairs Reserve (£1m) and Treasury Reserve (£1m);
- 4) The statement of and movement on the reserves as detailed at Appendix C within this report;
- 5) The updated Capital Programme and financing for 2021/22 to 2023/24 (as detailed at Appendix C1 within the 2021/22 Budget

- Report - February 2021 Cabinet Agenda);
- 6) The new capital bids recommended for approval (as detailed within appendix C2 within the 2021/22 Budget Report - February 2021 Cabinet Agenda);
 - 7) That Members note the current financial projections for the period 2022/23 to 2024/25;
 - 8) The updated 2021/22 Rate Relief Policy as set out in section 5 is approved.
 - 9) The Policy Framework for the Earmarked Reserves and the Optimum Level of the General Reserve 2021/22 to 2024/25 (Appendix B within this report);
 - 10) That Members undertake the Council Tax and statutory calculations set out at section 4, and set the Council Tax for 2021/22;
 - 11) The demand on the Collection Fund for 2021/22 is as follows:
 - a. £6,456,213 for District purposes
 - b. £2,573,788 for Parish/Town Precepts;
 This reflects the recommended Council Tax increase of £4.95 for the District element for an average Band D property and;

Reasons for
Recommendations:

To approve the 2021/22 budget for revenue and capital and to make the statutory calculations in respect of the 2021/22 Council Tax.

Cabinet members: All

Wards affected: All

Contact Officer, telephone number and email:

Duncan Ellis, 01263 516330, duncan.ellis@north-norfolk.gov.uk

14. RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 10 FEBRUARY 2021

There were no further recommendations from the Overview & Scrutiny Committee meeting held on 10th February 2021.

15. RECOMMENDATIONS FROM THE CONSTITUTION WORKING PARTY 04 FEBRUARY 2021

145 - 150

Summary: The remote meetings protocol was approved by Council on 24th June 2020. It is felt that a review of the protocol would be beneficial to address some of the minor issues that have arisen.

Conclusions: After almost a year of operating meetings remotely, there are some aspects of the process that can be improved – for elected members, the public viewing via the livestream and officers presenting.

Recommendations: That Council approves the revised Remote Meetings Protocol

Cabinet Member(s): Ward(s) affected; All
Cllr V Gay

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

**16. RECOMMENDATION FROM LICENSING & APPEALS COMMITTEE 151 - 158
23 NOVEMBER 2020**

Please note that the Handbook & Policy document can be found in the 'Library' section of the website under 'Full Council 2021'

Summary: This report follows the production of the final draft of the Hackney Carriage and Private Hire Policy and Handbook. The document should be approved as a framework for the Council and its stakeholders. The handbook has been subject to consultation period in 2020 and a Licensing and Appeals Committee Hearing. The recommendations from this Committee was to hold further discussions via a working group of Elected Members from Licensing Committee, Taxi Trade representatives in North Norfolk and Licensing Officers from NNDC.

Agreement has been achieved by the working group to produce this document for submission at Full Council for approval and then to implement from 1 April 2021. This following the recommendation by Licensing and Appeals Committee on 23 November 2020.

Options considered: To approve the document which has been subject to a detailed consultation and review process involved the various stakeholders to produce a document that will maintain standards in the taxi trade and protect the travelling public using these services.

Conclusions: To approve and adopt implementation of the policy and handbook from 1st April 2021

Recommendations: To approve the Hackney Carriage and Private Hire Policy and Handbook, with implementation from 1st April 2021

Reasons for Recommendations: This is to provide a policy and handbook as a reference to the various stakeholders on taxi licensing and how it will be administered and operated within North Norfolk's District.

Cabinet Member(s) Cllr N Lloyd	Ward(s) affected - ALL
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Contact Officer, telephone number and email:
Tracy Howard – Public Protection and Commercial Manager 01263 516139
thoward@north-norfolk.gov.uk

17. PAY POLICY STATEMENT 2021/22

159 - 174

Summary: Section 38 of the Localism Act 2011 (“the Act”) requires the Council to produce an annual pay policy statement (“the statement”) for the start of each financial year. The attached statement is drawn up in compliance with the Act to cover the period 2021/22. It is a legal requirement that Full Council formally signs off this statement and the responsibility cannot be devolved to any other person or committee.

Options considered: There are no options to consider as part of this paper.

Conclusions: The attached statement sets out current remuneration arrangements for officers.

Recommendations: To adopt the attached Pay Policy Statement and to publish the statement

for 2021/22 on the Council's website.

Reasons for Recommendations: To comply with the requirements of the Localism Act.

Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected
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Contact Officer, telephone number and email:
James Claxton, Human Resources Manager, james.claxton@north-norfolk.gov.uk
(01263) 516352

18. TEMPORARY APPOINTMENTS TO A PARISH COUNCIL 175 - 178

Summary

This report recommends that a temporary appointment is to be made by the District Council to Briningham Parish Council to ensure that the Parish Council is able to lawfully function until such time as the requisite number of vacancies are filled.

Recommendations:

That Council:-

- i) **Resolves that District Councillor Andrew Brown (Study local ward member) and County Councillor Steffan Aquarone (Melton Constable Division) and one other district councillor, be appointed to serve as temporary members of Briningham Parish Council until 6 May 2021, when an election (unless uncontested) will be held.**
- ii) **The Monitoring Officer be authorised to make the necessary order to give effect to the temporary appointments.**

19. PORTFOLIO REPORTS 179 - 216

To receive reports from Cabinet Members on their portfolios.

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

No member may ask more than one question (and a supplementary question) unless the time taken by members' questions does not exceed 30 minutes in total, in which case second questions will be taken in the order that they are received (Constitution, Chapter 2, part 2, section 12.2)

20. QUESTIONS RECEIVED FROM MEMBERS

None Received.

21. OPPOSITION BUSINESS

None Received.

22. NOTICE(S) OF MOTION

None Received.

23. SUPPLEMENTARY ITEM - BUDGET AMENDMENT

217 - 230

An amendment to the Budget has been proposed. This item was put forward after the agenda was published.

24. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution – if necessary:

“That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph(s) _ of Part 1 of Schedule 12A (as amended) to the Act.”

25. PRIVATE BUSINESS

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COUNCIL

Minutes of the meeting of the Council held on Wednesday, 16 December 2020 remotely via Zoom at 6.00 pm

Members Present:

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

Also in attendance: The Chief Executive, the Deputy Monitoring Officer, the Democratic Services Manager, The Democratic Services & Governance Officer, the HR Manager.

37 CHAIRMAN'S COMMUNICATIONS

The Chairman welcomed Members to the meeting. He updated them on the 'Cley Calling' events that were scheduled for January, February and March 2021 and said that he was in the process of notifying everyone who had attended his Civic Reception in 2019 about them and encouraging them to join the sessions.

38 LEADER'S ANNOUNCEMENTS

The Leader, Cllr S Butikofer, began by providing an update on how the Council was responding to the pandemic. She said that cases had risen in the District during late November to a maximum number of 95 cases per 100,000, a large part of the cases being attributable to one particular setting. However, in the seven days to 10th December, numbers had dropped to 57.2 cases per 100,000, compared to an England average of 184 cases per 100,000. North Norfolk was currently rated 309th out of 314 local authority areas in England. Since March 2020, the total number of cumulative cases was 792. This meant a total of 755.5 cases per 100k compared to an England average of 2875.8 cases per 100k. This means that since March 2020, North Norfolk had one of the lowest rates of infection of any local authority. The total number of deaths from Covid was 64. This was an average of 61 per 100k, compared to an England average of 108 deaths per 100k. For this indicator, North Norfolk was the 64th lowest local authority in England. This higher figure could be

due to the District's elderly demographic.

The Council was working hard to share Government and local messaging about Covid. Since 2nd December there had been a team of six Covid Support Officers working across the District's towns, in conjunction with partners, visiting business premises offering advice and undertaking enforcement visits. The programme of fogging public conveniences, car park ticket machines and children's play equipment continued.

The Leader went on to say that as of 11th December, the Council had made 'Local Restriction Support' grant payments to 2781 businesses, totalling in excess of £4m. The Economic Growth Team was now developing the process for applications for the additional restrictions grant scheme which would be launched in the New Year. The Council had also written to any businesses which might be eligible for the Government's wet-led grants scheme for licensed premises. On 15th December, Sport England announced a national leisure recovery fund for local authority sports and leisure centres. Officers were working on applying for support through this programme. Covid testing facilities would continue to be provided at Cromer and Fakenham throughout the Christmas period.

The Leader concluded by saying that since Monday 13th December, a leaflet was being distributed to every household with information regarding the support available during the pandemic. The Council was also continuing to work with health partners on the delivery of a vaccination programme throughout Norfolk.

She thanked staff who had taken volunteer days to help with tree planting and also the public who had opted to take trees to plant in their own gardens.

39 DECLARATIONS OF INTEREST

None.

41 APOLOGIES FOR ABSENCE

Received from Cllr T Adams and Cllr G Perry-Warnes.

42 MINUTES

The minutes of the meeting held on 18th November 2020 were approved as a correct record and signed by the Chairman.

43 ITEMS OF URGENT BUSINESS

None.

44 PUBLIC QUESTIONS/STATEMENTS

None received.

45 APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES, WORKING PARTIES AND PANELS

The Leader informed Council that she had made the following appointments:

- Governance, Risk & Audit Committee – Cllrs H Blathwayt, P Butikofer and P Fisher, Cllr P Bevan Jones was appointed as a substitute member.
- Overview & Scrutiny Committee – Cllrs A Brown and P Fisher

Cllr C Cushing, Conservative Group Leader announced the following appointments:

- Planning Policy & Built Heritage Working Party – Cllr N Pearce to replace Cllr D Baker
- Overview & Scrutiny Committee – Cllr C Cushing

Cllr J Rest, Independent Group Leader said that he had no changes to make.

46 PORTFOLIO REPORTS

1. Cllr S Butikofer, the Leader, said that she had nothing to add to her written report. She reminded Members that there would be a briefing on the Census on 11th January and encouraged everyone to attend.

Cllr C Cushing referred to the recent outline planning application for 950 new homes in Fakenham. He said that when the vote was taken at Development Committee on 10th December 2020, two Cabinet Members, including the Portfolio Holder for Planning, voted against it. He said that the decision was crucial for the town and for the delivery of new homes in the District as well as being the culmination of 12 years of work and asked whether the Leader could explain how two portfolio holders could vote against it and whether the Leader supported the planning application. The Leader said that she did support the application and she had worked very closely with the applicants to ensure it was brought forward and delivered.

Cllr G Mancini-Boyle referred to the Motion on adopting the International Holocaust Remembrance Alliance's definition of anti-semitism which had been supported at Full Council in December 2019. He asked why, a year later, it was still not incorporated into the Council's Equality & Diversity Policy. The Leader replied that she took this matter very seriously and she was not happy it was taking so long. She reassured Cllr Mancini-Boyle that it was still very much on the agenda but that officers had been working flat out during the pandemic which had caused capacity issues. Cllr Mancini-Boyle replied that the pandemic hadn't impacted on workloads until March 2020 which had still allowed sufficient time for the work to be undertaken. The Leader confirmed that she would write to Cllr Mancini-Boyle with a confirmed date for when this matter would be resolved.

2. Cllr A Fitch-Tillett, Portfolio Holder for Coast, introduced her written report and thanked the officers for their continued hard work.
3. Cllr V Gay, Portfolio Holder for Culture and Wellbeing, introduced her written report.

Cllr G Mancini-Boyle asked whether there were plans to resurrect the companion calls service that the Council had operated during the first lockdown earlier in the year. The Leader, replying on Cllr Gay's behalf, confirmed that the telephone companion scheme was due to be re-launched shortly.

Cllr N Dixon asked Cllr Gay about the recent meeting of the North Norfolk Sustainable Communities Fund (NNSCF). He referred to the Motion regarding funding for Community Action Norfolk (CAN) which had been considered by Council on 23rd September, resulting in a recommendation for CAN to apply to the NNSCF for funding, with Cllr Gay publicly recording her thanks to CAN for their hard work. He also referred to the recent application by the Smallburgh & Stalham First Responders to the NNSCF, which had also been refused and asked why the Council appeared to be publicly supportive of such community groups but was not prepared to provide grants to them.

Cllr Gay replied that the North Norfolk Sustainability Fund was a cross-party panel which reported its decisions to Members. She said that both organisations could apply to the fund again and offered to provide a written response to Cllr Dixon detailing the thinking behind the decisions for CAN and the First Responders.

Cllr W Fredericks asked if Cllr Gay could provide more information on the social prescribing service that the Council was supporting. Cllr Gay said that she had sent out a report to Members on the service in October and had good feedback. It was highly valued and supported by 5 officers, 3 of which were funded by Norfolk County Council. She suggested that a presentation to Members could be arranged for the new year to provide more information.

4. Cllr G Hayman, Portfolio Holder for Housing and Benefits, presented his report as written. Cllr N Housden referred to the position regarding Parklands at Pudding Norton. He said that he hadn't been advised about the residents being contacted about the Green Homes grant. He said that as the local member he had had a considerable amount of contact with the residents regarding problems with their electricity connection in the summer of 2019 and it would have been helpful to have been notified about the grant. In addition, he said that he understood that an offer to purchase the Parklands site had not been pursued. He requested an update on the current situation regarding this. Cllr Hayman apologised that Cllr Housden hadn't been notified about the Green Homes grant. He said that the scheme was District wide and it was possible that was why he had not been contacted. Regarding the second question, he said this fell within the assets portfolio and Cllr Seward should be able to provide an update.
5. Cllr R Kershaw, Portfolio Holder for Sustainable Growth, said that he was happy to take any questions on his report and portfolio. Cllr D Baker made reference to written contact that he had made with Cllr Kershaw asking why businesses had not received their second lockdown grant payments and why North Norfolk continued to lag behind neighbouring authorities on issuing payments. He said that the explanations were that there were more SME's in the District and that the Council wanted to be clear on the guidance. Cllr Baker said he wanted to clarify these issues. If there were more businesses eligible for grants then more officers should have been allocated to their distribution. He also asked which aspects of the guidance were causing problems and why neighbouring authorities did not appear to have an issue with this. Cllr Kershaw replied that he had replied to Cllr Baker's letter. He said that the District was now third in paying out grants. He added that he would be happy to take any further questions and respond in writing. He added that payments to wet-led establishments were being assessed and

were due to be paid out on Friday 18th December.

6. Cllr N Lloyd, Portfolio Holder for Environmental Services, Climate Change & Environment, said that he welcomed the appointment of two officers to the new climate change team. He then paid tribute to the Environmental Health team who had been working exceptionally hard in recent months.

Cllr G Mancini-Boyle said that he was pleased to see the tree planting initiative was moving forward. He asked whether the scheme would continue once the target was achieved. Cllr Lloyd replied that the tree planting scheme was going well. There had been a lot of interest from schools and parish councils. He was certain that the target would be met and exceeded.

Cllr Mancini-Boyle then asked about renewable energy generation for new planning applications and said that the figures were currently far too low and wondered what work was being undertaken in conjunction with the Planning service to address this issue and create more energy efficient housing. Cllr Lloyd replied that he agreed, saying that he had voted against the recent planning application for housing in Fakenham, as the renewable energy offer was just 10% which he felt was appalling as at least 20% was required for a site of that size. He said a lot depended on the new Local Plan as this contained a significant number of new initiatives – including an increase in affordable homes.

Cllr N Housden queried planning applications which were being rejected by the planning department for proposing ground source heat pumps instead of oil fired heating. He said that this approach needed to be reviewed and asked when this would happen. Cllr Lloyd said that the answer lay in current planning legislation. Many of the climate change issues were not classed as material considerations within the planning regime. He found this very frustrating indeed and enabled developers to get away with minimum standards. He asked Cllr Housden to write to him with the details of the planning applications that he had referred to and said that he would look into it.

7. Cllr E Seward, Portfolio Holder for Finance & Assets introduced his report and said that he was happy to answer any questions. Referring to Cllr Housden's earlier question regarding Parklands in Pudding Norton. He said that under the Asset Management Policy the Council had a duty to achieve the best price for an asset disposal and he had asked the Estates and Assets Manager to update Cllr Housden on the Parklands situation.

Cllr T FitzPatrick asked about the publication of a leaflet issued to all the households in North Norfolk providing advice on Covid. However, leaflets had also been distributed as far afield as Brancaster and Great Yarmouth. He asked about the cost of undertaking this and the rationale behind the wider distribution. Cllr Seward said that the leaflets were designed for the residents of North Norfolk and he said that he would give a written reply regarding the cost. Cllr FitzPatrick said that he did not reply a written reply but said that he asked that consideration was given to better targeting them in future. The Chief Executive added that Royal Mail had been requested to distribute the leaflets according to postcode and acknowledged that some had been distributed beyond any communities that adjoined district postcodes – and this was being looked into.

Cllr N Dixon asked what the 'Income and savings' workshop held on 25th November 2020 had produced towards closing the gaps outlined in the Medium Term Financial Strategy. Cllr Seward replied that when the MTFS was published further information would be available. He said that deficits were often forecast but didn't always materialise. However, he acknowledged that the situation was getting more difficult, particularly regarding support from central Government.

Cllr Dixon said that he accepted uncertainty was always an issue. However, he said that most of the 'low hanging fruit' from previous years would already have been picked and far better preparation was required now. Certainly it would be very challenging for future years and should not be underestimated. Cllr Seward said that planning was starting at a much earlier stage than previously to ensure the Council was prepared.

Cllr Mancini-Boyle referred to the recent leaflet drop. He said that it may have been better to issue them in the same way that the bin collection reminders were.

8. Cllr L Shires introduced her report. She said she was happy to take any questions. Cllr V FitzPatrick referred to the license for Microsoft Office 365, which he welcomed. He asked whether the license had been finalised and what the anticipated cost savings were likely to be by 'piggy backing' on the County Council IT contract. The Head of IT said that the contract had just been signed. In the end, Microsoft were able to offer a better deal through the Council's existing software supplier than through the County Council supplier – achieving an £8,000 saving over the three years of the contract.

Cllr V FitzPatrick then asked about the recent change to the Councils online payment gateway to the GOV.PAY system. He queried whether that work had now been complete and if so, what were the anticipated savings per annum from this and how would these savings be achieved – transactional, or staff time.

The Head of IT & Digital Transformation replied on behalf of the Portfolio Holder. He said that he couldn't give a total figure for the savings as most of them were based on transactions. There was a per transaction saving – over the cost which was currently paid to Capita. In addition, there would no longer be the need to pay £11,000 to Capita for the license for the Gateway software. He confirmed that the system wasn't live yet as it had been delayed due to Covid and the Uniform (Planning) project go-live. He added that there were further savings that would be achieved on security features that were currently incurring additional costs of approximately £12,000pa. He concluded that he would provide a written response on the total savings achieved.

Cllr J Rest referred to the reference to the Fakenham Community Centre in Cllr Shire's written report (page 56). He said that none of the three local members for Fakenham had been informed about a building survey being undertaken on the centre. He said he was very concerned about the lack of communication. He asked for clarification on the following: what was the work for, what was the estimated cost and when was the building survey commissioned and by whom. He also asked whether ward members could be involved with projects from the outset. Cllr Shires replied that she was concerned to hear about the lack of communication and assured Cllr Rest

that the local members would receive all of the information requested, in writing, within 7 days.

Cllr J Punchard said that he was the representative for the Fakenham Community Centre as well as the ward member and that the pandemic was not a sufficient excuse on this occasion for not keeping him informed.

9. Cllr J Toye, Portfolio Holder for Planning and Enforcement, introduced his report. He commended the officers for all their recent hard work.

In reference to Cllr Cushing's earlier question regarding his decision to vote against the recent planning application in Fakenham, he said that he agreed with Cllr Lloyd that the renewable energy offer for the scheme was not sufficient. He added that he always listened to the debate at Development Committee before reaching a decision on how to vote.

Cllr Cushing said that his point related to the fact that both of the Members he had referred to in his earlier question were Cabinet members and consequently they had influence – particularly over major planning applications. It was for this reason that he was puzzled by their approach, especially as it had taken 12 years for the application to come to fruition.

Cllr N Pearce referred to the High Court case which resulted in the loss of affordable housing on the Cley Road development due to s106 losses. He asked how much money had been spent on this and when would Members and the public be informed as to why this had happened. In addition, could assurance be given that this would not happen again.

Cllr Toye said that he could not hear the question fully due to IT issues. The Chairman said it would be better if a written response was provided.

47 RECOMMENDATIONS FROM CABINET 07 DECEMBER

Fees & Charges 2021/22

Cllr E Seward, Portfolio Holder for Finance introduced this item. He said that it had been considered by the Overview & Scrutiny Committee and there had been a lengthy discussion. Cllr Dixon, chairman of the Committee confirmed this and said that there had been no substantive issues raised.

It was proposed by Cllr E Seward, seconded by Cllr R Kershaw and

RESOLVED:

- a) to approve 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

48 RECOMMENDATIONS FROM THE OVERVIEW & SCRUTINY COMMITTEE 15 DECEMBER 2020

Cllr N Dixon, Chairman of the Overview & Scrutiny Committee confirmed that there were no further recommendations to Council.

49 DRAFT PROGRAMME OF MEETINGS 2021/22

The Democratic Services Manager introduced this item. She explained that this was an annual report outlining the Council's formal committee meetings for the forthcoming municipal year.

It was proposed by Cllr C Heinink, seconded by Cllr W Fredericks and

RESOLVED

To adopt the Programme of Meetings for 2021-22.

COMMUNITY GOVERNANCE REVIEWS

The Chief Executive introduced this item. He explained that as part of the Local Government Boundary Review of North Norfolk, undertaken in 2016/17, a small number of historical parish boundary anomalies were identified which could only be corrected through the formal process of a community governance review. In addition, there were three locations in the District where, based on rates of development, provision of major infrastructure and changing land-use / community identities, parish boundaries would now appear anomalous and could benefit from some revision to better reflect community identities and the use of local services and facilities and therefore parish precepts.

Cllr T FitzPatrick referred to the changes within his ward, specifically Little Walsingham and Great Walsingham. He said that the proposal suggested that some properties appeared to fall within Little Walsingham but that they currently paid Council tax and were on the electoral register within Great Walsingham. He questioned why this should be an issue as it was one parish. He then referred to the confidential papers and queried why they hadn't been made public as the information could be found elsewhere.

The Chief Executive replied that although there was no difference in the precept for the wider Walsingham parish, the number of parish councillors representing Little and Great Walsingham was allocated according to the number of properties in the ward and this proposal sought to resolve that. In response to the second question, he said that the consultation would involve detailed information being shared, including contacting the affected households.

Cllr N Housden referred to the solar farm that was due to come into West Raynham and asked if it was currently within the Weasenham parish. The Chief Executive replied that all of the affected parishes were within the North Norfolk District boundary. He confirmed that it would not impact on any community benefit that was derived from the solar farm.

It was proposed by Cllr J Rest, seconded by Cllr J Toye and

RESOLVED

To approve proposals to undertake a programme of Community Governance Reviews during 2021 based on the matters detailed in the report, with final proposals / recommendations being brought back to Full Council in November or December 2021

50 QUESTIONS RECEIVED FROM MEMBERS

None received.

51 OPPOSITION BUSINESS

None received.

52 NOTICE(S) OF MOTION

The following Notice of Motion had been proposed by Cllr D Baker, seconded by Cllr C Cushing:

‘Throughout the coronavirus pandemic we have seen our care professionals rise to the challenge to look after, care for and help our elderly and most vulnerable in society.

The need for the widest recognition of the vital and hugely valuable work social care professionals do for, and in our communities has never been greater.

So many people in North Norfolk have benefitted from the tireless work of these professionals and whose quality of life is, and has been, immeasurably enhanced by the care and compassion, and the skills and knowledge of this cohort of care providers who do so much for others.

We therefore propose the following recommendation:

1. NNDC states publicly its support for and commitment to the ‘*Developing skills in health and social care*’ project.
2. A Cabinet member is identified as the member who will take responsibility for supporting this valuable project and championing the project at a senior strategic level. This Cabinet member will report to Full Council regularly on progress.
3. A member of staff is named as lead officer on supporting this project and who will work closely with members of the DSHSC project team, and project partners, to:
 - (a) promote this excellent initiative and promote links to wider initiatives across North Norfolk,
 - (b) collate information on the implementation of the project in North Norfolk,
 - (c) help to address any barriers to individuals joining the scheme’

The Chairman began by saying that he understood the following amendment had been proposed by Cllr L Shires, seconded by Cllr E Seward (changes in bold):

1. NNDC states publicly its support for and commitment to the ‘*Developing skills in health and social care*’ project. **This to include seeking financial help from Norfolk County Council and or Central Government, to enable North Norfolk District Council to be actively involved on an ongoing basis in supporting those who work in Health and Social Care.**
2. A Cabinet member is identified as the member who will take responsibility for

supporting this valuable project and championing the project at a senior strategic level. This Cabinet member will report to Full Council regularly on progress.

3. A member of staff is named as lead officer on supporting this project and who will work closely with members of the DSHSC project team, and project partners, to:

(a) promote this excellent initiative and promote links to wider initiatives across North Norfolk,

(b) collate information on the implementation of the project in North Norfolk,

*(c) help to address any barriers to individuals joining the scheme, **including lobbying for this project to include our unpaid carers.***

The Chairman asked if the proposer and seconder of the motion were willing to accept the amendment. If so, it would effectively become an alteration to the original motion so that it is included and the debate will then be on the substantive motion (as amended). If the amendment was accepted, there would be no requirement to debate and then vote on the amendment. Cllr Baker and Cllr Cushing agreed to accept the amendment.

The Chairman then invited Cllr Baker to introduce the motion. Cllr Baker began by saying that he had brought forward the motion to recognise the valuable contribution that care professionals had made during the pandemic. They had worked tirelessly throughout this very challenging period but it should be recognised that they did this day in and day out. The motion aimed to drive ambitious and tangible benefits to those who worked across the social care workforce across Norfolk and Suffolk, via the 'Developing skills in health and social care' project. The project would give those working in the sector access to a range of higher qualifications and career progression opportunities, delivered by partners across the region.

He said that carers were not given recognition for the valuable work that they did. He hoped that by supporting the motion, the Council would demonstrate its support for the sector being seen as a high status, highly skilled, specialist profession. He said that in his view, reform of social care would be one of the most important pieces of legislative reform undertaken by the Government in the coming years. By investing in social care and valuing it as a profession, it would benefit not just the care givers but those receiving care and the wider health sector too. He said that he had met with the Leader and the Chief Executive to discuss the motion and they had indicated that they were supportive of the proposals and that they could be fulfilled within the current resources available to the Council. He asked Members to support the motion. Cllr Cushing reserved his right to speak.

Cllr L Shires said that she was very pleased to see some investment in health and social care professionals. She said it was a very dedicated profession and thanked everyone for their continued hard work during such challenging times. Cllr Shires said that she was very pleased to see that the DWP had entered into a contract with Norfolk County Council and that it was such a substantial investment in social care. She said that she had proposed an amendment because the original motion had not included unpaid carers and she felt that they should also be invested in, with Norfolk having a high figure than the national average. This project would offer them the opportunity to develop their skills so they could properly support the people they cared for.

Cllr E Spagnola said that as an unpaid carer, she supported the motion, but she echoed Cllr Shires comments. She said that she was paid less than 20 pence an hour to look after her disabled children, adding that her children deserved better than that. She went on to say that her husband was a care worker and he felt that people in the sector should be paid more than the minimum wage to do a complex,

demanding job. The low pay meant that carers did not feel valued and this could mean that they did not feel motivated to take on extra training and development of their skills.

Cllr M Millership said that she supported the principle of the motion as an unpaid carer. She said that the project as it stood only supported existing paid carers. She outlined the various roles that she had taken on as an unpaid carer for several family members including both her parents and her brother. She said that she had received no training to provide such support. She said that would like to see recognition for all unpaid carers and the provision of support and training when they wanted it.

Cllr E Withington said that she welcomed the motion. However, she was disappointed to see that the project only offered Level 2 (GCSE) training and she would like to see a more advanced offer to attract skilled workers into the profession. She said that she hoped the Council could focus on providing high level training for carers – both paid and unpaid.

Cllr R Kershaw said that he was touched by the previous speakers' comments. He said that he was concerned that the project was part-funded by the EU and he sought reassurance that the Government would continue to fund the scheme.

Cllr T FitzPatrick said that he would like to thanks Cllr Baker and Cllr Cushing for bringing forward the motion.

Cllr N Pearce said that he would support the motion and acknowledged the comments made so far. There was a lot of work to be done but this was a good start that could be built on and develop.

Cllr W Fredericks said that she wanted to pay tribute to young carers. She said that this shouldn't be happening in a first world country and she would like their contribution to be acknowledged.

Cllr V FitzPatrick said that he was supportive of the motion and welcomed this issue being dealt with at a strategic level within the Council.

Cllr P Grove-Jones reiterated Cllr Fredericks comments regarding young carers. She said that they were sacrificing their friendships and schooling with very little support.

Cllr S Butikofer said that it was clear how important the motion was. She said that Members needed to work together and build on it. It was clear that those who carried out unpaid roles needed to be recognised too.

Cllr C Cushing thanked everyone for their contributions. He acknowledged that there was an enormous amount of work still to be done. The number of paid adult social carers alone in the UK was set to increase considerably from 1.65m to over 2.2m by 2025. In Norfolk alone there were 26,000 people, with 1600 vacancies. Turnover was about 30% which was causing considerable problems with recruitment. Training would help with this, increasing morale and competence and helped with career progression.

Cllr Baker closed the debate by thanking everyone for their input. He said that there was a lot of work to do yet but this was an initial step in the right direction. He said that he was totally committed to progressing the reforms. He recognised that unpaid carers were a key part of the issue – as were young carers, some of which were just 5 years old.

He thanked everyone for coming together on this issue.

It was proposed by Cllr D Baker, seconded by Cllr C Cushing and

RESOLVED unanimously that

1. NNDC states publicly its support for and commitment to the 'Developing skills in health and social care' project. This to include seeking financial help from Norfolk County Council and or Central Government, to enable North Norfolk District Council to be actively involved on an ongoing basis in supporting those who work in Health and Social Care.

2. A Cabinet member is identified as the member who will take responsibility for supporting this valuable project and championing the project at a senior strategic level. This Cabinet member will report to Full Council regularly on progress.

3. A member of staff is named as lead officer on supporting this project and who will work closely with members of the DSHSC project team, and project partners, to:

(a) promote this excellent initiative and promote links to wider initiatives across North Norfolk,

(b) collate information on the implementation of the project in North Norfolk,

(c) help to address any barriers to individuals joining the scheme, including lobbying for this project to include our unpaid carers.

The Chairman closed the meeting by thanking officers and Members for their support and hard work during a very challenging year. He wished everyone a Happy Christmas.

The Leader, Cllr S Butikofer, wished everyone a happy Christmas and thanked the staff for their outstanding work and continued support.

53 EXCLUSION OF PRESS AND PUBLIC

54 PRIVATE BUSINESS

The meeting ended at

Chairman

Appointment of Monitoring Officer

- Summary:** Under Section 5 of the Local Government and Housing Act 1989, the Council is required to designate a Monitoring Officer. The Monitoring Officer has a number of statutory duties and responsibilities relating to the Council's Constitution and arrangements for effective governance. Following the recent resignation of the officer who has fulfilled this role for the Council since September 2016, it is necessary to designate a new officer to fulfil the Monitoring Officer role for the authority.
- Options considered:** To designate an officer of the Council as Monitoring Officer or buy-in the service from an external provider.
- Conclusions:** Council is required to appoint a Monitoring Officer under Section 5 of the Local Government and Housing Act 1989. The appointment of the Monitoring Officer is reserved to the Council and cannot be made by any other body.
- Recommendation:** **That Council appoints Cara Jordan, Assistant Director for Finance, Assets & Legal as the Council's Monitoring Officer on a permanent basis and with immediate effect**

Cabinet Member(s): All	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Telephone:- 01263 516232 Email: steve.blatch@north-norfolk.gov.uk	

1. Introduction

- 1.1 Section 5 of the Local Government and Housing Act 1989, requires that the Council appoints a Monitoring Officer. The Monitoring Officer has a number of statutory duties and responsibilities relating to the Council's Constitution and arrangements for effective governance.

2. Background

- 2.1 The officer who has served as the Council's Monitoring Officer since September 2016 resigned from the authority with effect from 31st January 2021; it is therefore necessary to designate a new officer to fulfil the Monitoring Officer role for the authority.
- 2.2 The Monitoring Officer appointment is required by the Council's Constitution to be made by Full Council.

- 2.3 Until Full Council is able to make a permanent appointment into the role at its meeting of the 24th February 2021, the Chief Executive has made an interim appointment into the role under Delegated Powers. Under these arrangements, Cara Jordan, Assistant Director – Finance, Assets and Legal, has been appointed as Interim Monitoring Officer.

3. Decision to be taken

- 3.1 The functions of the Monitoring Officer, as detailed in the Council's Constitution are included at Appendix 1 to this report. The appointment is not a specific job role within the Council's establishment, the Monitoring Officer duties are supplementary responsibilities attached to a substantive postholder, for which an additional payment of £4965 per annum is paid. This payment is within the Council's budget and there are therefore no additional costs associated with making this appointment.
- 3.2 It is therefore recommended that Cara Jordan, Assistant Director of Finance, Assets and Legal – be appointed as the Council's Monitoring Officer on a permanent basis and with immediate effect.
- 3.3 Ms Jordan has previously been Deputy Monitoring Officer for the authority, and as a qualified barrister is well qualified to fulfil the requirements of the Monitoring Officer role.
- 3.4 On appointment, the Monitoring Officer is then able to appoint a Deputy Monitoring Officer/s to provide support with specific elements of the role and to provide appropriate cover in the absence of the Monitoring Officer.

4. Corporate Plan Objectives

- 4.1 Not applicable

5. Medium Term Financial Strategy

- 5.1 Not applicable

6. Financial and Resource Implications

- 6.1 There are no financial or resource implications for the authority in making this appointment. Existing provision exists within the approved budget for the supplementary responsibility payment made to the Monitoring Officer.

7. Legal Implications

- 7.1 Section 5 of the Local Government & Housing Act 1989, as amended by schedule 5, paragraph 24 of the Local Government Act 2000, requires the Council to appoint a permanent Monitoring Officer.

8. Impact on Climate Change

8.1 Not applicable

9. Equality and Diversity

9.1 There are no equality and diversity issues raised by this report.

10. Section 17 Crime and Disorder considerations

10.1 Not applicable

11. Recommendation

That Council appoints Cara Jordan, Assistant Director for Finance, Assets & Legal as the Council's Monitoring Officer on a permanent basis and with immediate effect.

Appendix 1 - Functions of the Monitoring Officer

1. Maintaining the Constitution.

The Monitoring Officer will maintain and revise an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.

2. Ensuring lawfulness and fairness of decision making.

After consulting with the Chief Executive and Chief Financial Officer, the Monitoring Officer will report to the Full Council or to the Cabinet in relation to a Cabinet function if he/she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered and appropriate advice taken.

3. Supporting the Standards Committee

The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the Standards Committee.

4. Working with the Independent Person

The Monitoring Officer will work with the Council's appointed Independent Person to promote and maintain high standards of conduct and ethical behaviour.

5. Receiving reports

The Monitoring Officer will receive and act on decisions of the Standards Committee.

6. Conducting investigations

The Monitoring Officer will conduct investigations or arrange for investigations to be conducted into matters referred by ethical standards officers and make reports or recommendations in respect of them to the Standards Committee.

7. Proper Officer for access to information

The Monitoring Officer will ensure that Cabinet decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.

8. Advising whether Cabinet decisions are within the budget and policy framework

The Monitoring Officer will advise whether decisions of the Cabinet are in accordance with the budget and policy framework.

9. Providing advice

The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors.

10. Restrictions on posts

The Monitoring Officer cannot be the Chief Financial Officer or the Head of Paid Service.

The Monitoring Officer will discharge his/her functions in accordance with the Council's protocol.

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Medium Term Financial Strategy 2022-25

Summary: This report presents for approval the latest medium term financial plan and projections for the following three years to 2023/24.

Options considered: The Medium Term Financial Strategy for the forthcoming financial years must be set annually. The position now presented for approval is the culmination of work carried out by officers and Members over a number of months, details of which are provided within the report.

Conclusions: This report presents the latest financial projections for the following three financial years, 2022/23 to 2024/25, which have been produced based on a number of assumptions as detailed within the main body of the report and appendices and also reflects the provisional finance settlement announced on 17 December 2020. The report also outlines the risks facing the Council in forecasting future spending plans and resources.

Recommendations: **It is recommended that Full Council approve the Medium Term Financial Strategy**

Reasons for Recommendations: **A Medium Term Financial Strategy must be approved each year**

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Outturn Report 2019/20, Medium Term Financial Strategy 2020/21 – 2023/24, 2020/21 budget monitoring reports, O&S Draft Budget Review 2021/22.

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

1 Introduction

- 1.1 The Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan outcomes. The MTFS establishes how the Council's priorities will be achieved by setting out the framework within which resources are available over the medium term and the financial challenges facing the Council in terms of future funding gaps. It is the method by which the Council plans translates its long-term goals into action by considering;
- Where the Council is now
 - Where the Council wants to be
 - What the Council's plans are to get there
- 1.2 The MTFS helps to ensure that the Council is 'doing the right thing' while taking account of internal strengths/weaknesses and external threats/opportunities. It should also provide a link between the Council's long-term service objectives and its financial capacity, which effectively asks the question 'can the strategic objectives be achieved within the available financial envelope?'
- 1.3 For the first time, the Medium Term Financial Strategy is presented in the same report as the Budget for approval, although this document has been separately prepared for Overview and Scrutiny, to allow them to consider it in addition to the Budget, which was pre-scrutinized in January 2021.

2 Corporate Plan – 'Where we want to be'

- 2.1 In May 2019 a new Council was elected and has now adopted a new Corporate Plan which sets out the intent and ambition of the authority for the period 2019 – 2023 (which can be found [here](#)). The Corporate Plan provides the framework and context for the Council's service provision, project interventions and resource allocation (financial and staffing) for the period through to 2023. The Plan is subject to annual review to ensure that it continues to reflect the Council's priorities and objectives throughout the next four years in response to emerging trends, policy developments and legislation.
- 2.2 It reflects the essential needs and aspirations of our customers and communities and how we feel the Council can best use its resources to deliver services and outcomes that make a positive difference for everyone who lives in, works in or visits North Norfolk.
- 2.3 However, despite the District having a number of very positive attributes we also have some big challenges: – responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population.
- 2.4 The Corporate Plan identifies six key themes where we would propose developing actions and allocating resources to respond to the challenges our district faces in the years to come as detailed below;
- Local Homes for Local Need
 - Boosting Business Sustainability and Growth
 - Climate, Coast and the Environment
 - Quality of Life
 - Customer Focus
 - Financial Sustainability

- 2.5 Planning for the future is challenging, especially given the broad range of services we provide, and the competing demands for increasingly scarce resources. All our services are committed to making improvements and finding savings, so that the Council remains efficient, effective and meets the day to day needs of the communities we serve. The purpose of the Corporate Plan is to focus on those priorities where we need to give specific attention. It will help us target better our dwindling capital and revenue resources and help direct and focus any bids for external grant support. The Plan also provides a framework against which we can assess our progress to support the needs of our customers and communities.
- 2.6 The Delivery Plan, which supports the objectives contained within the Corporate Plan, was approved by Full Council during 2020. This details how we will judge our performance; it will also be the means by which the Council agrees its improvement objectives. It includes the expected outcomes from each of the six key themes and be supported by a set of priority actions and measures through which the Council will undertake a self-assessment of the level of improvement made.
- 2.7 The Climate, Coast and Environment theme will help to ensure that the Council delivers on its Climate Emergency agenda and this element of the Corporate Plan will permeate and influence all of the other work stream and Delivery Plan themes so that it becomes embedded within the culture of the organisation. The Council will look to generate income from the Electric Vehicle Charging Points which have been installed in Council owned car parks across much of the District. Solar panels are also generating an income on the Council's main office block in Cromer. In addition to reducing the Council's running costs, these panels are projected to provide £10,000 per annum of income to support the Council's budget.
- 2.8 A number of the Delivery Plan projects will support the Climate Emergency agenda and the Council will try and ensure as far as possible that environmental considerations are built in to all areas of the Council's day to day business operations.
- 2.9 The Council is currently supporting its Climate Change agenda and motion on Climate Emergency by earmarking £330,000 from the Delivery Plan Reserve to facilitate the planting of 110,000 trees in the District. Two climate change officers are now in post and working on the draft Environment Charter and Action Plan. A further £150,000 is available within an earmarked reserve to support initiatives under this plan. Activities are likely to be related to:
- Monitoring and managing the Council's carbon footprint
 - Alternative Energy Projects
 - Biodiversity improvements
 - Electric Vehicle Charging
 - Waste reduction
 - Raising awareness and creating behaviour changes through community engagement
- 2.10 Underpinning the Corporate Plan is the day to day business that departments undertake and which will be reflected in departmental Service Plans. All Service Plans are linked to the Corporate Plan. These plans also include the performance measures by which the delivery of wider improvement activity can be managed. The Corporate Plan is a living document and will be regularly reviewed throughout its life to reflect changes in the local, regional and national context.

- 2.11 The priorities within the Corporate Plan were developed by talking with, and listening to the community, Elected Members, staff and other key stakeholders all of whom have helped to shape the content of the Plan.

Our Strategic Priorities 2019 – 2023

- 2.12 The Delivery Plan includes a series of priority actions and measures that we will monitor to assess if we have made a difference. Progress and tracking against the identified actions and delivery of the outcomes will form a key part of the Council's performance management framework.

Investment in Priority Areas

- 2.13 Whilst the overall level of the Council's resources is reducing it is important that a clear focus is maintained on matching funding to priorities. This will remain a key focus over the coming years to ensure the aspirations contained within the new Corporate Plan and the projects contained within the Delivery Plan are realised.

Our Vision

- 2.14 In order to develop a long term plan, every organisation needs to set an aspiration of where the organisation is aiming to be in the future. This enables everyone to be united in a shared direction and purpose. The Council's aspiration is as follows:

North Norfolk District Council – putting our customers at the heart of everything we do

Our Values

- 2.15 Our values represent the beliefs and expected behaviour of everyone working for North Norfolk District Council. Our values, which aim to support quality services, we;
- Respect everyone and treat everyone fairly
 - Are open and honest and listen
 - Strive to offer the best value for money service
 - Welcome new challenges and embrace change

'One Team' Team Approach

- 2.16 In order to deliver high quality services, we need to have excellent teams to deliver them. We recognise that our staff are our most important resource at the heart of the services we provide. We are committed to investing in staff and their development so that we have well trained and supported employees, providing professional services and who are happy and motivated in their work. The One Team approach also includes Members to ensure we work closely together to deliver our priority outcomes and that their training needs are also met as part of their ongoing development.

3 Horizon Scanning

- 3.1 There are various local and national pressures which will have an effect on the Council's budget and may represent a risk to the delivery of the Council's Corporate Plan. A SWOT analysis has been undertaken which can be found at Appendix F which categorises these pressures as either a strength, weakness, opportunity or threat with the following definitions:

Strength: Things that the Council does well

Weakness: Things the Council need to improve upon

Opportunity: Something that could contribute positively to the Councils Corporate Plan

Threat: Emerging risks to the Corporate Plan and/or budget

4 Our Future Financial Position – Projections 2022/23 – 2024/25

- 4.1 The current projections over the Medium Term can be found at Appendix A. If we do nothing, we will have budget deficits which will greatly restrict our ability to deliver the Corporate Plan. We have the opportunity, now that we are forewarned, to develop a strategy to reduce the budget deficit in a sustainable way, which protects front line services as a priority and allows the Council to deliver on the key themes of the Corporate Plan.
- 9.1 Due to the ongoing COVID 19 response, a one-year Provisional Local Government Finance settlement was announced. This does not provide any certainty as regards the future of local government financing and, coupled with the delayed ongoing Fair Funding and business rates reviews, makes future years' projections incredibly difficult.
- 9.2 The forecast financial projections included at Appendix A make assumptions around future spending forecasts but have now been updated following receipt of the provisional settlement figures for 2021/22 and attempt to predict future income levels.
- 9.3 The assumptions around council tax funding reflect a year on year £4.95 increase in council tax in line with the current referendum principles although it should be noted that any decision regarding increases to council tax will be made annually in line with the budget setting process.
- 9.4 After allowing for these assumptions the overall position shows a balanced budget in 2021/22 with future deficits forecast in future years of around £1.7m in 2022/23 and beyond.
- 9.5 Further consultation is expected in respect of the Fair Funding Review and the new Business Rates Retention Scheme. The future year forecasts are based on the best available information at the current time and are cautious estimates.
- 9.6 The Provisional Local Government Finance settlement announcement has assumed that local authorities will increase council tax annually by either 2% or the £5 where the local authority is in the lowest quartile. NNDC is currently in the lowest quartile and the funding assumptions made in the settlement assume that there is an annual increase in council tax of £5 for each year of the settlement. As discussed above, the proposals for the 2021/22 financial year are for a £4.95 increase in Council Tax and the future forecasts assume this strategy is continued. However, if council tax were not to be

increased next year this would negatively impact on both the current forecast balanced budget for next year and the future years' deficits and the impact of which can be seen within the table below.

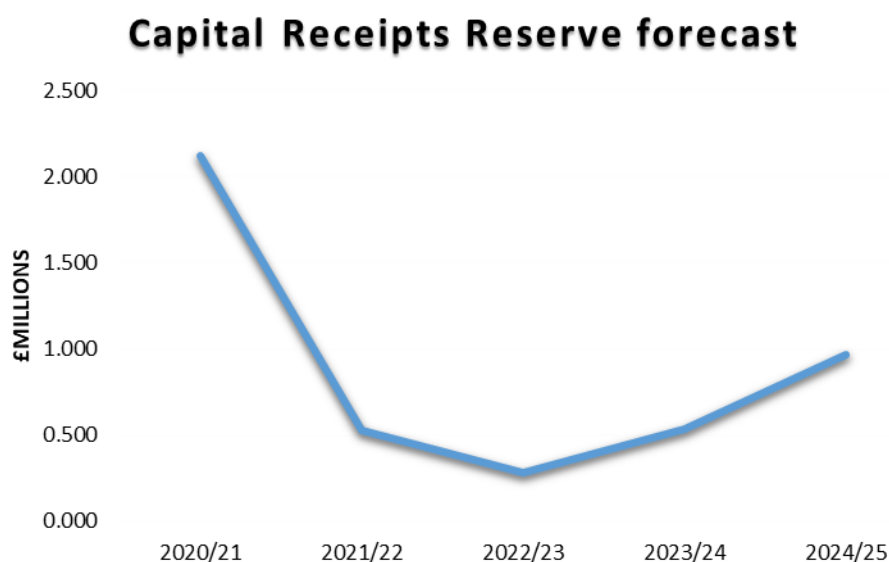
Table 1 – Council tax projections				
Allocation	2021/22	2022/23	2023/24	2024/25
	£	£	£	£
Budget (surplus)/deficit	202,747	2,213,223	2,735,164	2,700,200
2021/22 - £4.95 increase	(202,747)	(203,688)	(204,678)	(206,163)
2022/23 - £4.95 increase		(203,688)	(204,678)	(206,163)
2023/24 - £4.95 increase			(204,678)	(206,163)
2024/25 - £4.95 increase				(206,163)
Total additional income from Council tax	(202,747)	(407,375)	(614,033)	(824,650)
Adjusted (surplus)/deficit	0	1,805,848	2,121,131	1,875,550

- 9.7 The table above shows what impact **not increasing council tax** would have on the future year's deficit forecasts as the present assumptions within the MTFs and the budget are that council tax will be increased year on year. It should be noted that while the current referendum principle caps the maximum at £5.00 and proposed increase at this level would actually result in an increase of £4.95 as any increase has to be divisible by 9 due the way the calculations are undertaken and adjusted to represent Band D equivalent properties.
- 9.8 If these recommended council tax increases are not made over the period, the current forecast deficit of £1.9m for 2024/25 **would increase to £2.7m** and the Council would forgo council tax income of c£0.8m over the period based on the current forecasts.
- 9.9 In view of the Governments change in approach towards funding for Local Authorities with a greater emphasis on Council Tax rises, and the cumulative impact of grant reductions from RSG and New Homes Bonus, freezing council tax over the medium term is not an approach that can be recommended.
- 9.10 Recent feedback from MHCLG officers also suggests that, as the central government funding assumption is that Council's will be using their local income raising powers wherever possible, that those choosing not to do so are in effect not taking the future funding deficits seriously. They also indicated that this might indicate a lack of financial resilience in terms of future years. The advertised 4.5% increase in Councils Core Spending Power is completely reliant on Council Tax increases being made in full. Approximately 80% of the increase in Core Spending Power national for all authorities relies on this tax increase. Not taking advantage of this seriously hampers the Council's ability to balance its budget in the coming years of the Medium Term Financial Plan.
- 9.11 A sensitivity analysis and various forecasting scenarios which have supported this medium term forecast can be found at Appendix B.

5 Strategy for closing future budget gaps

Savings Programme

- 5.1 A savings exercise was undertaken with officers and Members in November 2020. This identified several potential savings and initiatives to produce extra income. These items are now being reviewed by officers for feasibility. As part of this exercise, the Overview and Scrutiny Committee contributed ideas for savings and income generation. These are summarised at Appendix E, along with commentary on feasibility of implementation, next steps to be taken, and risks to implementation. It is important to note that none of these ideas have been agreed yet for implementation, they are in the investigation stage only. Cabinet may wish to consult more widely on the potential implementation of these proposals.
- 5.2 While many of these ideas are feasible, some represent significant Invest to Save projects (such as the acquisition of new car parks), and will require projects to be brought forward on a business case basis. It is not possible to say at this stage to put a figure to the income generating potential as it will depend on many variables which will not become apparent until individual projects come forward. The lead in time for these ideas due to the investment required is also likely to mean that implementation would not be possible until sometime during the 2022/23 financial year.
- 5.3 The authority has a dwindling level of capital receipts available to fund invest to save projects, although the Council does have some earmarked reserves (Asset Management Reserve, Capital Projects Reserve and, where appropriate, the Delivery Plan Reserve) which could be deployed to fund projects. Internal and External borrowing will be considered as part of a business case, but as both of these sources of borrowing put pressure on the Revenue budget in the form of interest payable and MRP, there would need to be an income stream sufficient to offset this for the project to be considered sustainable in the medium term.



- 5.4 As the long term effects of COVID on the services we deliver and the way we work as a team become apparent, there may be opportunities to create efficiencies through new ways of working.

Financial sustainability in the Corporate Plan

- 5.5 Financial sustainability is one of the six key themes within the Corporate Plan and is fundamental to this strategy and setting balanced budgets in future years. The Delivery Plan contains several projects within the Financial Sustainability work stream which aim to deliver a Medium Term Financial Plan which does not rely on the use of reserves to balance the budget. Over the next 9 months, officers will work to implement a new process of Zero Based Budgeting and undertake a fundamental review of fees and charges, to ensure we have full cost recovery. Zero Based Budgeting will also allow the budget to be built in a way which reflects corporate priorities.
- 5.6 The Council has a good track record in delivering savings. The previous savings programme commenced in 2016/17 and now delivers an annual saving of approximately £744k. Over the coming months, officers and Members will deliver a new programme of savings covering the years of the current Medium Term Financial Plan to allow us to work towards a balanced budget.
- 5.7 Central Government have provided financial assistance to Councils over the last 12 months due to pressures on income and expenditure relating to COVID 19. A total of £1.7m has been received to date in the 2020-21 financial year over four tranches of funding. There is likely to be a further impact due to COVID over the period of the Medium Term Financial Plan. Officers are hopeful that financial assistance will continue to be provided centrally, but should this not be forthcoming the Council would have to implement in-year savings or draw from Reserves to balance the budget. If the current situation regarding gatherings and social distancing remains in place, it is likely that there would be significant savings to be had on travel and subsistence, mileage and staff training, which could be offset partially against any in year funding gap. Any remaining gap would ultimately need to be met from Reserves, and contingency reserves are held for this purpose. The strategy will be to minimise the need to draw on Reserves in an unplanned way through maximising the opportunities discussed within this section of the report.
- 5.8 Managers will be asked to assess the impact of a 10% funding reduction across all services as part of the 2022-23 budget process.

Being “business-like”

- 5.9 There is an ever increasing need for Councils to take a more commercial and business-like approach to all elements of their business. Our ‘*Investing Approach*’ is currently under development, the successful delivery and implementation of this strategy will ultimately require a step change in the way that the Council thinks, acts and works in the future.
- 5.10 A more commercial approach will directly support the Council’s objective of becoming financially sustainable for the future and will form part of the Delivery Plan for this key theme. Part of the strategy development process will involve the identification and prioritisation of a number of internal and external projects which will consider income generation, efficiency and doing things differently. The focus will be on making every pound count for our residents, improving efficiency, investment and increasing social value.
- 5.11 The Local Government Association (LGA) are encouraging Councils to move towards a more commercial culture as a way of developing sustainable self-funding streams that reflect Council’s individual priorities and place shaping aspirations. Consequently, the Council needs to think about how it can maximise revenue and efficiencies moving

forwards – our *‘Investing Approach’* is a key part of this in order to deliver managed change that is right for North Norfolk. Any strategy needs to be considered in the context of our key corporate objectives, flowing from the new Corporate Plan and giving consideration to Member aspirations, our geographical location and demographics.

Direct Property Investment

- 5.12 The Secretary of State for Housing, Communities and Local Government has raised concerns about Councils becoming directly invested in property for income generation purposes with taxpayers’ money. It is his view that Councils do not have the expertise and resources to do this effectively, and are as such taking too great a risk with public funds. MHCLG guidance states that Councils should not borrow in advance of need to spend on service provision, and that taking on debt to fund property purchases, unless it is primarily for a service related objective, is not allowed. The recent change to the Public Works Loan Board’s lending terms specifically excludes Councils that have ‘debt for yield’ projects in their Capital Programme from borrowing for any purpose. This significantly restricts the commercial activity of Councils and removes a key potential income stream.
- 5.13 A programme of asset valuations and condition surveys are currently underway which will help us better understand the costs of maintaining and improving our asset base over the medium to long term to ensure that it remains fit for purpose. Assets will be used to deliver a service benefit and deliver income for the Council where appropriate.
- 5.14 Further direct investment in property will be considered where there are additional benefits over and above income generation, such as regeneration and supporting the local economy or housing initiatives in line with guidance from MHCLG.
- 5.15 Opportunities for the most efficient utilisation of the Council’s assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the CCLA Local Authorities Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment.
- 5.16 In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset investment which aims to deliver long-term revenue streams for the Council and work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is, however, more resource intensive to manage than externalising these investments.

Shared Services, collaboration and selling services

- 5.17 It is possible that efficiencies could be achieved through joint procurement, shared service delivery and, where appropriate, selling services via arrangements such as East Law. Opportunities to do this will continue to be explored.

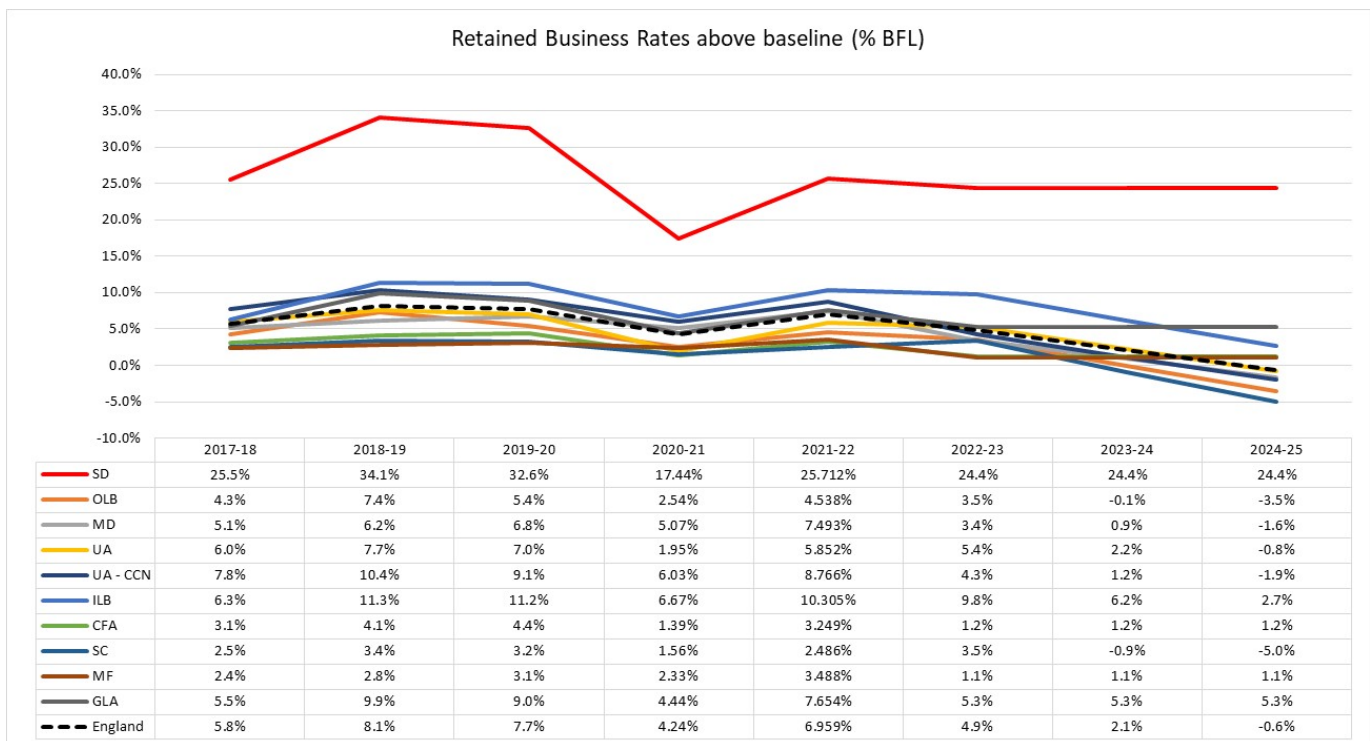
5.18 Identifying opportunities to work alongside other public sector partners and organisations to deliver services will continue, such as our successful partnerships with NCC Children’s Services, the Early Help Hub and the DWP in terms of shared office space and the One Public Estate agenda.

Growing Business Rates and NHB

5.19 Under the previous allocation method of New Homes Bonus (NHB) there was a direct financial benefit to the Council from growth in homes through the NHB funding and through increasing the council tax base and additional income generated from council tax. Whilst new housing growth has an impact on the demand for local services, there will still be a net gain in terms of overall income for delivery while the NHB remains and subject to potential changes to the scheme. MHCLG seem committed to an incentive based scheme to promote house building, so it is possible that this will continue to be an important income stream for the Council, however, the benefit of the continuation of the scheme to North Norfolk will depend ultimately on how the scheme is developed.

5.20 For similar reasons growing the business rates base will have a direct impact on the level of business rates income retained locally. Equally, maintaining existing business rates remains a priority in that decline in business rates will reduce the amount of income retained.

5.21 Under the current Business Rates Retention Scheme, Shire District Councils keep a generous share of the above baseline growth. Retaining this under a new scheme will be an important request to make of MHCLG. The chart below shows the reliance of Shire Districts (SDs) on business rates compared to other types of authority.



Council Tax

5.22 The increased flexibilities around council tax discounts and increases following the removal of the tax freeze grant in 2016/17 provides a further potential income stream.

Further review of the current level of discounts can also provide additional income, recommendations on the level of council tax discounts were reported in December 2020.

New opportunities

- 5.23 Given the current uncertainties around the economy as a whole and changes to the Local Government funding mechanisms it will be essential to identify new opportunities to either increase income, increase efficiency through the redesign of services, explore new partnership models for service delivery etc and this will be one of the main challenges over the medium term.
- 5.24 While the Council's reserves do provide some level of comfort over the short term and could be used to address budget deficits this is not a sustainable financial strategy for the long term to rely on Reserves alone.

Lobbying and consultation

- 5.25 The Council will continue to lobby central government in terms of increased funding allocations and relaxation/increased flexibility in terms of the council tax referendum principles which will be one of the things required if income raising and decision making is ever to be truly local. We will also continue to respond to all relevant consultations, in particular at the present time on relation to the Business Rates and Fair Funding Reviews.

6 Financial Implications and Risks

- 6.1 A comprehensive financial risk assessment has been undertaken for the revenue and capital budget setting process to ensure that all risks and uncertainties affecting the Council's financial position are identified. These are reviewed each year as part of the refresh of both the MTFS and the budget. The key strategic financial risks to be considered in developing the budget for 2021/22 are included within the table below.
- 6.2 Medium term financial planning, set against a backdrop of severe reductions in Government funding, carries with it a significant element of risk. Many factors may impact on the figures presented here and themes have been highlighted where appropriate. Most significant are the potential revisions in Local Government finance policy, continual cuts to general grant and significant revisions to the New Homes Bonus and its ultimate replacement. Should there be a change in emphasis, particularly around the assessment of need (Fair Funding Review) and business rates funding, there may be further reductions compared with those presented within this report that would place further pressure on the council to deliver balanced budgets, without impacting on frontline services.
- 6.3 The long term effects of the COVID 19 pandemic are likely to negatively impact the Council's finances in many ways. Aside from the more obvious impacts regarding increased expenditure on community support and cleansing and reduced income in areas such as planning, car parking and trade waste, the end of the furlough scheme is likely to have longer term impacts on the ability of the Council to collect Council Tax and increase bad debts. Implications regarding increasing LCTS also reduces tax base growth for the next two to three years. Collectable Business Rates could be affected by businesses in the District failing due to social distancing measures and restrictions on opening. The extent and duration of restrictions in 2021/22 will be key to determining the size of the effect on the budget.

- 6.4 Beyond this, Government policy announcements can have large impacts on our finances. We will continue to monitor announcements from Government departments and work with service managers to assess any potential impact on the Council's services and budget.
- 6.5 Despite these risks, we will continue to plan effectively to strengthen our culture of strong financial management so that the Council can continue to meet its Corporate Plan priorities and provide the best possible services to the district. CIPFA's new Financial Management Code places a requirement on the Council to comply with a set of Financial Management Standards, by April 2022. The Council is currently working on an action plan to deliver this and build on its already positive culture of good financial management.

Risk	Likelihood	Impact	Risk Management
1. Future available resources less than assumed	Possible	High	Annual review of reserves and reserves policy to identify future resources. Assumptions on funding for 2021/22 and beyond are based on best estimates at this time. A prudent approach has been adopted based on previous years' experience as well as using regional network contacts to inform modelling.
2. Volatility of business rates funding given uncertainty around impact of appeals	Likely	High	Volatility of funding stream outside of council control but impact mitigated by establishment of specific earmarked reserve and financial monitoring framework. Modelling of potential impacts is used to inform internal financial planning. Unknown impacts of proposed additional reliefs for 2021/22.
3. Pay Awards, fee increases and price inflation higher than assumed	Possible	Medium	Impact of potential increases mitigated by central contingency budget for pay, price increases and care fees. Where pay awards have been agreed these will be factored into the future estimates.
4. Future spending plans underestimated	Possible	Medium	Service planning process identifies future budget pressures and these will inform the indicative budget forecasts. An effective budget monitoring framework is in place to identify in year and potential future cost pressures.
5. Anticipated savings/ efficiencies not achieved	Possible	High	Regular monitoring and reporting takes place but the size of the funding cuts increase the likelihood of this risk. Non-achievement of savings would require compensating reductions in planned spending within services. Greater scrutiny of savings has taken place since 2016/17 through the revenue monitoring process. History of delivery savings.

6. Revenue implications of capital programmes not fully anticipated	Unlikely	Low	Capital bid approval framework identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning.
7. Income targets not achieved	Possible	Medium	Current economic climate likely to impact. Regular monitoring and reporting takes place. Full review of fees and charges scheduled for 2021/22 along with an annual review process.
8. Budget monitoring not effective	Unlikely	Medium	Regular monitoring and reporting in line with corporate framework. Action plans developed to address problem areas. Regular reports to Cabinet and to O&S. Track record of delivering budget and savings.
9. Exit strategies for external funding leasing/tapering not met	Possible	Medium	Regular monitoring and reporting. Government policy to remove ring fencing provides greater flexibility.
10. Loss of principal deposit	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which balance security of deposit over returns. Impact limited due to the strategy of a diverse portfolio with top rated institutions. It is the Council's policy to hold more volatile investments over a medium term time frame rather than using them for liquidity purposes, further reducing the risk that they will need to be sold at a price which represents a loss of principle.
11. Interest rates lower than expected	Unlikely	Low	Regular review, monitoring and reporting on interest rates. Prudent assumptions on likely interest rates for 2021/22 are incorporated into the budget. Interest rates are currently at historic lows; the likelihood of further reductions (or reductions into negative territory) remains low.
12. Collection rates for retained business rates and council tax lower than anticipated	Possible	High	Impact mitigated by the review of bad debt provisions and availability of reserves. Monitoring of Collection Fund is formally incorporated into the revenue monitoring process.
13. Financial budget impacts of the COVID 19 pandemic	Likely	Medium /High	Continue to work collaboratively with central government departments to monitor and forecast additional expenditure and reduced income caused by restrictions introduced to curb the transmission of COVID 19. It is not possible to predict exactly what restrictions will be in place during the 2021/22 financial year. If the national lockdown is in place past April, there is

			some risk to the budget figures. A prudent approach has been taken when forecasting income as part of the 2021/22 budget setting process.
14.Devolution/Unitary status –	Possible	Medium	Local Government reorganisation has been put on hold due to COVID 19. Officers and Members will keep a watching brief in respect of this but again at present no budgetary impact is being assumed.
15. All MTFS risks not adequately identified	Unlikely	Low	Council's Risk Management Framework ensures all operational and strategic risks are identified as part of the annual service planning process.

7 Conclusions

- 7.1 The Council is still currently projecting a deficit position from 2022/23 onwards. Forecasting the deficit allows the Council time to plan mitigating actions more effectively, meaning we are more likely to be successful without the need to rely on one-off funding from reserves.
- 7.2 It is still not clear how the various reviews will impact on local government funding, and these will have large impacts on the size of the future deficits. Section 10 of the report outlines the various opportunities we have to reduce the deficits. We do have the benefit of reserves should these be required to support and short term funding requirements.
- 7.3 Work will continue over the coming months to implement a process of Zero Based Budgeting, to ensure that the money the Council spends is deployed effectively and in support of the Corporate Plan objectives.

8 Sustainability

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

9 Equality and Diversity

- 9.1 The Council is required to consider the equality duty in its decision-making and this includes the budget process. As part of any savings or investments the Council must consider how it can:
- Eliminate unlawful discrimination, harassment and victimisation;
 - Advance equality of opportunity between different groups; and
 - Foster good relations between different groups by tackling prejudice and promoting understanding.

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

10 Section 17 Crime and Disorder considerations

- 10.1 There are no crime and disorder considerations as a direct consequence of the report.

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	4,974,582	4,537,117	4,401,285	3,664,303
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	4,677,067
2,893,948	Finance and Assets	3,883,103	3,994,666	3,582,608	3,633,548	3,579,188	2,923,586
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	17,820,494	18,667,906	18,592,582	17,008,127
2,390,634	Parish Precepts	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)	Refcus	(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
	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	18,168,685	18,535,823	17,948,368	17,806,371
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	(129,414)	(175,090)	(122,663)	(15,676)
(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)	(25,104)	(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
0	Major Repairs Reserve	0	0	89,859	280,000	280,000	280,000
(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
(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	17,054,531	17,682,061	17,929,144	18,141,789
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)	(6,456,213)	(6,718,024)	(6,974,884)	(7,268,406)
(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)	(17,054,531)	(15,876,213)	(15,808,013)	(16,266,239)
0	(Surplus)/Deficit	0	0	0	1,805,848	2,121,131	1,875,550

Appendix B – Assumptions underpinning the Medium Term Financial Forecasts and Sensitivity Analysis

This Appendix sets out for each of the Council's external funding streams the assumptions made when preparing the medium term financial forecasts.

The central case, the case on which the current budget projections are based, is explained here, along with other alternatives considered. These central cases will be regularly reviewed in light of Government announcements and consultation responses, and are subject to change following those. An update will be provided when appropriate.

New Homes Bonus

Central Case – NHB will continue with one Year 11 payment (which attracts new legacy payments) in 2021/22 and a further two years of legacy payments in 2021/22 and 2022/23, and then finish.

Alternatives considered

1. The NHB could be discontinued after 2021/22. As there is no Spending Review in place covering the 2022/23 financial year, MHCLG technically do not have the budget in place to confirm that the NHB will continue for the final year of legacy payments in 2022/23. However, MHCLG have committed to these legacy payments, and we consider that there would be little appetite politically to stop these given how much Councils are relying on these payments to balance their budgets.
2. The NHB could continue for a further year into 2022/23. The scheme has already been extended twice as Local Government funding has been rolled over in one-year settlements, so there is a precedent for this. Previously Brexit negotiations and more recently the response to the COVID 19 pandemic had put plans for a new NHB system on hold. The likelihood of the NHB being extended for a further year is low, but if the energy of MHCLG is taken up by COVID in 2021/22 to the extent it was in 2020/21, this alternative becomes more probable. The timing of any consultation on a new system will give us clues as to how likely this will be. We have modelled the additional year's payment on the Year 11 payment to be received in 2021/22.

New Homes Bonus MTFP Scenarios					
Scenario	Financial Impact (£)				Probability (%)
	2021/22	2022/23	2023/24	2024/25	
Central Case	(722,562)	(486,536)	0	0	80%
Alternative 1	(722,562)	0	0	0	5%
Alternative 2	(722,562)	(615,536)	0	0	15%

Council Tax

Central Case – The District portion of the Council Tax will be increased by £4.95 in each year of the MTFP. The taxbase growth over the next three years will be reduced due to the impact of COVID, due to slower property additions, higher levels of LCTS and a higher rate of non-collection.

Alternatives considered

1. No increase in Council Tax charge. Members may decide in the wake of the COVID crisis not to increase the District element of the Council Tax charge. This would

increase our funding deficits in future years and unbalance the budget for 2021/22. This option has not been recommended by officers.

2. Council Tax charge is increased by £10. The District Councils Network have lobbied for several years to allow District Councils to raise their charge by £10 rather than £5, a reflection of the fact that for many Councils a £5 increase does not generate significant amounts of income. This option is not considered likely as it would require a change in referendum principles to allow the Council to do this without triggering a referendum.
3. The taxbase growth could exceed expectations and continue the trend of pre-COVID taxbase growth. This seems unlikely in the short term, with the furlough scheme set to end and growth in the economy anticipated by the IFS to be slow.

Council Tax MTFP Scenarios					
Scenario	Financial Impact				Probability
	2021/22	2022/23	2023/24	2024/25	(%)
Central Case	(6,551,054)	(6,756,101)	(7,014,650)	(7,276,698)	70%
Alternative 1	(6,421,552)	(6,598,464)	(6,780,163)	(6,967,149)	20%
Alternative 2	(6,551,054)	(6,819,806)	(7,147,560)	(7,484,487)	10%

Revenue Support Grant

Central Case – Revenue Support Grant will continue in 2021/22 and then disappear, replaced by Retained Business Rates and backed by new funding formulae as part of the Fair Funding Review.

Alternatives considered

1. RSG could continue, but MHCLG have committed to the Fair Funding Review and replacing generic grant funding with Retained Business Rates. The continuation of RSG is only likely in the case of a further single year settlement. At the current time, we are expecting a multi-year settlement from 2022/23 as per MHCLG's advice, so do not consider this option likely. If COVID delays the next Government Spending Review, then this alternative position becomes more likely.

Revenue Support Grant MTFP Scenarios					
Scenario	Financial Impact (£)				Probability
	2021/22	2022/23	2023/24	2024/25	(%)
Central Case	(90,295)	0	0	0	85%
Alternative 1	(90,295)	(90,295)	0	0	15%

Rural Services Delivery Grant

Central Case – Rural Services Delivery Grant will continue in 2021/22 and then disappear, replaced by Retained Business Rates and backed by new funding formulae as part of the Fair Funding Review.

Alternatives considered

1. RSDG could continue, but MHCLG have committed to the Fair Funding Review and replacing generic grant funding with Retained Business Rates. The continuation of RSG is only likely in the case of a further single year settlement. At the current time, we are expecting a multi-year settlement from 2022/23 as per MHCLG's advice, so

do not consider this option likely. If COVID delays the next Government Spending Review, then this alternative position becomes more likely.

Rural Services Delivery Grant MTFP Scenarios					
Scenario	Financial Impact (£)				Probability
	2021/22	2022/23	2023/24	2024/25	(%)
Central Case	(507,661)	0	0	0	85%
Alternative 1	(507,661)	(507,661)	0	0	15%

Retained Business Rates

Central Case – We are assuming there will be a full baseline reset in April 2022, and that each future baseline reset will be a partial one. Baseline resets act to redistribute above baseline growth, so high growth authorities (like District Councils) would do better from this system than one of full resets. The Government are keen to reward Councils for growing their rates base, so this seems a reasonable position to take.

We have used the ‘spot’ methodology for modelling baseline resets, and indexed rather than floating tariffs.

Alternatives considered

1. Floating tariffs could be used rather than indexed ones. This would return every authority back to baseline and generate a surplus across the Business Rates Retention Scheme. It is likely that this surplus would be redistributed back to the sector pro rata to Baseline Funding Level. This would effectively remove the financial incentive for authorities to grow their rates base and invest in their local economy, so we consider this an unlikely scenario.
2. Subsequent baseline resets could also be full resets rather than partial ones. This would cause some uncertainty around future funding levels, which is contrary to what MHCLG are trying to achieve. The sector have lobbied heavily against the implementation of full resets. For these reasons we think this scenario is unlikely.

The figures in this table represent payments projected from the damping mechanism and form part of the Business Rates Retention income on the General Fund Summary.

Retained Business Rates MTFP Scenarios					
Scenario	Financial Impact (£m)				Probability
	2021/22	2022/23	2023/24	2024/25	(%)
Central Case	0.000	(1.328)	(0.417)	0.007	80
Alternative 1	0.000	(0.321)	0.018	0.019	10
Alternative 2	0.000	(1.328)	(0.417)	0.007	10

Fair Funding Implementation

Central Case – We are expecting that there will be a damping system in place from April 2022 and the introduction of the Fair Funding Review which will phase in changes to funding levels. Some individual authorities and types of authority more generally stand to lose a significant portion of funding from this review, and bringing in these changes abruptly could cause a structural funding problem for those Councils. When the system was last reset, a damping mechanism was in place (and still is), so we consider this to be a reasonable assumption.

Alternatives considered

1. MHCLG may wish to move to the new funding allocations, as they will be 'fairer', more quickly, and not damp changes to funding formulae.

The figures in this table represent payments projected from the damping mechanism and form part of the Business Rates Retention income on the General Fund Summary.

Fair Funding Review MTFP Scenarios					
	<i>Financial Impact (£m)</i>				<i>Probability</i>
<i>Scenario</i>	2021/22	2022/23	2023/24	2024/25	(%)
Central Case	0.000	(1.328)	(0.417)	0.007	90
Alternative 1	0.000	0.000	0.000	0.000	10

<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
Weybourne Car Park Public Convenience	16,000	0	0	16,000	0	0	0
	6,550,605	1,156,449	2,204,718	1,811,443	973,500	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
	5,737,708	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 Reprovision	12,697,000	2,829,974	5,867,287	3,999,739	0	0	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	0	60,000	41,000	0	0
	14,813,001	3,265,291	6,570,635	4,936,075	41,000	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	73,551,057	39,262,258	17,825,413	12,235,384	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							
Other Contributions			0	500,000	300,000	300,000	300,000
Asset Management Reserve			184,668	137,574	0	0	0
Revenue Contribution to Capital (RCCO)			0	0	0	0	0
Capital Project Reserve			1,198,857	0	0	0	0
Other Reserves			2,016,442	477,167	477,167	0	0
Capital Receipts			2,524,567	2,024,454	676,000	177,000	0
Internal / External Borrowing			9,367,287	3,999,739	0	0	0
TOTAL FINANCING			17,825,413	12,235,384	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 ring-fenced 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.
Property Services												
Weybourne Car Park Public Convenience	O	Russell Tanner	Duncan Ellis	16,000	16,000	0	0	0	0	16,000	5,300	Installation of a cubicle waterless toilet at Weybourne Car Park to enhance facilities for users of this site.

Total Capital Project Bids

1,792,000	661,500	451,000	379,500	300,000	1,400,000	392,000	5,500
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392,000	To be funded from NNDC Resources
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Potential Revenue Implications:
 Revenue Cost
 Investment Income Reduction and Minimum Revenue Provision
 Total Estimated Revenue Impact

2,750	5,500	5,500	5,500
2,750	5,500	5,500	5,500

Reserves Statement 2021-22 onwards

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	(129,414)	1,746,292	(175,090)	1,571,202	(122,663)	1,448,539	(15,676)	1,432,863
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

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
		£	£	£	£	£	£	£	£	£	£	£	£
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	(25,104)	485,225	(14,655)	470,570	0	470,570
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
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	0	0		0	89,859	89,859	280,000	369,859	280,000	649,859	280,000	929,859
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 potetial 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
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	(1,114,154)	14,768,482	(853,762)	13,914,720	(19,224)	13,895,496	335,418	14,230,914

Proposal	Feasibility and Constraints	Next Steps	Risks to implementation
Planting trees as crops to generate income through sale of wood	Feasible to do under our current powers, but we are constrained in terms of the amount of Council land available to build up a large enough crop to make net income from. Needing to acquire land first would increase the payback period for this investment.	Investigate the potential of land already owned by the Council as a basis for generating a tree crop	No suitable land available Land available all outside the Councils currently available budget
Make use of Green Investment Bonds to raise funds	This is within the Councils current powers to do, but will require some research as to the level of administration required.	Explore option with Councils Treasury Management Advisor.	Lack of uptake by the public limiting funds available for the Council to use
Tourist tax	This would require a change in primary legislation to implement so is currently not feasible	Lobby Government as to the benefits of allowing a tourist tax to be implemented	Legislation is not changed meaning this remains impossible to achieve
Increase of parking fees on a seasonal basis in peak areas	This is within the Council's current powers to do, and could be used to target primarily tourist areas. A large rise in one year is not likely to generate local support.	Investigate the potential additional income from a selection of car parks charging more over the summer months	Reduced usage due to increased fees Local opposition from residents
Development of new Council car parks	The Council does not hold a large portfolio of land which is suitable for the development of new car parks, so would have to look at opportunities for acquiring land or acquiring ready-made car parks. This represents a significant financial barrier and would increase the payback period for the investment.	Investigate individual proposals for sites as they come forward	No suitable sites available Cost of site conversion prohibitive Competition with other car parks in the areas chosen No overall increase in visitor usage, just spreads usage around

Increasing use of PV panels, to potentially include use over car parks	Feasible on new car parks, but could be prohibitively expensive to install on existing car parks.	Business cases will come forward for individual sites if the payback period is acceptable.	Capital costs too high to make implementation in some areas affordable
Charging for Public Conveniences in high tourism areas	Currently not feasible as there is no infrastructure in place to allow charging. There is a possibility to install it, but would come with a capital cost	Assess costs of installing charging infrastructure and calculate payback period. This can be used to inform a policy decision on charging for some public conveniences.	Infrastructure costs may be high May increase 'toileting' in other areas to avoid a charge, creating clean-up costs and health and safety issues
Renting out of office space	Would possibly require condensing of staff within the building to provide areas which are rentable. Not feasible at the current time due to social distancing measures required in the office.	When social distancing eases, look at creating discrete areas of the office building capable of being rented out.	Office space not required for large tenants due to change in working practices following the COVID 19 pandemic Large numbers of smaller tenants is harder and more expensive to manage, so would reduce net income generated
Promotion of use of Council Parking Permits	Feasible, parking permits are already in place	Look at how promotion might best reach residents to achieve greater uptake	Additional advertising not effective
Sublet staff canteen area to a catering business	Space is available, but the lack of certainty around future footfall due to the potential impact of COVID on the way we work may make this proposal less attractive to businesses. Possibility that there would be capital costs upfront	Assess the needs of the workforce within the building and make approaches to businesses if appropriate	Uptake of site may be poor Rental achievable may be lower than hoped due to demand
Memorial forest/tree planting and benches	The space and land requirement for this could be prohibitive, but the idea is feasible providing	Investigate potential for land the Council already owns to support this, and what opportunities are	Maintenance of benches creating a strain on the revenue budget if not funded by initial contributions

	space could be acquired if needed.	available for land purchase if required. A business case showing a good payback period would be required if this route was chosen.	No land suitable for a price that makes this project economically viable Poor uptake undermining business case
Recruitment processes to be reviewed to reduce expenditure where possible	Greater access to working at home may increase the pool of candidates available for positions at the Council, reducing the need for multiple recruitment processes for a single post.	The new working practices of the Council post-COVID will be used to assess the viability of this.	Remote working does not have the desired effect on our pool of candidates.
Paperless working expanded to more areas to reduce stationary and postage costs	Feasible in some services, others may have a statutory requirement to maintain paper working in some form	Review into services to identify further efficiencies	All feasible material efficiencies may already have been discovered
Use the Council Chamber as a court to allow local people better access and generate rental income	Potentially feasible, may come with prohibitive security or scheduling requirements	Further investigation into feasibility to be undertaken	Rental income achieved is outweighed by costs of security and administration

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • The Council have skilled and experienced staff needed to deliver the Corporate Plan objectives and a balanced budget • The Council has a good track record of delivering savings in line with a programme. Should this be required to balance the budget in the medium term, staff are in a good position to do this • The Council is part of national benchmarking schemes which allow best practice to be shared and trends in national pressures which might affect the Council to be identified early on 	<ul style="list-style-type: none"> • Financial Management at the Council needs improving if we are to meet the criteria of CIPFA’s Financial Management Code. A culture of good financial management across all levels is needed, and financial sustainability must be integrated into every decision made. 	<ul style="list-style-type: none"> • Local Government Reorganisation may present opportunities to work differently and provide joined up services • Changes in workforce habits may reduce the need for office space, travel and subsistence costs, and increase our access to qualified individuals who live all over the country who may be more likely to apply for jobs at the Council if remote working is embraced • Low interest rates mean borrowing is relatively cheap. If invest to save projects are needed to close the MTFS deficits, borrowing could be a cost effective way of funding some of these. 	<ul style="list-style-type: none"> • The one year Spending Round in 2020 means funding from central sources is uncertain in the medium term. The Council is reliant on this funding to balance the budget each year • The Fair Funding Review has the potential to drastically reduce the Council’s funding streams, if more money is diverted to problem areas such as social care. • The Business Rates Retention Review may result in the Council retaining less above baseline growth, an income stream we rely on to balance our budget • Local Council Tax Support Schemes are currently funded through RSG which is disappearing. This represents a financial burden for the Council. • Workforce costs such as pay inflation continue to put

			<p>pressure on the Councils budget</p> <ul style="list-style-type: none"> • Temporary Accommodation costs continue to be high. The Council is working to reduce these by increasing the source of in-house temporary accommodation. • The COVID 19 pandemic represents a threat not only directly due to increasing costs and decreasing income, but also impacting the local economy, businesses and tourism. It will be months before the long term impact of the pandemic on the Council's MTFS can be assessed fully. • The UK's relationship with the EU is still uncertain in places. EU funding programmes have historically funded many projects in the Local Government sector, and this funding will now not be available • Inflation rates are low currently, but the Bank of England target rate is 2%. A
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Appendix F – SWOT Analysis of current Budget and MTFS position

			<p>2% unfunded cost increase is significant in terms of impact</p> <ul style="list-style-type: none">• Low Interest Rates mean the Councils investment portfolio does not provide the same level of contribution to the budget as in previous years
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Capital Strategy 2021-22

Summary:	This report sets out the Council's Capital Strategy for the year 2021-22. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
Options Considered:	This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
Conclusions:	The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
Recommendations:	That Cabinet recommends to Full Council that; (a) The Capital Strategy and Prudential Indicators for 2021-22 are approved.
Reasons for Recommendation:	Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

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

1 Introduction

- 1.1 The CIPFA *Prudential Code for Capital Finance in Local Authorities 2017* and *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2017 Edition* require Local Authorities to publish a Capital Strategy each year. Under the provisions of the Local Government Act 2003, Local Authorities are required to operate within the guidance of the Prudential Code (the Code) with regard to capital investment decisions.

1.2 This Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

2 Capital Expenditure

2.1 The Corporate Plan sets out what the Council intends to do between 2019 and 2023. It focuses on six priorities which will influence how we move forward:

- Local Homes for Local Need
- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and the Environment
- Financial Sustainability and Growth
- Quality of Life

The Council's capital works can be used to help deliver these priorities.

2.2 All capital projects are considered and prioritised as part of the Council's overall budget process, with affordability in relation to the Medium Term Financial Strategy (MTFS) being a key issue. The revenue implications and funding of any approved bids are included within the Council's revenue budget forecasts to identify the resultant effects on future Council Tax levels.

2.3 The business case and options appraisal methodology is applied to all significant projects (those with a capital cost of over £50,000). The options appraisal should be undertaken by the relevant manager (project leader) initially.

2.4 The business case considers the full options appraisal as evidence to support the recommended option as required. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.

2.5 Projects that generate future income streams for the Council, for example industrial estates and other Commercialisation projects are also viewed positively within the evaluation process. The Asset Management Plan framework helps to identify these assets in order to ensure the revenue implications are again fully accounted for in the decision-making process for the disposal of assets.

- 2.6 The Current approved Capital Programme (as at December 2020) can be found as part of the Council's draft Budget papers (Appendix C1).

3 Medium and Long Term Funding Strategy

- 3.1 There are a number of sources of funding available to the Council for capital schemes (capital grants/contributions, capital receipts, borrowing etc). Revenue funding is also available via a Revenue Contribution to Capital Outlay (RCCO), however it should be noted that the scope for using revenue resources for capital purposes is limited.
- 3.2 Funding from capital receipts is forecast for the next three years to ensure a level of internal resources is maintained and can support future projects. It should however be noted that these are only forecasts at the present time and anticipated balances at the end of the period are based on the current approved capital budget.
- 3.3 The current Capital Programme is funded from grants and contributions, capital receipts from the disposal of assets and from the Council's own reserves, internal and external borrowing. Whilst capital funding is available to invest in new assets or in improving existing assets, the impact on the revenue account due to the loss of investment income is always a key consideration.
- 3.4 The Council has access to short or long term borrowing if required to finance capital expenditure. Although business cases for new capital projects are modelled on the assumption that borrowing will be required (to reflect a 'worst case scenario' in terms of cost), the decision to borrow externally is ultimately a treasury one, and is made closer to the time when expenditure is actually incurred, taking into account available cash balances, the opportunity cost of investments, and the exposure to interest rate and credit risks.
- 3.5 Currently, the Council is expecting to borrow in future years to part fund the re-provision of Splash Leisure and Fitness Centre in Sheringham, and to provide waste collection vehicles for the new waste contract. Expenditure to date has been part funded through capital receipts, and part funded from internal borrowing. This borrowing may be externalised in the coming year due to the low interest rates.
- 3.6 It is a requirement of the new CIPFA code that the Council consider alternative means of financing if required. The Council is aware of the opportunities that may be realisable through a Private Finance Initiative (PFI). The Procurement Strategy includes guidance on appraising Private Public Partnerships in the context of service delivery, and emphasises that obtaining 'value for money' means choosing the optimum combination of whole life costs and benefits to meet the customer's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue/resource implications as well as initial capital investment.

- 3.7 The Council recognises the importance of attracting ‘new money’ into the district and wherever possible supports match funding requests. When identifying and planning new schemes, the Council will try to maximise all external sources of finance without reducing the effectiveness of the scheme.

4 Asset Management and Commercial Activities

- 4.1 The Council has a diverse range of land and property held to meet its Corporate Objectives and values as outlined in the Council’s Corporate Plan. Land and property assets can play a key role in reducing Council budget deficits and generating both capital and revenue income. The Council can use its assets more effectively to meet tough financial targets both through reducing costs and generating income.
- 4.2 In the main the Council will adopt a “buy and hold” strategy for property investments. This is where the Council purchases an asset and lets it to generate revenue income, whilst retaining it for the long term. A long term investment is considered to be of 10 years and over. Whilst it cannot be guaranteed, in the long term a good overall rate of return is anticipated allowing for a cyclical property market.
- 4.3 In terms of development opportunities, the Council may seek to “buy and hold” assets for the medium term where it sees a strategic advantage of doing so, for example land assembly for town center regeneration or acquiring land to develop in a phased approach to minimise risk of oversupply and for cash flow purposes.
- 4.4 The Council may also seek to “buy and sell on” an asset in the short to medium term of between 1 – 5 years. For example, where there is opportunity to secure good terms or a low price enabling a surplus to be made from a sale or redevelopment.
- 4.5 Further information can be found in the Council’s Land and Property Acquisition Policy.
- 4.6 The Council seeks to achieve a spread of risk across a greater number of assets and by acquiring properties across the range of commercial property types, including: retail, leisure/tourism, office and industrial assets.
- 4.7 The Council has a small portfolio of commercial assets to rent within the district. These are identified within the Asset Management Plan as being held by the Council primarily for the purpose of generating income to support the Councils, revenue and capital budgets. Whilst generating income, returns and financial independence to support the delivery of services, there are a number of benefits to the Council, the community, tourist and business sector from the Council commercial portfolio including promoting strategic regeneration, increasing business rate and council tax income and supporting tourism.
- 4.8 Where assets are identified as being surplus to requirements and not achieving

required financial or service delivery performance targets, they can be considered for disposal to provide useable capital receipts, which can then be redirected to achieve the Council's objectives. Further information can be found in the Council's Disposal Policy.

4.9 The Council's Property Services Team has historically managed the Council property portfolio with support of the Finance team, Eastlaw and Economic Development. Different types of commercial property require different levels of resource to manage effectively. Business Centers with easy in and out terms, tend to be more management intensive due to the relatively high turnover of tenants, in comparison to the longer leases of industrial units, where typically tenants have responsibility for full maintenance/repairs and insuring.

4.10 Asset management undertaken includes:

- Rent collection and rent arrears management
- Service charge reviews and collection
- Building and grounds maintenance, testing of appliances and monitoring
- Tenant liaison
- Marketing and re-letting empty units
- Negotiating terms of rent reviews and new leases
- Expiry of leases, lease renewals and terminations
- Dilapidations

An increase to the portfolio will require additional resource to manage effectively which could be achieved by additional staff for internal management or appointing experienced commercial agents for external management. Assets held outside of the district would require external resource to manage the assets effectively. In the coming months, the Council will be undertaking surveys across its asset portfolio in order to identify areas for investment in terms of repairs and ongoing maintenance. This will inform future year's Revenue budgets and ensure the ongoing viability of the asset portfolio.

4.11 Successful delivery of the Council's vision for Capital investment relies on the skills and culture of the organisation being appropriate. Members, Statutory Officers, and those with decision making powers keep their relevant knowledge up-to-date through CPD schemes, workshops with treasury advisers and other relevant bodies and networking with other authorities to share best practice. Information is disseminated between parties within the organisation when appropriate.

5 Debt Management and MRP Statement

5.1 Where a local authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as the Minimum Revenue Provision (MRP). There has been no statutory minimum amount to be applied since 2008, although the Local Government Act 2003 does require authorities to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision 2012, which is currently undergoing a revision,

subject to consultation.

- 5.2 The Guidance requires that the Council approve an Annual MRP Statement in advance of each financial year, and identifies a number of options for calculation of a prudent provision for MRP. Whilst there are four alternative methods available for this calculation, only two apply to new borrowing under the Prudential system for which no Government support is being given, i.e. borrowing which is intended to be self-financed.
- 5.3 All Council decisions made in relation to capital expenditure will be reviewed on their own merits and the most equitable treatment will be introduced in respect of the financing of these schemes. For the purposes of existing schemes and those proposed for the coming financial years where borrowing has been assumed, the Council will be applying the Asset Life Basis (Option 3 under the DCLG Guidance). This allows MRP to be charged to the revenue account across the estimated life of the assets that are being funded, in accordance with the regulations.
- 5.4 For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational.

5 Prudential Indicators

- 5.1 Under the Prudential Code the Council is required to set and approve a range of performance indicators each year in line with the budget and Treasury Management Strategy, and to monitor them during the year. Under these arrangements local authorities are allowed to enter into borrowing to support capital spending as long as they are able to demonstrate that they can afford to do so.
- 5.2 *Authorised Limit for External Debt*

The Council has an integrated Treasury Management Strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council, and not just those arising from capital spending reflected in the CFR. The Council is required to set for the coming year and the following two financial years an authorised limit for its total gross external debt, separately identifying borrowing from other long term liabilities. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured against all external debt items (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). The indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved Treasury

Management policy statement and practices. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Authorised limit for borrowing	28.400	28.400	28.400	28.4000
Authorised limit for other long-term liabilities	3.000	3.000	3.000	3.000
Authorised limit for external debt	31.400	31.400	31.400	31.400

5.3 *Operational Boundary for External Debt*

The Council is required to set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt, excluding investments, separately identifying borrowing from other long-term liabilities. The Operational Boundary is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario, and without the additional headroom included within the Authorised Limit for unusual cash movements.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Operational boundary for borrowing	23.530	23.530	23.530	23.530
Operational boundary for other long-term liabilities	2.000	2.000	2.000	2.000
Operational boundary for external debt	25.530	25.530	25.530	25.530

5.4 *Capital Expenditure*

Local Authorities are required by the Prudential Code to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax. The Council is required to make reasonable estimates of the total capital expenditure that it plans to incur during the forthcoming year and at least the following two financial years.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25
Estimated	12.219	6.215	0.686	0.300

Capital Expenditure				
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5.5 *Capital Financing Requirement*

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing. The Council is required to make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years as shown in the table below. The total CFR indicated in the table relates in part to vehicles and equipment used on the Council's refuse and car park management contracts. These are recognized under IFRS accounting regulations which require equipment on an embedded finance lease to be recognized on the balance sheet. The CFR takes into consideration the Cabinet decision to provide loan advances to Registered Providers under the Local Investment Strategy. Although initially this will increase the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. This is a key indicator for prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
CFR	15.130	14.110	13.090	12.070
Less: Other Debt Liabilities	0.000	0.000	0.000	0.000
Estimated Capital Financing Requirement	15.130	14.110	13.090	12.070

5.6 *Proportion of Financing Costs to Net Revenue Stream*

The Council is required to estimate for the following financial year and the following two years the proportion of financing costs to net revenue stream. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code and is based on the costs net of investment income.

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Financing cost (net)	(0.860)	(0.975)	(0.984)	(1.080)

Net Revenue Stream	17.149	15.911	15.863	16.291
Ratio	-5.02%	-6.13%	-6.19%	-6.63%

6 Links to other Strategies and Plans

6.1 The Council has fully integrated its Capital Strategy as part of its strategic financial planning process and this policy influences both the production of the MTFs and the capital and revenue budget planning process. The Strategy is also linked to the other main asset related policies, namely the Asset Management Plan, the Land and Property Acquisition Policy, the Commercial Property Strategy, the Land and Property Disposals Policy.

6.2 The Treasury Management Strategy details the Council's treasury management arrangements to manage the Council's cash flow, including the anticipated use of reserves, so as to maximise income from investments and minimise interest payments on borrowing, whilst minimising the risk to the Council's assets. This strategy can influence the potential receipts available for funding capital and will also directly inform any borrowing decisions for capital purposes.

6.3 The Procurement Strategy seeks to ensure that Value for Money is achieved in all of the Council's procurement decision-making activities and systems. The guidance should be applied by all Officers in conjunction with the requirements incorporated within the Council's Contract Standing Orders and Financial Regulations and has great relevance to preparing capital bids.

6.4 The Capital Strategy is also aligned with the Risk Management Strategy, and managers are required to consider risk when completing the standard business case pro-forma.

7 Financial Implications and Risks - The financial implications and risks of any capital investment will be included as part of the budget process and business case preparation in relation to individual schemes and proposals coming forward.

8 Sustainability – None as a direct consequence of this report.

9 Equality and Diversity - None as a direct consequence of this report.

10 Section 17 Crime and Disorder considerations - None as a direct consequence of this report.

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North Norfolk District Council Investment Strategy 2021/22

Summary:	This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.
Options Considered:	Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.
Conclusions:	The preparation of this Strategy is necessary to comply with the guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG).
Recommendations:	That the Council be asked to RESOLVE that The Investment Strategy is approved.
Reasons for Recommendation:	The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
Contact Officer, telephone number and email: Lucy Hume, 01263 516246	

Introduction

The Authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

The Corporate Plan sets out what the Council intends to do between 2019 and 2023. It focuses on six priorities which will influence how we move forward:

- Local Homes for Local Need

- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and the Environment
- Financial Sustainability and Growth
- Quality of Life

The Council's investments can be used to help deliver these priorities.

Treasury Management Investments

The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £34.8m and £46.2m during the 2021/22 financial year.

Contribution: The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

Further details: Full details of the Authority's policies and its plan for 2021/22 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans

Contribution: The Council may lend money to its suppliers, local businesses, local charities, housing associations, local residents and its employees to support local public services and stimulate local economic growth. The Council is currently lending to Broadland Housing Association at a commercial rate of interest to support the provision of affordable housing within North Norfolk. The income forms part of the Council's interest budget for the year and supports the delivery of Council services. In the 2016/17 financial year, the Council received a grant from Central Government to support community housing. It is the intention that part of this fund will form a loans fund to allow community initiative around housing to be supported and the income to be recycled. The rates of interest are likely to be below commercial rates and so represent soft loans. To date, no loans of this nature have been made from the fund.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure

that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2020 actual			2021/22
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Housing associations	2.896	0.003	2.893	£10m
TOTAL	2.896	0.003	2.893	£10m

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Authority assesses the risk of loss before entering into and whilst holding service loans by using advisors and quality financial press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. The quality of advice is moderated by frequently subjecting the contracts to tender. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Authority using an alert system. Other information, such as credit default swaps, are used to assess risk.

Service Investments: Shares

Contribution: The Council may invest in the shares of its suppliers, and local businesses to support local public services and stimulate local economic growth. At the present time, the Council does not hold these type of investments.

Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

	31.3.2020 actual	2021/22

Category of company	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	Nil	Nil	Nil	£5m
Suppliers	Nil	Nil	Nil	£5m
Local businesses	Nil	Nil	Nil	£5m
TOTAL	Nil	Nil	Nil	£15m

Risk assessment: The approach is very similar to that of the service loans, the Authority assesses the risk of loss before entering into and whilst holding shares by using advisors and quality financial press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. The quality of advice is moderated by frequently subjecting the contracts to tender. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Authority using an alert system. Other information, such as credit default swaps, are used to assess risk.

Liquidity: The Council actively monitors the availability of cash, using established cash flow procedures to inform decisions around the maximum that may be committed over any given time horizon.

Non-specified Investments: Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

Commercial Investments: Property

Contribution: The Council invests directly in local commercial property with the intention of making a profit that will be spent on local public services. The Council currently holds two main investment properties. The depot building at Grove Lane, which is rented out to a private sector developer and Fair Meadow House, a property used for short term holiday let accommodation. Fair Meadow House provides rental income for the Council, but also supports the tourist offer within North Norfolk.

Table 3: Property held for investment purposes in £ millions

Property	Actual	31.3.2020 actual	31.3.2021 expected
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	Purchase cost	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Grove Lane Depot		0.014	0.391	-	0.391
Fair Meadow House	0.582	(0.076)	0.441	-	0.441
TOTAL	0.582	(0.062)	0.832	-	0.832

Security: In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2020/21 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Risk assessment: The Authority assesses the risk of loss before entering into and whilst holding property investments by using advisors and quality financial/property press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. We have qualified staff that will consider the local market and also have a number of external advisors and agents who we seek advice from where appropriate. This also extends to national advice although the Council's current strategy is to invest within the local area. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Authority using an alert system.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority maintains a balanced portfolio of investments, with short term investments allowing for faster liquidation should it be required.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.

The Authority has not currently contractually committed to make any loans or guaranteed any loans and has no current plans to do this.

Proportionality

The Authority plans to become dependent on profit generating investment activity to achieve a balanced revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium Term Financial Plan. Should it fail to achieve the expected net profit, the Authority will in the short term use available reserve balances to meet the shortfall, while a full review of service provision is undertaken.

Table 4: Proportionality of Investments

	2019/20 Actual	2020/21 Forecast	2021/22 Budget	2022/23 Budget	2023/24 Budget
Gross service expenditure	67.249	61.260	61.473	62.139	62.293
Investment income	1.295	1.372	1.015	1.120	1.120
Proportion	1.93%	2.24%	1.65%	1.80%	1.80%

Borrowing in Advance of Need

Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Authority has chosen to follow this guidance.

Capacity, Skills and Culture

Elected members and statutory officers: Members and Statutory officers attend regular training on Treasury Investment principles and have access to informed officers who are required to keep up with CPD requirements by their professional bodies. The individual business cases allow Members to assess individual assessments in the context of the strategic objectives and risk profile of the local authority; and enable them to understand how these decisions have changed the overall risk exposure of the local authority.

Commercial deals: The Council's Asset Management Plan is closely linked to the Corporate Plan and the Capital Strategy which contains the Prudential Indicators. We have qualified staff and support from external advisors to support with property transactions and negotiations. The Estates team are aware of the various strategy documents and the requirements contained therein, this also covers the prudential framework and the regulatory regime in which the Council operates and is

supplemented by external training and Continuing Professional Development where appropriate.

Corporate governance: Budgets for investment purchases are agreed by Full Council in line with corporate objectives. A £2m property investment fund was agreed in February 2018, after being subject to scrutiny by Members. Business Cases will either come forward to Cabinet (if not time sensitive) or an Asset Management Working Party, which is a cross-party subsection of the Overview and Scrutiny Committee. Treasury Investments are subject to governance checks through the agreement of the Treasury Strategy for the year, as well as half-yearly updates.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2020 Actual	31.03.2021 Forecast	31.03.2022 Forecast
Treasury management investment	43.888	68.469	36.894
Service investments: Loans	2.827	2.692	2.423
Commercial investments: Property	0.832	0.832	0.832
TOTAL INVESTMENTS	47.547	71.993	40.149
Commitments to lend	0.00	0.00	0.00
Guarantees issued on loans	0.00	0.00	0.00
TOTAL EXPOSURE	48.768	45.712	43.581

How investments are funded: Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing.

The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2020 Actual	31.03.2021 Forecast	31.03.2022 Forecast
Treasury management investments	Nil	Nil	Nil
Service investments: Loans	Nil	Nil	Nil
Commercial investments: Property	Nil	Nil	Nil
TOTAL FUNDED BY BORROWING	Nil	Nil	Nil

Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment rate of return (net of all costs)

Investments net rate of return	2019/20 Actual	2020/21 Forecast	2021/22 Forecast
Treasury management investments	2.97%	1.97%	2.62%
Service investments: Loans	3.8%	3.8%	3.8%
Commercial investments: Property	3.72%	2.82%	5.12%

Table 8: Other investment indicators

Indicator	2019/20 Actual	2020/21 Forecast	2021/22 Forecast
Debt to net service expenditure ratio	Nil	Nil	Nil
Net Commercial income to net service expenditure ratio	0.16%	0.13%	0.24%

Treasury Management Strategy Statement 2021/22

Introduction

Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

External Context

Economic background: The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to

the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

Credit outlook: After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

Interest rate forecast: The Authority's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 2.38%, and that new long-term loans will be borrowed at an average rate of 1.24%.

Local Context

On 31st December 2020, the Authority held £39.8m of treasury investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
General Fund CFR	2.143	10.971	13.957	12.943	11.929
Less: External borrowing *	0	0	(12.010)	(11.265)	(10.520)
Internal borrowing	2.143	10.971	1.947	1.678	1.408
Less: Usable reserves	-23.455	-16.840	-15.922	-15.269	-14.981
Less: Working capital	-15.410	-15.410	-15.410	-15.410	-15.410
Treasury investments	36.722	21.279	29.385	29.000	28.983

*shows only loans to which the Authority is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The Authority is currently debt free although its capital expenditure plans do currently imply a need to borrow over the forecast period. Investments are forecast to fall as capital receipts are used to finance capital expenditure.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2021/22.

Borrowing Strategy

The Authority currently has no borrowing, due to increased cash inflows associated with COVID related central government payments. This is a decrease of £7.5 million on the previous year, where short term loans were held as part of its strategy for funding temporary funding temporary shortfalls in cash flow. The balance sheet forecast in table 1 shows that the Authority expects to borrow up to £12.010m in 2021/22 to support the capital programme. The Authority may also borrow additional sums to pre-fund future capital years' requirements, providing this does not exceed the authorised limit for borrowing.

Objectives: The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority has previously raised long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except Norfolk Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure

limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Treasury Investment Strategy

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £32.4 and £107.2 million; the upper range extraordinarily high due to the COVID payments received from central government for local business grants. Investment balances levels are expected to return to prior year levels with an upper range level *circa* £40 million, but is unpredictable due to the continuing COVID situation.

Objectives: The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aims to further diversify into more secure and/or higher yielding asset classes during 2021/22. A dwindling proportion of the Authority's surplus cash remains invested in short-term unsecured bank deposits, and money market funds. This diversification will represent a continuation of the current strategy.

Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of

collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 2 below, subject to the limits shown.

Table 2: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£6m	Unlimited
Secured investments	25 years	£6m	Unlimited
Banks (unsecured)	5 years	£2m	£5m
Building societies (unsecured)	5 years	£2m	£5m
Registered providers (unsecured)	20 years	£2m	£10m
Money market funds	n/a	£6m	£20m
Strategic pooled funds	n/a	£6m	Unlimited
Real estate investment trusts	n/a	£6m	£10m
Other investments	20 years	£2m	£5m

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Government: Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be

a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2 million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with

the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits: The Authority has revenue reserves available to cover investment losses. In order that only an acceptable level of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £6 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 3: Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£15m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Foreign countries	£6m per country

Liquidity management: The Authority uses purpose-built cash flow forecasting tools to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium-term financial plan and cash flow forecast.

Treasury Management Indicators

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

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

Credit risk indicator	Target
Portfolio average credit score	6.0

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount it can borrow each quarter without giving prior notice.

Liquidity risk indicator	Target
Total sum borrowed in past 3 months without prior notice	£10m

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

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£600,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£600,000

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

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

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

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

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£50m	£50m	£50m

Related Matters

The CIPFA Code requires the Authority to include the following in its treasury management strategy.

Financial derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive: The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

Financial Implications

The budget for investment income in 2021/22 is £1.0 million, based on an average investment portfolio of £39.4 million at an interest rate of 2.6%. The budget for debt interest paid in 2021/22 is £0.2 million, based on an average debt portfolio of £13.5 million at an average interest rate of 1.15%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

To cover the risk of capital losses or higher interest rates payable in future years, a treasury management reserve has been established. Where investment income exceeds budget, e.g. from higher risk investments including pooled funds, or debt interest paid

falls below budget, e.g. from cheap short-term borrowing, available revenue savings will be transferred to the reserve.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast – December 2020

Underlying assumptions:

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out, especially with likely emergency action in response to a no-deal Brexit.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Official Bank Rate													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
3-month money market r.													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
1yr money market rate													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
5yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
10yr gilt yield													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
20yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
50yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B – Existing Investment & Debt Portfolio Position at 31/12/2020

	Actual Portfolio £m	Average Rate %
Total gross external debt	n/a	n/a
Treasury investments:		
Money Market Funds	32.000	0.10%
Pooled funds	7.820	3.09%
Total treasury investments	39.820	1.88%
Net debt	39.820	

North Norfolk Council Tax Hardship Policy (Covid-19)

Executive Summary

The policy outlines the Council's approach to the recent initiatives by Central Government to assist taxpayers who are suffering financial hardship due to the onset of the Coronavirus (Covid-19).

Recommendations

To recommend to Council:

1. To approve the Council Tax Hardship Policy (Appendix 1) which will support the administration of the hardship fund.
2. That delegation is given to the Benefits Manager to make any technical scheme amendments to ensure that it meets to criteria set by central government.
3. *To delegate any amendments as to funding distribution following any further funding committed by Government, to the Section 151 Officer and in consultation with the Portfolio Holder for Finance and the Portfolio Holder for Benefits.*

Cabinet Member: Cllr G Hayman

Contact Officer: Trudi Grant/Benefits Manager

1. Introduction

- 1.1. Central Government have provided funds to the council under S31 of the Local Government Act 2003 with the proviso that all monies are paid strictly in accordance with S13A(1)(c) of the Local Government Finance Act 1992 and in line with their guidance issued on 25th March 2020.
- 1.2. The funds named by Central Government as the 'Council Tax Hardship Fund' are designed to meet the immediate needs of all taxpayers who are currently claiming Council Tax Reduction (CTR) under S13A (1) (a) of the Local Government Finance Act 1992. The funds are primarily designed to assist working age applicants with payment of their Council Tax.
- 1.3. This is particularly important given that working age applications are likely to be most affected by the crisis.
- 1.4. It is essentially down to individual authorities to determine how to use the funds. However, Central Government through the Ministry of Housing, Communities and Local Government (MHCLG) state that in order to retain the funding, Councils must look to use monies as directed by them.
- 1.5. North Norfolk District Council received £723,834 under the fund.

2. The Covid-19 Council Tax Hardship Scheme

- 2.1. The Government's strong expectation is that billing authorities will provide all working age recipients of local council tax reduction during the financial year 2020-21 with a further reduction in their annual council tax bill of £150, using our discretionary powers to reduce the liability of council tax payers outside of our formal Council Tax Support scheme.
- 2.2. Where a tax payer's liability for 2020-21 is, after any Council Tax Reduction has been

applied, less than £150, then their liability would be reduced to nil.

- 2.3. Where a tax payer's liability for 2020-21 is nil, no reduction to the council tax bill will be available.
- 2.4. We have currently awarded 4490 Council Tax payers with a payment under the fund.
- 2.5. We have currently spent 70% of the fund (£510,679).
- 2.6. All new working age recipients of Council Tax Support will be automatically assessed for eligibility to a payment under the fund, up to and including 31st March 2021.
- 2.7. Where a working age recipient has a change in their circumstances, their existing eligibility to a payment under the fund will be recalculated and either the award reduced or increased, up to £150.

3. Corporate Plan Objectives

- 3.1. Covid-19 (Coronavirus) has affected day to day life and is slowing down the economy. The pandemic has affected thousands of people through sickness, loss of loved ones, and loss of jobs.
- 3.2. The hardship fund is designed to assist residents who have been affected by the pandemic, and to help ease their financial burden.

4. Medium Term Financial Strategy

- 4.1. Councils will have seen a significant reduction to their Council Tax collection rates, leaving a shortfall to income streams. The fund will help councils move closer to their collection targets and help plug the gap in council's budgets.

5. Financial and resource implications

- 5.1. In order to administer the scheme through the Council Tax Support claim using Open Revenues, the Benefits Service has purchased additional software through Civica costing £12,800.00. This has been resourced from Benefits Service budgets. There has not been any additional funding from MHCLG to reimburse councils for these associated costs.
- 5.2. Resources for the roll out of this scheme have come from within the Benefits Service and the Systems Administration team. Any additional working hours to complete the system upgrades and updates to existing working age Council Tax Support claims, outside of normal working hours has been resourced from the Benefits Service budgets.

6. Legal implications

- 6.1. Central Government have provided funds to the council under S31 of the Local Government Act 2003 with this proviso that all monies are paid strictly in accordance with S13A(1)(c) of the Local Government Finance Act 1992 and in line with their guidance issued on 25th March 2020.

7. Communications issues

- 7.1. Communications have been placed on the Council web pages and with Council Tax bills, at the time payments under the fund are administered.
- 7.2. Internal stakeholders including Council Tax, Heads of Service, Service Managers, and Customer Services, have been updated with the intentions of the scheme and the progress.

7.3. A virtual presentation of the schemes intentions and our progress has been delivered to members.

8. Risks

8.1. There will be some system downtime when updating claims in bulk, which may affect service delivery. This has been kept to a minimum to date.

8.2. Reliance on specific people for key roles in the bulk administration of the fund and testing of the software. For resilience, we have two Benefits Managers and two members of the Systems Administration team, who are able to carry out upgrades to the system and bulk updates to claims.

8.3. We must be prompt when sending communications to our customers to prevent avoidable contact.

8.4. We must do as the guidance from the MHCLG directs, otherwise the council's reputation will be at risk.

9. Conclusions and Recommendations

9.1. The Strategic Management Team is recommended to endorse the process and policies that have been put in place to administer the Council Tax Hardship Scheme as directed by the Ministry of Housing, Communities and Local Government (MHCLG).

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North Norfolk District Council

Council Tax Hardship Fund

COVID-19

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1.0 Introduction

- 1.1 The following policy outlines the Council's approach to the recent initiatives by Central Government to assist taxpayers who are suffering financial hardship due to the onset of the Corona virus (Covid-19).
- 1.2 Central Government have provided funds to the Council under S31 of the Local Government Act 2003 with the proviso that all monies are paid strictly in accordance with S13A (1) (c) of the Local Government Finance Act 1992 and in line their guidance issued on 25th March 2020.
- 1.3 The funds named by Central Government as the 'Council Tax Hardship Fund' are designed to meet the immediate needs of all taxpayers who are currently claiming Council Tax Reduction (CTR) under S13 A (1) (a) of the Local Government Finance Act 1992. The funds are primarily designed to assist working age applicants with payment of their Council Tax.
- 1.4 This is particularly important given that working age applications are likely to be most affected by this crisis.
- 1.5 It is essentially down to individual authorities to determine how to use the funds however, Central Government through the Ministry of Housing, Communities and Local Government (MHCLG) state that, in order to retain the funding, Councils must look to use monies as directed by them.

2.0 Legislation

- 2.1 The relevant legislation (S13 of the Local Government Finance Act 1992 as amended by the Local Government Finance Act 2012), states the following:

Reductions by billing authority

(1) The amount of council tax which a person is liable to pay in respect of any chargeable dwelling and any day

- (a) in the case of a dwelling situated in the area of a billing authority in England, is to be reduced to the extent, if any, required by the authority's council tax reduction scheme;
- (b) Not applicable...

(c) in any case, may be reduced to such extent (or, if the amount has been reduced under paragraph (a) or (b), such further extent) as the billing authority for the area in which the dwelling is situated thinks fit.

- 2.2 The provisions stated in (c) above, allow the Council to reduce the Council Tax liability for any taxpayer in addition to any application for Council Tax Reduction under the Council's scheme. This is a general power that has always been available to the Council.
- 2.3 In relation to the 'Council Tax Hardship Fund', MHCLG have stated that Councils will use the powers given under that Act.

3.0 Finance

- 3.1 Any amounts granted under S13A (1) (c) are normally financed through the Council's general fund and do not form part of the collection fund. Central Government has provided funding directly to the Council to compensate for this and it expects the Council, wherever possible, to use all of the funds provided.
- 3.2 Any additional assistance, outside of the funding, would fall to be paid by the Council itself

4.0 The Covid-19 Council Tax Hardship Scheme

- 4.1 The scheme guidance issued by MHCLG states the following:
- (a) The Government's strong expectation is that billing authorities will provide all recipients of working age local council tax reduction during the financial year 2020-21 with a further reduction in their annual council tax bill of £150, using their discretionary powers to reduce the liability of council taxpayers outside of their formal scheme design;
 - (b) Where a taxpayer's liability for 2020-21 is, following the application of council tax reduction, less than £150, then their liability would be reduced to nil;
 - (c) Where a taxpayer's liability for 2020-21 is nil, no reduction to the council tax bill will be available;
 - (d) There should be no need for any recipient of council tax reduction to make a separate claim for a reduction under this scheme. The billing authority should assess who is eligible for support from the hardship fund and automatically rebill those council taxpayers;
 - (e) Whether or not a taxpayer has been affected by COVID-19, directly or indirectly, should not be taken into account in assessing eligibility for this reduction;
 - (f) The Government recognises that existing support mechanisms vary locally, including CTR schemes, discretionary council tax discount/hardship schemes and local welfare schemes;
 - (g) Having allocated grant to reduce the council tax bill of working age CTR recipients by a further £150, billing authorities should establish their own local approach to using any remaining grant to assist those in need. Billing authorities will want to revisit their broader

approach at intervals during the financial year, in order to ensure expenditure for 2020-21 remains within their allocation;

- (h) In determining any broader approach to delivering support, authorities are best placed to reflect on the financial needs of their most vulnerable residents. In doing so, they may wish to consider using their remaining grant allocation as part of wider local support mechanisms. These may include, but are not restricted to:
 - (i) Council tax relief using existing discretionary discount/hardship policies (adapted where necessary in order to capture those most likely to be affected by COVID-19); and
 - (ii) Additional support outside the council tax system through Local Welfare or similar schemes;
 - (iii) A higher level of council tax reduction for those working age CTR recipients whose annual liability exceeds £150; and
- (i) The Government is keen to ensure that support is provided as quickly as possible to individuals who are eligible. It therefore considers that there is a strong case for councils to provide the support up front to enable the maximum benefit to be delivered promptly. However, the Government recognises that in some cases, authorities may consider that the most effective assistance could be profiled across the year.

5.0 The Council's Policy in respect of the Council Tax Covid-19 Hardship Scheme

- 5.1 The Council is keen to support all taxpayers within the area and, as such, will implement the scheme in accordance with Central Government guidelines by taking the following actions:
- (a) **An amount of up to £150 will be credited to the Council Tax account of all working age applicants who are in receipt of Council Tax Reduction on 1st April 2020** (it should be noted that where any residual liability of any taxpayer is less than £150, then an amount will be granted to ensure that the liability is reduced to zero (There will be no requirement for any taxpayer to apply for this initial award and it shall be automatically applied to their account);
 - (b) Where the taxpayer is not entitled to Council Tax Reduction on 1st April 2020 but becomes entitled during the 2020/21 period, an amount of up to £150 will be credited to their account in line with (a) above; and
 - (c) Should any funds be available after applying (a) and (b), any residual amounts may be allocated to assisting Council Tax Reduction applicants who:
 - (i) Have experienced a reduction in support due to Central Government changes to Tax Credits during the crisis period; and /or
 - (ii) Have experienced exceptional hardship during the crisis.

6.0 Delegated Powers

- 6.1 The scheme for Council Tax Hardship – Covid19 fund has been approved by the Council. However, the Benefits Manager is authorised to make technical scheme amendments to ensure it meets the criteria set by Central Government.

7.0 Notification

- 7.1 Taxpayers will be notified of the decision to apply any reduction as soon as possible after it has been made and any award will be by means of a discount being applied to the relevant Council Tax account.

8.0 Review of Decisions

- 8.1 Notwithstanding any reductions applied automatically to the Council Tax account, where any application is refused, the applicant will be notified that they can ask for the decision to be reviewed. Any request for a review must be made, in writing or by email, within one calendar month of the decision letter.
- 8.2 The Council having reviewed the case, shall respond within two months and will have regard to any further evidence supplied.
- 8.3 If the applicant is dissatisfied with the outcome of the review, they can, within two months of the Council's reply, appeal to the independent Valuation Tribunal Service to consider their case.

Council Tax Support Scheme 2021/22

Summary: The council must review and agree its 2021/2022 Council Tax Support (CTS) scheme for working age people by 11th March 2021. We must first consult with the major preceptors then publish a draft CTS scheme for public consultation. The draft CTS Scheme was agreed by delegated decision and the public consultation ran from 11th January 2021 to 7th February 2021.

This report details the results of the consultation and the recommended final CTS scheme for working age people for 2021/2022.

The CTS scheme must be agreed before the council taxbase and the overall budget can be set.

Options considered: The CTS scheme for 2021/2022 is a continuation of the 2020/2021 scheme with some minor changes to keep it in line with other welfare reform amendments and to simplify administration.

There are alternative CTS scheme models that can be considered for our working age scheme. However these would involve significant changes and in the present climate a fundamental review of the scheme is not recommended.

Conclusions: No other changes are proposed to the draft CTS scheme as a result of the consultation.

Recommendations: To request Full Council approve the draft CTS scheme for 2021/2022 which went to public consultation as the final CTS scheme for 2021/2022.

Reasons for Recommendations: To ensure a CTS scheme for working age people for 2021/2022 is agreed by Council by 11 March 2021.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Delegated decision notice for CTS draft scheme 2021/22 public consultation Council Tax Support draft scheme 2021/22 Public Consultation Questionnaire Council Tax Support draft scheme 2021/22 Public Consultation responses
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Cabinet Member(s) Greg Hayman	Ward(s) affected - all
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Contact Officer, telephone number and email: Karen Hill 01263 516183 karen.hill@north-norfolk.gov.uk

1. Introduction

- 1.1 Council Tax Support (CTS) is a reduction awarded to people on low incomes to help with the cost of their council tax bill. Since 2013 each district council is responsible for its own CTS scheme for working age people, and must review and agree the scheme each year. The CTS Scheme for 2021/2022 must be agreed by full Council by 11 March 2021, although in practice it needs to be agreed by February 2021 as it forms part of the taxbase and budget setting process.

The draft CTS scheme was agreed by an emergency delegated decision in January 2021 and has been open to public consultation. This report details the results of the consultation, the comments made and the recommended final CTS Scheme for 2021/2022.

Full details on the 2020/21 CTS scheme can be found on the council's website at [Home | Housing Benefit and Council Tax Support \(Apply\) \(north-norfolk.gov.uk\)](http://north-norfolk.gov.uk/Home | Housing Benefit and Council Tax Support (Apply) (north-norfolk.gov.uk))

2. Background

- 2.1 We have to review, consult on and agree our CTS scheme for working age people for each financial year. The CTS scheme for 2021/2022 is currently under consideration. The draft CTS scheme went out to public consultation as agreed under emergency delegated powers. The final CTS scheme must be agreed by full Council.

2.2 The Current Council Tax Support Scheme - 2020/2021

The principles of the current CTS scheme for 2020/2021 are included at [Appendix A](#).

The CTS scheme uses the same calculation method as the old Council Tax Benefit scheme (which ended in 2013) and the CTS scheme for pension age people. A person's total household income is assessed against an allowed amount which is based on their circumstances. If their income is less than the allowed amount, they receive the maximum amount of CTS payable under the scheme which is 91.5%. If their income is more than the allowed amount, the maximum CTS is reduced by 20p for every £1 over the amount allowed.

Pension age people are paid under a national set of rules and are unaffected by any changes to our CTS scheme.

2.3 The Proposed Scheme - Changes for 2021/2022

The CTS scheme for 2021/2022 is a continuation of the 2020/2021 scheme with some minor changes to keep it in line with other welfare reform amendments and to simplify administration.

The draft CTS scheme was open for consultation between 11th January 2021 and 7th February 2021. The consultation responses are reviewed at [Appendix B](#).

The proposed changes are:

➤ **To allow us the discretion not to action changes supplied by the Department for Work and Pensions (DWP) for customers receiving Universal Credit (UC):**

Every time a customer's income changes their UC award is altered. This then updates their CTS award and a new council tax bill is sent. For customers who have monthly earning changes this can mean a new council tax bill every month. The administration costs outweighing the income change being reported.

This change allows us discretion to decide whether to use or disregard information supplied by the DWP where the customer's income changes within a certain tolerance, which would have an adverse effect on their entitlement to CTS.

Beneficial changes to the customer's entitlement to CTS would still be included so the customer does not lose out on additional financial support. The customer would still have to report changes of circumstances to us in the normal way.

This change significantly reduces the administrative burden on the council, but will also prevent constant changes to a customer's council tax account and instalments.

➤ **To align the additional earnings disregard with the Housing Benefit rules:**

Due to Covid-19 the DWP increased the amount of earnings that are not counted as income for UC and Working Tax Credit (called an Earnings Disregard). The Housing Benefit rules were also amended to ensure customers did not lose out as they have more income. This change allows the CTS rules to be amended in the same way for 2021 should the DWP continue to apply the increase to the Earnings Disregard.

This change prevents customers losing CTS where their Earnings Disregard is increased due to Covid-19.

➤ **Allow for changes to be made to the Council Tax Support Scheme in exceptional circumstances:**

Due to the COVID-19 crisis, the Department for Work and Pensions (DWP) and the Department for Health and Social Care (DHSC), introduced a package of financial support available to those residents on low incomes and who had suffered financially as a result of Covid-19.

This change will allow for income granted under similar financial packages, to be disregarded as income and capital in the Council Tax Reduction Scheme in such extraordinary circumstances and prevent loss in Council Tax Support entitlement.

2.4 Council Tax Support Consultation

The CTS Consultation was primarily available via the council's website and as a paper form if requested. Online responses were encouraged as data can be electronically logged and collated. The consultation opened on 11th January 2021 and was publicised through social media and the council's website.

The consultation closed on 7th February 2021. 18 responses were received. The responses are included in full at [Appendix B](#). There were no comments made about the scheme in any of the consultation responses that affect the draft scheme and the majority of people felt we should make the proposed changes to the scheme.

Norfolk County Council and the Norfolk Police and Crime Commissioner have been contacted for their comments on the scheme. The responses are shown at [Appendix C](#).

No other changes to the draft CTS scheme are proposed as a result of the consultation.

3. Corporate Plan Objectives

The CTS scheme supports the Corporate Plan Objectives - Financial Sustainability, and Growth and Quality of life.

4. Medium Term Financial Strategy

The Local Council Tax Support Schemes (LCTS) was implemented in April 2013 as a replacement to Council Tax Benefit. This change was part of wider welfare reforms to reduce expenditure, giving responsibility of the replacement scheme to Local Councils.

LCTS schemes should encourage people into work and be based on the ability to pay. Previously the Council Tax Benefit scheme was 100% funded through subsidy paid to the Council from the Department for Work and Pensions (DWP).

From April 2013 each billing authority was given the discretion to set their own scheme, although at the outset the government did stipulate that the scheme would not change the 100% maximum support for low income pensioners i.e. they would receive the same level of support as they did under the system of Council Tax Benefit.

Funding for LCTS is no longer received as a separate subsidy grant but is now within the overall Local Government Funding system as non ring-fenced funding within the Revenue Support Grant (RSG) and baseline funding level.

The local scheme (for North Norfolk) has remained the same since the introduction of LCTS in 2013/14. The local scheme means that those of working age previously entitled to 100% maximum council tax benefit are now required to

pay a maximum of 8.5% of their council tax liability. With the changes made for the rollout of Universal Credit there will be implications for the cost of LCTS schemes. The Council will need to review options going forward to ensure this remains a cost effective, affordable scheme.

The changes would be a continuation of the existing CTS scheme principles.

5. Financial and Resource Implications

CTS is a discount and reduces our taxbase and those of our preceptors. Because of this the CTS scheme must be agreed before the overall taxbase can be agreed, and our budgets finalised.

As at 4th January 2021 the total cost of our CTS scheme in 2020/2021 is currently £7.516m across 7,558 claims. £3.999m (53.20%) of the cost is for pension age claims (so are unaffected by changes to our local scheme), and £3.517m (46.80%) is for working age claims.

As CTS is a discount it reduces the council's taxbase by the equivalent of 5,834 band D properties. Our current Band D charge is £158.67, so the cost of the 2020/21 CTS scheme for North Norfolk as at 4th January 2021 is £925,681.

The number of people claiming CTS, and therefore the cost of the CTS scheme, was gradually declining until March 2020. However Covid-19 has had a significant impact on the numbers of people claiming CTS and the caseload has increased by 13% from March 2020 to October 2020. We would estimate the increased cost of the scheme would still be realised during 2021/22 due to the continued effects of the pandemic.

The 2021/22 Budget recommended the Council adopts the changes to the LCTS scheme as detailed in the budget report, subject to the outcome of the public consultation.

6. Legal Implications

The Council is required to agree a final CTS scheme for 2021/2022 by 11th March 2021.

7. Risks

Any increases in demand, changes in the composition of the caseload, for example an increase in the number of pension age claimants or a sudden economic shock, could represent a financial risk by increasing the cost of the CTS scheme and reducing the taxbase further. This is seen with the Covid-19 outbreak where the economic impact of the measures the government has had to put in place have resulted in an increase in the caseload. The impact of the CTS scheme is, and will continue to be reviewed monthly.

8. Sustainability

No issues arising.

9. Climate / Carbon impact

No issues arising.

10. Equality and Diversity

A full Equality Impact Assessment was completed as part of the launch of CTS in 2013. As the changes to the scheme for 2021/2022 are minor and advantageous to the customer, a review of the Equality Impact Assessment has been completed and is shown at Appendix D.

11. Section 17 Crime and Disorder considerations

No issues arising.

12. Conclusion and Recommendations

That Full Council approve the proposals to the Council Tax Support Scheme 2021/22.

Appendix A: Principles of the current CTS Scheme

Our current CTS scheme assesses people's income against an allowed amount, called an 'applicable amount'. If their income is less than the applicable amount they receive full CTS, subject to an 8.5% contribution if they are working age. If their income is more than the applicable amount their CTS is reduced by 20p for every extra £1.

The key points of our current CTS Scheme Principle:

Working Age people have their CTS calculated based on 91.5% of their weekly CT bill
A weekly deduction is made for each non-dependent based on their income level.
No Tariff Income is assumed for capital under £6,000.
The maximum amount of capital allowed is £16,000.
CTS will be paid based on the national, more generous scheme for those who have reached the qualifying age for State Pension Credit.
Second Adult Rebate can be calculated where there is only one liable person for Council Tax and at least one other adult occupies the property as a non-liable person.
War Pensions will be fully disregarded in the income calculation.

To fulfil the requirement to consider vulnerable groups, CTS will be paid based on the national, more generous scheme for those who have reached the qualifying age for State Pension Credit. Entitlement to CTS in these cases will be based on 100% of their weekly Council Tax bill.

To protect other vulnerable groups, where the applicant and/or partner are in receipt of disability benefits such as attendance allowance, disability living allowance of Personal Independence Payments, income from such benefits will be disregarded.

The CTS scheme also includes incentives to find work. Where people have income from earnings a certain amount of their earnings are disregarded. The amounts are:

Claimant group	Earnings Disregard
Single	£5
Couple	£10
Disabled or a Carer	£20
Lone Parent	£25

In all other areas the CTS scheme rules will follow the rules for working age Housing Benefit claims.

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Appendix B:

Question	Responses (out of 18)		Comments
Should we keep the current Council Tax Support scheme?	Yes	9	As long as any changes don't change the amount of support these families receive.
	No	7	
	Don't know	2	It is obviously intended to reduce payments to those in need.
Should we allow: discretion not to action UC changes notified by the DWP; to align the earnings disregard with HB; and to make change to the scheme in exceptional circumstances?	Yes	12	You should continue to apply the scheme as is.
	No	6	
	Don't know	0	Continue as is.
			The original scheme.
			In my view, I would not trust the council with the discretion not to action changes supplied by DWP.
			Either significantly decrease the support available, or abolish the Council Tax Support Scheme, to ensure fair payments to all, including those not eligible for universal credit.
			Would need further info on what you would disregard re info from DWP... my wages change monthly so support is up and down I could potentially be penalised if you use a higher income figure long-term.
Should we not change the CTS and meet additional costs from other services?	Yes	7	None
	No	11	
	Don't know	0	

Should we not change the CTS and meet additional costs from savings?	Yes	6	None
	No	12	
	Don't know	0	

Any other comments

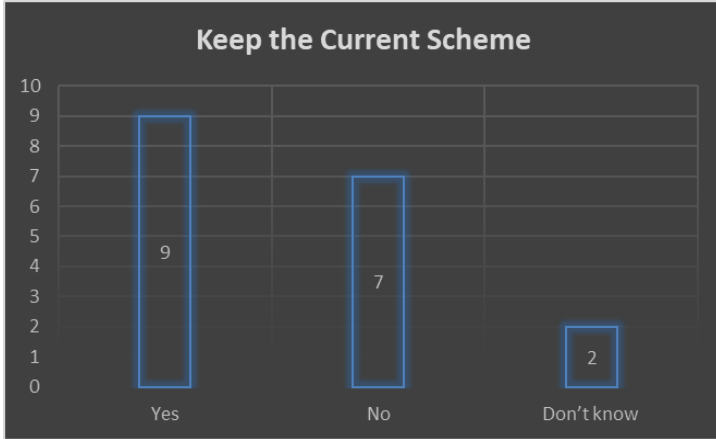
This consultation is great but it would have been better to have made sure it was easier to understand. The wording isn't very user friendly and has been worded by the professionals rather than service users.

The CTS Scheme, albeit means-tested, actively penalizes those who earn higher wages, in order to advantage those on lower incomes.

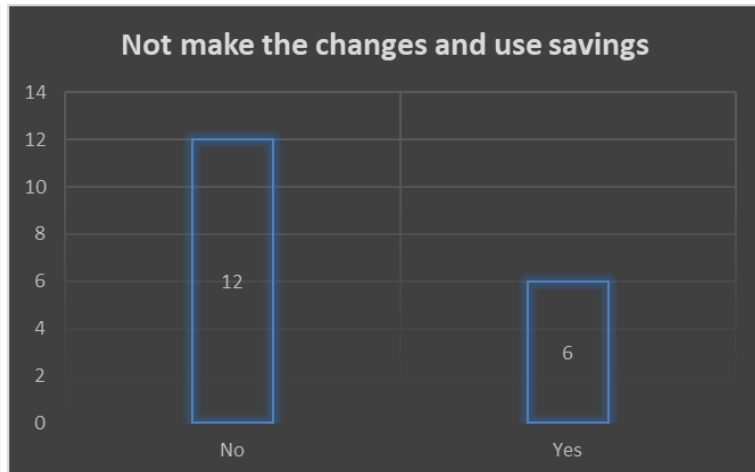
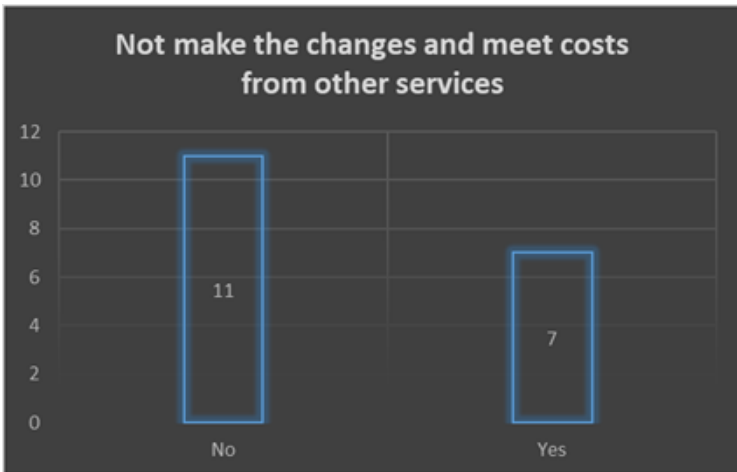
Abolish the CTS Scheme in order to save money and resources, with the aim of providing better health and educational services across the area.

Summary:

A majority of respondents agreed the principle of the current CTS scheme should be kept, but with the proposed changes.




A majority of respondents agreed the proposed changes to the scheme should be implemented instead of covering future costs of the scheme by reducing other services or by utilising savings.




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Appendix C: Consultation with preceptors

Consultation with the Police and the County Council took place on 19th January 2021 and their response is shown below.



Wreford, Gillian <Gillian.Wreford@suffolk.police.uk>
RE: North Norfolk District Council - Council Tax Support Scheme proposed changes 2021/22

To  Trudi Grant

 You forwarded this message on 19/01/2021 10:23.

Trudi,


Apologies for the delay in response. Please see the below comment from the PCC's CFO:

I understand the challenges the council faces with the increase in working age CTS claims and how this may affect the tax base. I would therefore urge that as a preceptors that we are kept briefed at the earliest opportunity as to any impact on the tax base moving forward and an early heads up if any further changes to the scheme.


Thanks
Gillian.


Gillian Wreford (BA Hons, ACMA)
Temporary Head of Finance

Finance Department
Suffolk and Norfolk Constabularies
Police Headquarters, Martlesham Heath
Ipswich, Suffolk, IP5 3QS



Wed 20/01/2021 22:14
Bullen, Harvey <harvey.bullen@norfolk.gov.uk>
RE: North Norfolk District Council - Council Tax Support Scheme proposed changes 2021/22

To  Trudi Grant

 Follow up. Start by 02 February 2021. Due by 02 February 2021.

Dear Trudi,

Thank you for your email of 5th January giving us the opportunity to respond to your consultation on the Council Tax Reduction Scheme.

The County Council supports your proposed changes for 2021/22 which simplify the administration of the CTS scheme and help keep it cost effective.





From your email, it is not clear to me what the financial impact is of each of your proposed changes on the overall cost of the scheme and it would be helpful to understand this.

The County Council do not wish to propose any alternatives to your proposals for 2021-22. However, if possible it would like to see a consistent approach being taken across the county.

Kind regards

Harvey

Harvey Bullen, Director of Financial Management
Finance and Commercial Services
Tel: 01603 223330
County Hall, Martineau Lane, Norwich, NR1 2DH

 **Norfolk County Council**   

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EQUALITY IMPACT ASSESSMENT FORM

What are you completing this impact assessment for? (Service, proposed budget cut, proposed restructuring etc.)

From 1st April 2013 the Government abolished Council Tax Benefit (CTB) and replaced this with a local Council Tax Support (CTS) Scheme.

CTB was fully funded through Government subsidy, CTS is only in part funded through the Revenue Support grant received from the Ministry of Housing, Communities and Local Government (MHCLG). Local Authorities have therefore received a reduction in funding and the shortfall has to be met by the Authority.

Local Authorities were required to design a local CTS scheme or opt to use the default scheme based on CTB. The authority opted to use the default scheme but it is still obliged to review the working age local scheme each year.

The Government introduced a prescribed scheme for pensioners which entitled pensioner applicants to continue to receive up to 100% support. This has not changed.

In designing and implementing the CTS scheme for working age, the amount of support awarded will depend on the scheme introduced by each Local Authority.

At what stage are you completing the impact assessment?

An Equality Impact Assessment was completed in 2012 when the Local Authority considered the proposed CTS scheme to be implemented in April 2013. This Equality Impact Assessment review is to consider any impact on the recommendation of the CTS scheme for 2021/22.

Section 1 – Aims & Objectives

Local Council Tax Support (CTS) was introduced in April 2013 as a replacement to Council Tax Benefit (CTB) which was a national welfare benefit. The changes were introduced by the Local Government Finance Act following the 2010 Spending Review as part of the Government's wider welfare reform programme which aimed to:

- Improve the incentives to work;
- Protect the most vulnerable people in society including full protection for pensioners previously on Council Tax Benefit;
- Deliver fairness to people claiming benefits and to the taxpayer ensuring that resources are used more effectively;
- Make savings to the overall welfare bill as part of the deficit reduction strategy.

The CTS scheme is set out in Section 13A and Schedule 1A of the Local Government Finance Act 1992.

Applicants who are of pension age fall under the Government prescribed scheme and therefore may still retain maximum entitlement of 100% support.

Working age applicants are subject to the local scheme determined by the Authority. The aim of this equality assessment is to consider the impact of the 2021/2022 CTS scheme on working age Council Tax payers, who have a Council Tax liability for their home and are in receipt of low incomes.

EQUALITY IMPACT ASSESSMENT FORM

Section 2A – Groups that may be affected by the proposed restructuring/budget cuts. (This could be the general population of North Norfolk or those from particular groups, disability, race, gender etc.)

The Council's scheme introduced in 2013/14 reduced Council Tax support by 8.5%, which essentially meant that those of a working age depending on other criteria, would be required to pay 8.5% of their Council Tax liability, i.e. a discount of 91.5% rather than 100%. The initial default scheme has been extended in this Authority since 2013.

The CTS scheme for 2021/2022 is a continuation of the previous scheme with some minor changes to keep it in line with other welfare reform amendments and to simplify administration.

The changes for working age people are:

To allow us the discretion not to action changes supplied by the Department for Work and Pensions (DWP) for customers receiving Universal Credit (UC):

Every time a customer's income changes their UC award is altered. This then updates their CTS award and a new council tax bill is sent. For customers who have monthly earning changes this can mean a new council tax bill every month. The administration costs outweighing the income change being reported.

This change allows us discretion to decide whether to use or disregard information supplied by the DWP where the customer's income changes within a certain tolerance, which would have an adverse effect on their entitlement to CTS.

Beneficial changes to the customer's entitlement to CTS would still be included so the customer does not lose out on additional financial support. The customer would still have to report changes of circumstances to us in the normal way.

This change significantly reduces the administrative burden on the council, but will also prevent constant changes to a customer's council tax account and instalments.

To align the additional earnings disregard with the Housing Benefit rules:

Due to Covid-19 the DWP increased the amount of earnings that are not counted as income for UC and Working Tax Credit (called an Earnings Disregard). The Housing Benefit rules were also amended to ensure customers did not lose out as they have more income. This change allows the CTS rules to be amended in the same way for 2021 should the DWP continue to apply the increase to the Earnings Disregard. This change prevents customers losing CTS where their Earnings Disregard is increased due to Covid-19.

Allow for changes to be made to the Council Tax Support Scheme in exceptional circumstances:

Due to the COVID-19 crisis, the Department for Work and Pensions (DWP) and the Department for Health and Social Care (DHSC), introduced a package of financial support available to those residents on low incomes and who had suffered financially as a result of Covid-19.

This change will allow for income granted under similar financial packages, to be disregarded as income and capital in the Council Tax Reduction Scheme in such extraordinary circumstances and prevent loss in Council Tax Support entitlement.

EQUALITY IMPACT ASSESSMENT FORM

The total amount and % of Council Tax expenditure awarded to pension age and working age applicants is shown below for the last two financial years and to date for the current financial year.

	2018/19		2019/20		2020/21 (to date)	
	Expenditure £	%	Expenditure £	%	Expenditure £	%
Working age CTS	2,870,862.32	42%	2,963,360.54	43%	3,534,447.17	47%
Pension age CTS	3,960,442.04	58%	3,955,480.18	57%	3,992,481.87	53%
Total	6,831,304.36		6,918,840.72		7,526,929.04	

The expenditure for working age claims has increased since 2018, as we are seeing more working age people apply for CTS due to the current economic climate and the financial impact of the pandemic. Prior to the pandemic the working age caseload was decreasing.

The increase in expenditure is supported by the total % of CTS pensioner claims compared to the % working age claims throughout the year, as shown below. *NB: This figure includes claims which have been closed and are no longer live claims.*

	2018/19	2019/20	2020/21
Working Age	4693 (51%)	4746 (52%)	4886 (54%)
Pension Age	4632 (49 %)	4431 (48%)	4132 (46%)
Total	9325	9177	9018

Any savings in expenditure would be met by working age applicants. Below provides details of live CTS working age claims by family type as at 10th February 2021.

Family type	Number of claims
Single households	1871
Couples	430
Families	525
Lone Parents	1066
Total	3892

Of which 38% of the working age applicants are in receipt of an income related welfare benefit. 62% of working age applicants are therefore on other low incomes, including employment and Universal Credit. (The 38% of working age applicants, in receipt of an income related benefit with no deductions for non dependants would receive maximum entitlement to CTS which is 91.5%)

Below provides details of the number of Council Tax accounts (not people) where the Council Tax liability was reduced by the award of CTS and the number of Council Tax liabilities which were fully supported (no Council Tax to pay) or partly supported (outstanding balance to be paid).

Those that were fully supported were claims from pension age applicants or where the working age claimant was awarded up to £150 from the Council Tax Hardship fund which reduced their liability to nil. Those that were partly supported were from working age and pension age applicants not entitled to 100% support and may also have received a payment from the Council Tax Hardship fund of up to £150 but this did not reduce their liability to nil.

EQUALITY IMPACT ASSESSMENT FORM

Financial year	Council Tax accounts	Nothing to pay	Something to pay
2018/19	8930	2524	6414
2019/20	8791	2380	6428
2020/21	8733	4711	4028

The majority of CTS working age applicants live in Council Tax band A and B properties as shown below as at 10th February 2021.

A	B	C	D	E	F	G	H	I
1711	1603	344	162	52	16	5	0	0

Based upon band A property in Cromer the below shows the annual amount of Council Tax to be paid if a working age applicant is entitled to the maximum amount of CTS.

Financial Year	8.5% to Pay
2018/19	£101.00
2019/20	£105.28
2020/21	£109.27

(As the property band increases, so will the amount to be paid.)

A non mandatory question on the CTS application asks the applicant their ethnic background. We have been able to obtain data as at 28th January 2021 which confirms that of 7833 live CTS claims 2988 claimants declared their ethnicity as below. 62% did not complete the question.

White British	2908
White Irish	5
White any other background	45
Mixed white and black Caribbean	3
Mixed White and Black African	1
Mixed White and Asian	1
Mixed and other Mixed Background	4
Asian or Asian British Indian	3
Asian or Asian British any other Asian background	2
Black or black British African	2
Black or Black British Caribbean	3
Black or black British any other black background	2
Chinese	2
Other	7
Total	2988

EQUALITY IMPACT ASSESSMENT FORM

Section 2B – Groups within the restructuring service areas. (Employment details of staff, broken down by particular groups, disability, gender, race, age, faith and belief and sexual orientation)

Under the 2021/22 proposed scheme working age applicants, in receipt of low incomes would continue to receive maximum support of 91.5% of their Council Tax liability.

The impact of CTS for working age households on low incomes is the continued financial pressure when already on a low income and further reductions being made to other welfare benefits, for example Housing Benefit and Tax Credits. However this CTS scheme is not proposing to increase the 8.5% of the Council Tax liability to pay.

The public sector equality duties require that the Council, in carrying out its functions, has due regard to the need to promote equality of opportunity between:

- persons of a different race
- men and women
- persons with a disability and without

In addition, the Council's own policies state that reasonable adjustments or supportive measures should be considered to ensure equality of access and opportunity regardless of age, gender, maternity, pregnancy, gender reassignment, marriage, civil partnership, race, ethnicity, sexual orientation, disability, religion or belief.

Race

There is no differential impact due to race.

Sex/Gender

There is no differential impact due to sex/gender.

Disability

The continuation of 91.5% maximum entitlement for the 2020/21 CTS local scheme for disabled working age applicants is not to be reduced. Additional support provided by disregarding certain disability benefits, awarding disability premiums and applying nil non-dependent deductions when certain disability benefits or criteria is met also continues.

Other financial support can be given by a discount due to severe mental impairment or disabled band relief.

Religious belief

There is no differential impact due to religious belief

Age

The Authority must administer the Government prescribed scheme for pension age applicants and implement and administer its own local CTS scheme for working age applicants. The impact of this on working age is considered in this assessment.

Sexual orientation

There is no differential impact due to sexual orientation.

Section 3 – Evidence and data used for assessment

When Council Tax Support was introduced in 2013, the DCLG completed an equality impact assessment in 2012 for the implementation of CTS. All major precepting authorities were consulted on the implementation of the new CTS scheme at that time.

EQUALITY IMPACT ASSESSMENT FORM

NNDC fully consulted with the public and other stakeholders on the 2013/14 draft scheme. This scheme was self- financing and proposed prior to the Government’s announcement of a preferred scheme with transitional funding for the first year.

A further public consultation was run in respect of the proposed changes for the 2021/22 scheme between 11th January 2021 and 7th February 2021. This was primarily available via the council’s website and as a paper form if requested. Online responses were encouraged as data can be electronically logged and collated. The consultation was publicised through social media, the council’s website.

18 responses were received. There were five demographic questions asked as part of the consultation but responses were not mandatory. The responses from this set of questions is shown below:

Are you, or someone in your household, currently receiving Council Tax Support?	
Yes	5
No	13

What is your gender?	
Female	10
Male	6
Prefer not to say	2

What is your age group?	
No answer of prefer not to say	11
18 - 24	1
45 - 54	2
55 - 64	2
65 - 74	2

Disability: Are your day to day activities limited because of a health problem or disability which as lasted, or is expected to last, at least 12 months?	
Yes	4
No	12
Don't know	2

What is your ethnic origin?	
White British	16
White – Another White Background	1
Prefer not to say	1

Section 4 – Conclusions drawn from consultation

Any changes to the local scheme would require consultation. There were no comments made about the scheme in any of the consultation responses that affect the draft scheme and the majority of people felt we should make the proposed changes to the scheme.

Norfolk County Council and the Norfolk Police and Crime Commissioner have been contacted for their comments on the scheme and have confirmed they are supportive of the changes. No other changes to the draft CTS scheme are proposed as a result of the consultation.

EQUALITY IMPACT ASSESSMENT FORM

Section 5 – List any comments, criticisms or alternative approaches regarding the impact of the budget cut/restructuring that have arisen during the process.

The Authority is obliged to review its local CTS scheme each year. The authority has taken into consideration a number of factors. These include the 2021/2022 budget position for the Authority, changes to Housing Benefit and the prescribed pensioner scheme, the impact of increasing the amount of Council Tax to be paid by low income working age households and the impact on any additional collection of Council Tax for the Authority.

Section 6 – How will the assessment, consultation and outcomes be published and communicated?

The Equality Impact Assessment (EIA) for the 2013/14 scheme along with the EIA review for the 2021/22 Council Tax Support Scheme, will be made available on the NNDC website.

Completed: Trudi Grant

Date: 11th February 2021

Signed off:

Date:

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BUDGET AND COUNCIL TAX 2021/22

- Summary:** This report presents for approval the budget for 2021/22 and to make statutory calculations in accordance with the Local Government Finance Act 1992 to set the Council Tax for 2021/22. The report also includes the Chief Financial Officer's report on the robustness of the estimates and adequacy of reserves.
- Options considered:** It is a statutory requirement to set the budget each year, whilst there are options around the content of the budget presented for approval, the budget now recommended reflects the recommendations made by Cabinet at its meeting on 1 February 2021.
- Conclusions:** It is the opinion of the Council's Chief Financial Officer that the budget for 2021/22 has been set within a robust framework and the impact of this resolution will maintain an adequate level of financial reserves held by the Council.
- Recommendations:** That having considered the Chief Financial Officer's report on the robustness of the estimates and the adequacy of the proposed financial reserves, the following be approved:
- 1) The 2020/21 revenue budget as outlined at Appendix A within this report;
 - 2) The surplus of £744,806 be transferred to the Business Rates Reserve (£344,806) and the Delivery Plan Reserve (£400,000);
 - 3) The £2m Property Company Reserve be reallocated to the newly established Major Repairs Reserve (£1m) and Treasury Reserve (£1m);
 - 4) The statement of and movement on the reserves as detailed at Appendix C within this report;
 - 5) The updated Capital Programme and financing for 2021/22 to 2023/24 (as detailed at Appendix C1 within the 2021/22 Budget Report - February 2021 Cabinet Agenda);
 - 6) The new capital bids recommended for approval (as detailed within appendix C2 within the 2021/22 Budget Report - February 2021 Cabinet Agenda);
 - 7) That Members note the current financial projections for the period 2022/23 to 2024/25;
 - 8) The updated 2021/22 Rate Relief Policy as set out in section 5 is approved.
 - 9) The Policy Framework for the Earmarked Reserves and the Optimum Level of the General Reserve 2021/22 to 2024/25 (Appendix B within this report);

- 10) That Members undertake the Council Tax and statutory calculations set out at section 4, and set the Council Tax for 2021/22;
- 11) The demand on the Collection Fund for 2021/22 is as follows:
 - a. £6,456,213 for District purposes
 - b. £2,573,788 for Parish/Town Precepts;
 This reflects the recommended Council Tax increase of £4.95 for the District element for an average Band D property and;

Reasons for Recommendations: To approve the 2021/22 budget for revenue and capital and to make the statutory calculations in respect of the 2021/22 Council Tax.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Budget reports and briefings, precepts (NCC, Police and Parishes)

Cabinet Member(s) All	Ward(s) affected: All
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Contact Officer, telephone number and email:
Duncan Ellis, 01263 516330, duncan.ellis@north-norfolk.gov.uk

1. Introduction

- 1.1 This report presents for approval the General Fund revenue and capital budgets along with the Council Tax for 2021/22. It also presents for information only the current budget projections for the following three years 2022/23 to 2024/25.
- 1.2 A draft 2021/22 budget review report was provided to the Overview and Scrutiny Committee for pre-scrutiny at their meeting of 15 January. Following this the budget for 2021/22, along with detailed projections for the following three financial years, were recommended by Cabinet on 1 February 2021. For clarification, the recommendations within this report make reference to those included with the Cabinet agenda and amended as applicable.
- 1.3 This report includes the updated position for the 2020/21 budget and future projections. Work is ongoing to align budgets with the Corporate Plan vision and outcomes and this will feed in to the next update of the Medium Term Financial Strategy (MTFS) and future year’s budget forecasts.

2. 2021/22 Budget

- 2.1 The provisional local government finance settlement was announced on 18 December 2020. The final settlement announcement was made on 4 February 2021 and confirmed the details contained within the provisional settlement as included within the Cabinet report.

- 2.2 The budget has been updated to reflect the final parish precepts received. The amount of all precepts has now been confirmed, with the exception of that for Briningham Parish Council, which is currently an estimate.
- 2.3 It should be noted that as the billing authority, the setting of the parish precepts will have an impact on the total billed amount although not on the element which represents the District Council. This means the total District amount billed for an average Band D for 2021/22 will be £221.51 (see para 4.6), comprising District element £158.67 and parish element of £62.84.
- 2.4 In making decisions in relation to setting the Council Tax, section 25 of the Local Government Act 2003 requires the Chief Financial Officer of the Council to report to the Council on the following matters:
- the robustness of the estimates made for the purpose of the budget calculations and
 - the adequacy of the proposed financial reserves.
- 2.5 This is provided in section 3 of the report.
- 2.6 The COVID-19 pandemic has had a global impact and has affected the way that the Council has had to operate over the past financial year in terms of focus, funding and work force deployment. The previous financial reports during the year have highlighted not only the cost pressures but the more significant income pressures which the Council has faced in terms of its budget and the ongoing impact in the next financial year will continue to be closely monitored along with any further proposed central government support.
- 2.7 NNDC has for the last few years been a member of the Norfolk Business Rates Pool. At the time of the Provisional Settlement, the Norfolk Business Rates Pool was set to continue into 2021/22, but given the uncertainty surrounding rate reliefs for next financial year, and the potential negative impact of COVID 19 on income collection, it has been decided to revoke the pool for 2021/22. This will have no impact on NNDC's budget, as we will continue to pay a levy in the same way, but the recipient will now be MHCLG rather than Norfolk County Council. The decision not to pool was unanimous across Norfolk authorities and similar decisions have been taken by London, Greater Manchester and Cheshire, and West Sussex.
- 2.8 Since the budget was presented to Cabinet on 1 February 2021 the final figures for Business Rates have been processed. This has resulted in an additional gain of £744,806 largely as a result of the transfer of Section 31 grant relating to Retail Relief compensation from Central Government. The expanded retail relief was announced after the NNDR1 form for 2020-21 had been finalised, which meant that the reduction in rates collectable by the Council resulted in a large deficit on the Collection Fund with respect to Business Rates due to accounting rules. This would have affected the Councils budget in the 2021-22 financial year, although on this occasion this deficit is reversed through the transfer of section 31 grant from reserves. It is recommended that this surplus is transferred to the Business Rates reserve (£344,806) to help manage any further volatility in collection rates as a result of Covid-19 with the balance of £400,000 being transferred to the Delivery Plan Reserve.

3. Chief Financial Officer's Report

The Robustness of the Estimates

- 3.1 This section of the report provides a commentary on the robustness of the estimates now presented and provides an analysis of the risks facing the Council in relation to the control of income and expenditure flows compared to the budgets that are recommended for 2021/22.
- 3.2 The framework within which the budget for 2021/22 has been constructed is similar to that of previous years and takes into account the following:
- a) Previous financial year out-turn position (2019/20) (3.3)
 - b) Financial Strategy 2021/22 to 2024/25 (3.4)
 - c) In-year budget monitoring and associated reports (3.10)
 - d) Cash flow monitoring (3.13)
- 3.3 The outturn position for 2019/20 was reported to Members in September 2020. The outturn position is used to update the financial planning process and establishes the baseline for the current estimates by reflecting significant movements against the current position and those which will have an on-going impact on the future financial position of the Council.
- 3.4 The financial planning process is well established with the production of the updated Financial Strategy, which includes high level financial projections for the medium term. The Financial Strategy was presented to and recommended by Members in February 2021.
- 3.5 This planning process includes the critical examination and challenge of the expenditure and income on existing services and seeks to identify changed priorities in service delivery and planned future developments, in line with the Corporate Plan and in response to both local and national pressures. It also identifies changes to spending plans and income projections as a result of local and national factors for example legislative changes, local economic factors and changes in demand. These are also informed by the previous year's outturn position and the current year's budget monitoring projections.
- 3.6 The planned programme of Local Government Reorganisation has been paused by the Ministry of Housing, Communities and Local Government (MHCLG) due to the resource pressures caused by the response to the COVID 19 pandemic. At present no budgetary impact from Local Government Reorganisation is being assumed.
- 3.7 As mentioned above the COVID-19 pandemic has had a significant impact on the operation of the Council over the past year. The previous financial reports during the year have highlighted not only the cost pressures but the more significant income pressures which the Council has faced in terms of its budget and the ongoing impact in the next financial year will continue to be closely monitored along with any further proposed central government support.
- 3.8 The financial forecast highlights the more significant budget movements in preparation for producing the full detailed budget for the forthcoming year. At the same time the anticipated level of future external Government funding is reviewed along with the latest forecast of Council Tax income and New Homes Bonus funding based on current tax base and planning data.
- 3.9 By consolidating the financial forecasts, the Financial Strategy seeks to identify future estimated budget requirements and funding shortfalls at an early stage of the annual budget process to enable preparation and planning beyond the short term. It also highlights work streams that will commence prior to the start of the following financial

year that will support delivery of a sustainable budget for the Council in the medium term where appropriate.

- 3.10 In Year Budget Monitoring – The budget monitoring process is carried out throughout the year with all expenditure and income being monitored on a monthly basis. Not only does this provide an essential tool for ensuring that the current year’s budget is achievable, but it is also fundamental in ensuring that the most up to date information is incorporated into the future budget and projections taking into account where budget pressures and additional income/ savings are highlighted during the year.
- 3.11 The regular budget monitoring is used to inform the annual financial planning and budget process of changes that will have an on-going financial impact in future years, as opposed to having only a one-off implication in the current financial year.
- 3.12 As part of the budget monitoring process, monthly variance reports are provided to budget managers and regular reports presented to Cabinet and Overview and Scrutiny Committee detailing the latest projected outturn position for the current year. Regular reviews of expenditure and commitments to date, along with income streams, are carried out to ensure that overspends or shortfalls in income are identified at the earliest opportunity and reported to the Corporate Leadership Team (CLT) and Members along with recommended action plans to ensure that the Council’s overall budget can be met.
- 3.13 In terms of cash flow monitoring, there have been no cashflow issues during the year; cash balances have been above those forecasted due to additional payments received from central government in response to COVID. External borrowing of £13.4m (£8.9m Splash and £4.5m waste vehicles) was anticipated (£8m 2020/21 and £5.4m 2021/22) in relation to these schemes but no borrowing has yet been undertaken. Borrowing requirements will continue to be reviewed and assessed and when funding is required, treasury decisions made will be based on maximising best value for council tax payers. Sufficient liquidity is generally maintained to cover day to day cash requirements. The cash flow position of the Council is monitored on a daily basis and managed within the Treasury Management Strategy which is approved alongside the budget each year. Monitoring of the treasury position is included within the in-year budget monitoring reports in addition to the half-yearly Treasury Management report.
- 3.14 Budgets are prepared using the best information that is available to the Council from its own sources ie budget holders and service managers and from external advisors for example the Council’s treasury advisors, Arlingclose. However, many budgets are related to factors that fall outside the control of the Council, for example pay awards, demand led income levels, inflation and interest rates, and all can have a significant impact on the Council’s overall budget and financial position both in the current and future years. Forecasting for these areas requires an examination of recent trends as well as assimilating future projections from known factors.
- 3.15 There are a number of financial risks facing the authority which are relevant at both service and corporate levels. In order that these risks are managed, a number of key areas within the budget need to be closely monitored in the coming financial year, these include:
 - a) **Covid-19** – the pandemic will continue to impact the Council’s levels of income and expenditure as we focus on recovery and this has been taken into account as far as possible when putting together the budget estimates for the next financial year. We will continue to lobby for further central government support to

help protect the Council’s financial position and we also have the availability of reserves to support the position should they be required.

- b) **Car park income** –This area generates income for the Council which in turn supports the delivery of other services across the Council. With being a demand led service which is influenced by external factors this service is regularly monitored. The 2020/21 budget assumes gross income of £2.7m from all car parking related fees and charges.
- c) **Planning and building control fees** – The 2020/21 base budget includes income totalling approximately £1.2m from planning and building control fees, this too is subject to external demands and is monitored regularly to highlight any significant fluctuations against the budget.
- d) **Waste fee income and recycling credits** – This is a significant source of income to the Council and reflects the activity across the District in recycling domestic refuse and commercial waste. A total of £3.6m is included in the 2021/22 base budget.
- e) **Planned Savings and Additional Income** – The Council is continuing to deliver against a number of workstreams that result in improvements and cashable savings over the short to medium term. Achievement of the savings are monitored during the year as part of the budget monitoring process. The previous savings programme commenced in 2016/17 and now delivers an annual saving of approximately £744k. Over the coming months, officers and Members will deliver a new programme of savings covering the years of the current Medium Term Financial Plan to allow us to work towards a balanced budget.
- f) **Council tax** - COVID-19 has had an adverse effect on the collection rates for Council Tax across the country. Normally, this creates a deficit position on the General Fund, as more money is distributed in precepts than is collected by the Billing Authority. That deficit impacts the budgets of the Billing and Precepting authorities in the following financial year. The Government announced during 2020 that Councils would be able to spread the deficit on the Collection Fund relating to 2020-21 over three financial years instead of the usual one year, to lessen the effect on Council’s budget position in 2021-22. The impacts for North Norfolk are shown in the table below.

	2021/22	2022/23	2023/24	2024/25
CF Deficit before spreading	(110,590)	0	0	0
CF Deficit after spreading	(42,752)	(33,919)	(33,919)	0

- g) **Council Tax Support** – The Local Council Tax Support Scheme (LCTSS) was implemented from April 2013. While minor changes are recommended for 2021/22 (see report elsewhere on this agenda), there still remains a risk of increases in the number of those eligible for Council Tax Support and the ability to collect Council Tax.
- h) **Future Funding** – There is a continued shift from central government support from Revenue Support Grant to local funding from retained business rate (Baseline Funding), and Council Tax. The latest information we have regarding the funding Settlement for 2021/22 has now been included within the budget forecasts. The Business Rates and Fair Funding Reviews have been delayed due to prioritising the COVID-19 response and a further one-year settlement has been

agreed. This has had an extremely positive impact on the financial position for 2021/22 years as it has effectively delayed all of the anticipated funding reductions by a year. The downside of this, is that we had previously expected 2021/22 to be the first year of a multi-year settlement, which would have greatly increased the certainty in our medium term forecasts.

- i) **New Homes Bonus (NHB)** – The one-year settlement confirmed the continuing allocation of the 2021/22 New Homes Bonus grant at £722k. The consultation on a replacement for the NHB funding has now commenced and runs for 8 weeks from the 10 February 2021.
 - j) **Investment Returns** – In recent years' investment income has been significantly reduced as a consequence of the prolonged period of low interest rates which look likely to continue well into 2021 and beyond. The Treasury Management Strategy for 2021/22, as reported to Cabinet in February 2021, anticipates a return of 2.6% will be achieved in 2021/22. The investment income budget includes interest on loans made to housing associations, investments in various pooled funds (including the Local Authorities Mutual Investment Trust (LAMIT) pooled property fund), covered bonds and term deposits.
 - k) **Employee budgets** – The budget has been updated to take account of the national pay review and annual increments and assumes a 2% pay award. As a guide a 0.5% sensitivity to the pay award equates to approximately £56k per annum. An allowance has been made to reflect vacancy savings of 2% as in previous years.
 - l) **Brexit/world politics** – It is impossible to predict what impact factors such as Brexit and wider world politics and decisions might have on the national and local economy in terms of things such as investment returns, inflation, work force costs etc. Officers will continue to monitor the position but the potential impact of any unexpected changes could potentially be covered through the use of reserves.
- 3.16 Looking beyond 2021/22, the financial projections included in the budget report indicate that further savings will have to be made; this is based on the assumptions about the future level of funding as included in the finance settlement. The financial projections show a budget deficit of around £2m in future years.
- 3.17 The capital programme continues to be funded from a number of external and internal resources, for example, capital receipts from the sale of assets, preserved right to buy receipts and where applicable future capital schemes from borrowing. In all cases prudent estimates are made of the timing of such receipts and the expenditure profiles within the overall capital programme.
- 3.18 Budget monitoring throughout the financial year is critical to the robustness of the estimates and maintaining a sound financial position. It is through the ability to manage and control the spending within the approved budgets and, where appropriate, identify and recommend appropriate actions, which serves to mitigate the Council's level of financial risk.
- 3.19 Throughout the process of preparing the Council's budget there is involvement of the Elected Members through Officer/Member meetings, workshops and reports to Cabinet and Overview and Scrutiny Committee. This includes both budget monitoring reports during the year and the Budget and Medium Term Financial Strategy (MTFS) report.

3.20 The Council also takes advice from third party organisations concerning a number of more technical factors that impact on the budget process, for example external advice in relation to treasury management, VAT and insurance. By doing so the Council is able to monitor the wider implications of changes in interest rates, inflation and employment and take remedial action to mitigate financial risk.

Adequacy of the Reserves

3.21 An assessment of the adequacy of the reserves estimated to be available to the Council throughout 2021/22 is based on the possible commitments falling to be discharged against the following categories of reserves:

- General Reserve
- Earmarked Reserves.

3.22 Where there is budgeted expenditure to be funded from a reserve (earmarked or general) these will be allowed for within the reserves statement.

3.23 There are three main reasons for holding reserves:

- a) as a contingency to cushion the impact of unexpected events or emergencies;
- b) to cushion against the impact of uneven cash flows and to avoid temporary borrowing; and
- c) as a means of building up funds to meet known or predicted liabilities (earmarked reserves).

3.24 Reviewing the reserves is well established within the financial planning and budget setting process and is informed by the framework as set out in Appendix B to this report. An updated reserve statement is included at Appendix C to this report.

3.25 When assessing the level of reserves the Council should take account of strategic, operational and financial risks facing them.

3.26 In particular, the risks associated with the ongoing COVID-19 pandemic and the Local Government funding mechanisms, for example the Fair Funding Review and the retention of business rates, continue to be a risk for Local Authorities. The system now means there will be fluctuations of income in year and between years, an element of this risk is mitigated by the earmarked reserve which was established for this purpose.

3.27 Other income streams from demand led services remain vulnerable both from economic factors and seasonal factors including weather that can influence for example car parking income. Steps have been taken to set prudent estimates of income from these services as appropriate but the activity that drives the income remains difficult to predict, particularly in light of the ongoing pandemic.

3.28 The revised assessment of the General Reserve for 2021/22 and forward years is higher than the current minimum balance so the recommendation is to increase the provision to £2.1m (£1.9m 2020/21) for 2021/22. This represents 14.1% (10.1% 2020/21) of the net budgeted operating expenditure (excluding parish precepts) but reflects some of the ongoing uncertainty around the COVID-19 impact. The actual level of the General Reserve at the end of the 2021/22 financial year is estimated to be just under £2.2m (£2.2m 2020/21).

3.29 Earmarked reserves are estimated to total around £13.3m by the end of the 2021/22 financial year (£11.9m 2020/21) including any recommended surplus transfers. The main components of this total are the Asset Management reserve, Benefits reserve, Business Rates reserve, Delivery Plan reserve, Housing reserve, Property Company reserve and the Restructuring/Invest to Save reserve. These reserves, along with all

the other earmarked reserves have been reviewed against the framework in Appendix B, as decisions are made on the utilisation of these reserve, the overall reserves position and projections will be updated accordingly.

- 3.30 A new 'Major Repairs' reserve has been established to help provide for the repair and maintenance of the Council's asset portfolio to ensure it remains fit for purpose and operationally effective.
- 3.31 A new 'Treasury Reserve' has also been established to help mitigate against the impact of any pooled fund value changes which may otherwise impact on the Council's budget following the end of the statutory override of accounting provisions within IFRS 9.
- 3.32 It is recommended that the £2m Property Company Reserve be reallocated to the newly established Major Repairs Reserve (£1m) and Treasury Reserve (£1m).
- 3.33 The Council holds an Earmarked reserve for Benefits. The council has budgeted to spend just under £21m on housing benefits in 2020/21 (£22m 2020/21), although one hundred percent of this is budgeted to be recovered through subsidy claims to the Department for Works and Pensions (DWP). These claims are subject to external audit, as a result of which adjustments may be required. Due to the significant value of the claims as little as a 2% adjustment would require a claw back of £420k. Any adjustments would be mitigated by a transfer from this reserve.
- 3.34 The Restructuring/Invest to Save reserve is held to provide one-off funding for projects and schemes that will deliver longer-term savings and efficiencies to the Council, for example the Business Transformation projects.
- 3.35 All of the earmarked reserves follow the protocol at paragraph 2.2 of the Policy Framework at Appendix B to this report.

Summary

- 3.36 In the opinion of the Chief Financial Officer the overall budgeted level of both the General Reserve and the Earmarked Reserves shown in Appendix C are considered adequate in the short term. The General Reserve balance (£2.2m) is forecast to be over that of the recommended balance (£2.1m), all reserves will be subject to further annual review in 2022/23.
- 3.37 When considering the robustness of the estimates and adequacy of reserves a holistic approach is taken, which considers the general reserve, earmarked reserves and also the identified risks in relation to the revenue and capital budgets presented for approval.

4. COUNCIL TAX SETTING FOR 2021/22

- 4.1 The following pages represent the information required for Members to set the Council Tax for the year commencing 1 April 2021.

- 4.2 Norfolk County Council met on the 22nd February 2021 and agreed to increase the Council Tax by 3.99%. The Norfolk Police and Crime Panel met on the 2nd February 2021 and agreed the Norfolk Police and Crime Commissioner's proposals for a 5.68% increase in Council Tax. The figures used in this report are based on the assumption that there will be a £4.95 increase for North Norfolk District Council (excluding town and parish council precepts), £56.43 for Norfolk County Council, and a £14.94 increase for the Norfolk Police & Crime Commissioner.
- 4.3 The Localism Act 2011 makes provision for council tax referendums to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. These excessiveness principles are set each year and the Secretary of State has decided that for 2021/22 an increase above the amount for 2020/21 will be excessive, and a referendum must be held, in the following circumstances; for Norfolk County Council if the increase is 2% or more with a further 3% precept for adult social care); for the Norfolk Police and Crime Commissioner if the increase is more than £15 or 2%; and for North Norfolk District Council if the increase is both 2% or more, and more than £5.
- 4.4 The excessiveness principles apply in 2021/22 to billing authorities and major precepting authorities, but not to local precepting authorities (town and parish councils).
- 4.5 The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 contain rules for the calculation of the Council Tax Base, which is an amount required by the Local Government Finance Act 1992 to be used in the calculation of the tax by the Council as the billing authority, and Norfolk County Council and the Norfolk Police and Crime Commissioner as major precepting authorities, and in the calculation of the precept payable by the Council to the County Council and Norfolk Police and Crime Commissioner. The Council Tax Base was calculated as follows for the year 2021/22.

The number of dwellings in each Council Tax band taking into account the multipliers, discounts, exemptions, rate of collection and Council Tax Support:-

- a) for the whole Council area as 40,959 (Item T in the formula in Section 31B of the Local Government Finance Act 1992) being calculated by the Council, in accordance with Regulation 3 of The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as its Council Tax base for the year;
- b)

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Alby With Thwaite	98.01	Little Barningham	50.09
Aldborough and Thurgarton	236.15	Little Snoring	231.53
Antingham	119.30	Ludham	504.74
Ashmanhaugh	67.94	Matlaske	63.66
Aylmerton	214.94	Melton Constable	211.20
Baconsthorpe	83.85	Morston	58.50
Bacton	517.67	Mundesley	1,165.67
Barsham	98.70	Neatishead	236.09
Barton Turf	239.54	North Walsham	4,131.54
Beckham East/West	115.40	Northrepps	401.81
Beeston Regis	394.22	Overstrand	466.13
Binham	187.89	Paston	95.73

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Blakeney	551.27	Plumstead	49.60
Bodham	171.07	Potter Heigham	415.43
Briningham	65.24	Pudding Norton	76.16
Brinton	122.75	Raynham	165.17
Briston	867.35	Roughton	342.55
Brumstead	24.65	Runton (East & West)	722.11
Catfield	326.33	Ryburgh	233.84
Cley	329.08	Salthouse	122.98
Colby	190.48	Scottow	293.73
Corpusty and Saxthorpe	282.28	Sculthorpe	278.61
Cromer	3,018.76	Sea Palling	207.49
Dilham	146.73	Sheringham	3,162.87
Dunton	54.35	Sidestrand	44.85
East Ruston	190.18	Skeyton	90.09
Edgefield	208.01	Sloley	96.76
Erpingham	256.51	Smallburgh	190.65
Fakenham	2,620.74	Southrepps	336.61
Felbrigg	78.80	Stalham	1,153.64
Felmingham	194.04	Stibbard	140.38
Field Dalling	139.01	Stiffkey	132.36
Fulmodeston	180.48	Stody	91.32
Gimingham	146.42	Suffield	60.59
Great Snoring	85.26	Sustead	90.19
Gresham	168.22	Sutton	392.14
Gunthorpe	152.01	Swafield	114.25
Hanworth	97.02	Swanton Abbott	147.81
Happisburgh	308.16	Swanton Novers	86.33
Helhoughton	148.58	Tattersett	279.58
Hempstead	75.83	Thornage	93.64
Hempton	187.51	Thorpe Market	119.76
Hickling	418.57	Thurning	33.78
High Kelling	304.33	Thursford	109.18
Hindolveston	209.78	Trimingham	139.28
Hindringham	235.87	Trunch	364.32
Holkham	83.16	Tunstead	261.56
Holt	1,814.38	Upper Sheringham	105.83
Honing	123.75	Walcott	218.34
Horning	599.95	Walsingham	360.72
Horse	32.05	Warham	92.94
Hoveton	837.69	Wells-Next-The-Sea	1,141.25
Ingham	154.88	Westwick	29.80
Ingworth	40.69	Weybourne	333.89
Itteringham	63.16	Wickmere	58.31
Kelling	99.20	Wighton	109.40
Kettlestone	93.06	Witton	130.58
Knapton	157.71	Wiveton	81.48

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Langham	221.85	Wood Norton	107.04
Lessingham	228.73	Worstead	322.40
Letheringsett With Glandford	131.18		

being the amounts calculated by the Council, in accordance with Regulation 6 of The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items (parish precepts) may relate.

4.6 That the following amounts be now **CALCULATED** by the Council for the year 2021/22 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992 and the relevant regulations and directions as follows:-

- a) £55,541,459 being the aggregate of the amounts which the Council estimates for the expenditure items set out in Section 31A(2) of the Act.
- b) £46,468,706 being the aggregate of the amounts which the Council estimates for the income items set out in Section 31A(3) of the Act.
- c) £9,072,753 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- d) £221.51 being the amount at (c) above divided by the amount at 4.5(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- e) £2,573,788 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act.
- f) £158.67 being the amount at (d) above less the result given by dividing the amount at (e) above by the amount at 4.5 (a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item (Parish precept) relates.

g)

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Alby with Thwaite	189.27	Letheringsett with Glandford	173.91
Aldborough and Thurgarton	199.32	Little Barningham	175.63
Antingham	188.00	Little Snoring	198.83
Ashmanhaugh	217.57	Ludham	177.88
Aylmerton	191.70	Matlaske	166.52
Baconsthorpe	224.26	Melton Constable	227.37
Bacton	191.50	Mundesley	204.13
Barsham	182.73	Neatishead	193.69

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Barton Turf	187.89	North Walsham	262.33
Beckham East/West	186.83	Northrepps	200.60
Beeston Regis	190.37	Overstrand	220.88
Binham	191.66	Paston	226.19
Blakeney	236.67	Plumstead	214.11
Bodham	208.35	Potter Heigham	194.77
Briningham	181.66	Pudding Norton	224.32
Brinton	183.10	Raynham	198.24
Briston	219.32	Roughton	187.86
Catfield	195.44	Runton (East & West)	179.85
Cley	200.64	Ryburgh	203.12
Colby	242.84	Salthouse	200.14
Corpusty and Saxthorpe	221.43	Scottow	206.33
Cromer	252.60	Sculthorpe	187.68
Dilham	192.74	Sea Palling	225.69
East Ruston	191.53	Sheringham	266.84
Edgefield	190.51	Sidestrand	192.11
Erpingham	202.33	Skeyton	170.88
Fakenham	239.31	Sloley	189.90
Felbrigg	200.54	Smallburgh	188.67
Felmingham	168.20	Southrepps	208.43
Field Dalling	189.71	Stalham	246.64
Fulmodeston	202.18	Stibbard	199.12
Gimingham	209.89	Stiffkey	197.89
Great Snoring	217.31	Stody	207.94
Gresham	203.25	Suffield	183.42
Gunthorpe	171.82	Sustead	188.93
Hanworth	182.37	Sutton	199.47
Happisburgh	173.10	Swafield	206.81
Helhoughton	195.48	Swanton Abbott	199.26
Hempstead	198.01	Swanton Novers	255.10
Hempton	254.66	Tattersett	170.09
Hickling	180.43	Thornage	186.12
High Kelling	179.96	Thorpe Market	208.77
Hindolveston	218.85	Thursford	197.13
Hindringham	192.50	Trimingham	238.30
Holkham	194.74	Trunch	215.82
Holt	235.43	Tunstead	183.52
Honing	176.44	Upper Sheringham	206.68
Horning	190.78	Walcott	197.75

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Horsey	190.80	Walsingham	225.20
Hoveton	225.89	Warham	223.22
Ingham	175.45	Wells-next-the-Sea	228.76
Ingworth	228.22	Weybourne	214.73
Itteringham	199.83	Wickmere	218.69
Kelling	196.97	Wighton	195.23
Kettlestone	200.57	Witton	185.74
Knapton	198.29	Wiveton	207.76
Langham	202.05	Wood Norton	187.02
Lessingham	176.15	Worstead	184.84

being the amounts given by adding to the amount at 4.6(f) above to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 4.5(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h)

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Alby with Thwaite	126.18	147.21	168.24	189.27	231.34	273.40	315.46	378.55
Aldborough and Thurgarton	132.88	155.02	177.17	199.32	243.61	287.90	332.20	398.64
Antingham	125.33	146.22	167.11	188.00	229.78	271.56	313.34	376.01
Ashmanhaugh	145.04	169.22	193.39	217.57	265.92	314.27	362.62	435.14
Aylmerton	127.80	149.10	170.40	191.70	234.30	276.90	319.50	383.40
Baconsthorpe	149.50	174.42	199.34	224.26	274.09	323.93	373.77	448.52
Bacton	127.67	148.95	170.23	191.50	234.06	276.62	319.18	383.01
Barsham	121.82	142.12	162.42	182.73	223.34	263.94	304.55	365.46
Barton Turf	125.26	146.13	167.01	187.89	229.64	271.40	313.15	375.78
Beckham East/West	124.55	145.31	166.07	186.83	228.35	269.86	311.38	373.66
Beeston Regis	126.91	148.07	169.22	190.37	232.68	274.99	317.29	380.75
Binham	127.77	149.07	170.37	191.66	234.26	276.85	319.44	383.33
Blakeney	157.78	184.07	210.37	236.67	289.26	341.85	394.45	473.34
Bodham	138.90	162.05	185.20	208.35	254.65	300.96	347.26	416.71
Briningham	121.10	141.29	161.47	181.66	222.03	262.40	302.77	363.32
Brinton	122.07	142.41	162.76	183.10	223.80	264.49	305.18	366.21
Briston	146.21	170.58	194.95	219.32	268.06	316.80	365.54	438.65
Catfield	130.29	152.01	173.72	195.44	238.87	282.30	325.73	390.88
Cley	133.76	156.05	178.35	200.64	245.23	289.82	334.41	401.29
Colby	161.89	188.88	215.86	242.84	296.81	350.77	404.74	485.69

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Corpusty and Saxthorpe	147.62	172.22	196.82	221.43	270.63	319.84	369.05	442.86
Cromer	168.40	196.47	224.53	252.60	308.74	364.87	421.01	505.21
Dilham	128.49	149.91	171.32	192.74	235.57	278.41	321.24	385.49
East Ruston	127.68	148.97	170.25	191.53	234.09	276.65	319.22	383.06
Edgefield	127.01	148.18	169.35	190.51	232.85	275.19	317.53	381.03
Erpingham	134.88	157.37	179.85	202.33	247.29	292.25	337.22	404.66
Fakenham	159.54	186.13	212.72	239.31	292.49	345.67	398.85	478.63
Felbrigg	133.69	155.98	178.26	200.54	245.11	289.68	334.24	401.09
Felmingham	112.13	130.82	149.51	168.20	205.58	242.96	280.34	336.40
Field Dalling	126.47	147.55	168.63	189.71	231.86	274.02	316.18	379.42
Fulmodeston	134.78	157.25	179.71	202.18	247.11	292.04	336.96	404.36
Gimingham	139.92	163.24	186.57	209.89	256.53	303.17	349.82	419.78
Great Snoring	144.87	169.02	193.16	217.31	265.60	313.89	362.19	434.62
Gresham	135.50	158.08	180.67	203.25	248.42	293.58	338.75	406.50
Gunthorpe	114.55	133.64	152.73	171.82	210.01	248.19	286.37	343.65
Hanworth	121.58	141.84	162.11	182.37	222.90	263.43	303.96	364.75
Happisburgh	115.40	134.63	153.87	173.10	211.57	250.03	288.50	346.20
Helhoughton	130.32	152.04	173.76	195.48	238.92	282.36	325.80	390.97
Hempstead	132.00	154.01	176.01	198.01	242.01	286.02	330.02	396.02
Hempton	169.77	198.07	226.36	254.66	311.25	367.84	424.44	509.32
Hickling	120.29	140.34	160.39	180.43	220.53	260.63	300.73	360.87
High Kelling	119.97	139.97	159.97	179.96	219.96	259.95	299.94	359.93
Hindolveston	145.90	170.21	194.53	218.85	267.48	316.11	364.75	437.70
Hindringham	128.33	149.72	171.11	192.50	235.28	278.05	320.83	385.00
Holkham	129.83	151.46	173.10	194.74	238.02	281.29	324.57	389.49
Holt	156.95	183.11	209.27	235.43	287.74	340.06	392.38	470.86
Honing	117.63	137.23	156.84	176.44	215.65	254.86	294.07	352.89
Horning	127.18	148.38	169.58	190.78	233.17	275.57	317.96	381.56
Horsey	127.20	148.40	169.60	190.80	233.20	275.61	318.01	381.61
Hoveton	150.59	175.69	200.79	225.89	276.09	326.29	376.49	451.79
Ingham	116.97	136.46	155.96	175.45	214.44	253.43	292.42	350.91
Ingworth	152.14	177.50	202.86	228.22	278.93	329.65	380.36	456.44
Itteringham	133.22	155.42	177.63	199.83	244.24	288.65	333.05	399.67
Kelling	131.31	153.20	175.09	196.97	240.74	284.52	328.29	393.95
Kettlestone	133.71	156.00	178.29	200.57	245.15	289.72	334.29	401.15
Knapton	132.19	154.23	176.26	198.29	242.36	286.43	330.49	396.59
Langham	134.70	157.15	179.60	202.05	246.96	291.86	336.76	404.11
Lessingham	117.43	137.01	156.58	176.15	215.30	254.45	293.59	352.31
Letheringsett with Glandford	115.94	135.26	154.59	173.91	212.56	251.21	289.86	347.83
Little Barningham	117.09	136.60	156.12	175.63	214.67	253.70	292.73	351.27
Little Snoring	132.55	154.65	176.74	198.83	243.02	287.20	331.39	397.67

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Ludham	118.58	138.35	158.11	177.88	217.41	256.94	296.46	355.76
Matlaske	111.01	129.51	148.02	166.52	203.52	240.53	277.54	333.04
Melton Constable	151.58	176.84	202.10	227.37	277.89	328.42	378.95	454.74
Mundesley	136.09	158.77	181.45	204.13	249.50	294.86	340.22	408.27
Neatishead	129.12	150.65	172.17	193.69	236.73	279.78	322.82	387.38
North Walsham	174.89	204.03	233.18	262.33	320.63	378.92	437.22	524.67
Northrepps	133.73	156.02	178.31	200.60	245.18	289.75	334.33	401.20
Overstrand	147.25	171.79	196.34	220.88	269.96	319.05	368.14	441.76
Paston	150.79	175.92	201.06	226.19	276.45	326.72	376.98	452.38
Plumstead	142.74	166.53	190.32	214.11	261.69	309.27	356.85	428.22
Potter Heigham	129.85	151.49	173.13	194.77	238.06	281.34	324.62	389.55
Pudding Norton	149.54	174.47	199.39	224.32	274.17	324.01	373.86	448.64
Raynham	132.16	154.18	176.21	198.24	242.29	286.34	330.40	396.48
Roughton	125.24	146.11	166.98	187.86	229.61	271.35	313.10	375.72
Runton	119.90	139.88	159.87	179.85	219.82	259.79	299.76	359.71
Ryburgh	135.41	157.98	180.55	203.12	248.26	293.40	338.53	406.24
Salthouse	133.42	155.66	177.90	200.14	244.61	289.09	333.56	400.28
Scottow	137.55	160.48	183.40	206.33	252.18	298.03	343.88	412.66
Sculthorpe	125.12	145.98	166.83	187.68	229.39	271.10	312.81	375.37
Sea Palling	150.46	175.54	200.62	225.69	275.85	326.01	376.16	451.39
Sheringham	177.89	207.54	237.19	266.84	326.14	385.43	444.73	533.68
Sidestrand	128.07	149.42	170.76	192.11	234.80	277.49	320.19	384.22
Skeyton	113.92	132.90	151.89	170.88	208.85	246.82	284.80	341.76
Sloley	126.60	147.70	168.80	189.90	232.10	274.30	316.50	379.80
Smallburgh	125.78	146.74	167.70	188.67	230.59	272.52	314.45	377.34
Southrepps	138.95	162.11	185.27	208.43	254.74	301.06	347.38	416.86
Stalham	164.42	191.83	219.23	246.64	301.45	356.26	411.07	493.28
Stibbard	132.74	154.87	176.99	199.12	243.37	287.62	331.87	398.24
Stiffkey	131.93	153.91	175.90	197.89	241.87	285.85	329.82	395.79
Stody	138.63	161.73	184.84	207.94	254.15	300.36	346.57	415.89
Suffield	122.28	142.66	163.04	183.42	224.18	264.94	305.71	366.85
Sustead	125.95	146.95	167.94	188.93	230.92	272.91	314.89	377.87
Sutton	132.98	155.14	177.30	199.47	243.79	288.12	332.45	398.94
Swafield	137.87	160.85	183.83	206.81	252.76	298.72	344.68	413.62
Swanton Abbott	132.84	154.98	177.12	199.26	243.54	287.82	332.10	398.52
Swanton Novers	170.06	198.41	226.75	255.10	311.79	368.48	425.17	510.20
Tattersett	113.39	132.29	151.19	170.09	207.89	245.69	283.49	340.18
Thornage	124.08	144.76	165.44	186.12	227.49	268.85	310.21	372.25
Thorpe Market	139.18	162.37	185.57	208.77	255.16	301.55	347.95	417.54
Thursford	131.42	153.32	175.23	197.13	240.94	284.75	328.56	394.27
Trimingham	158.87	185.35	211.82	238.30	291.26	344.22	397.18	476.61
Trunch	143.88	167.86	191.84	215.82	263.78	311.74	359.70	431.64

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Tunstead	122.34	142.73	163.12	183.52	224.30	265.08	305.86	367.04
Upper Sheringham	137.78	160.75	183.71	206.68	252.60	298.53	344.46	413.36
Walcott	131.83	153.81	175.78	197.75	241.70	285.64	329.59	395.51
Walsingham	150.13	175.15	200.18	225.20	275.24	325.29	375.33	450.40
Warham	148.81	173.62	198.42	223.22	272.83	322.44	372.04	446.45
Wells-next-the-Sea	152.51	177.93	203.34	228.76	279.60	330.44	381.28	457.53
Weybourne	143.15	167.01	190.87	214.73	262.45	310.17	357.89	429.47
Wickmere	145.79	170.09	194.39	218.69	267.29	315.89	364.49	437.38
Wighton	130.15	151.84	173.54	195.23	238.61	282.00	325.38	390.46
Witton	123.82	144.46	165.10	185.74	227.01	268.29	309.56	371.48
Wiveton	138.50	161.59	184.67	207.76	253.93	300.10	346.26	415.52
Wood Norton	124.68	145.46	166.24	187.02	228.58	270.14	311.70	374.04
Worstead	123.23	143.77	164.30	184.84	225.92	267.00	308.08	369.69
All Other Parts of the Council's Area	105.78	123.41	141.04	158.67	193.93	229.19	264.45	317.34

being the amounts given by multiplying (as appropriate) the amounts at 4.6(f) or 4.6(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 4.7 That it be **NOTED** that for the year 2021/22 the Norfolk County Council and the Office of the Police & Crime Commissioner for Norfolk have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Norfolk County Council	981.96	1,145.62	1,309.28	1,472.94	1,800.26	2,127.58	2,454.90	2,945.88
Norfolk Police and Crime Commissioner	185.34	216.23	247.12	278.01	339.79	401.57	463.35	556.02

- 4.8 That, having calculated the aggregate in each case of the amounts at 4.6(h) and 4.7 above, the Council, in accordance with Section 30 and 36 of the Local Government Finance Act 1992, **HEREBY SETS** the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:-

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Alby with Thwaite	1,293.48	1,509.06	1,724.64	1,940.22	2,371.39	2,802.55	3,233.71	3,880.45

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Aldborough and Thurgarton	1,300.18	1,516.87	1,733.57	1,950.27	2,383.66	2,817.05	3,250.45	3,900.54
Antingham	1,292.63	1,508.07	1,723.51	1,938.95	2,369.83	2,800.71	3,231.59	3,877.91
Ashmanhaugh	1,312.34	1,531.07	1,749.79	1,968.52	2,405.97	2,843.42	3,280.87	3,937.04
Aylmerton	1,295.10	1,510.95	1,726.80	1,942.65	2,374.35	2,806.05	3,237.75	3,885.30
Baconsthorpe	1,316.80	1,536.27	1,755.74	1,975.21	2,414.14	2,853.08	3,292.02	3,950.42
Bacton	1,294.97	1,510.80	1,726.63	1,942.45	2,374.11	2,805.77	3,237.43	3,884.91
Barsham	1,289.12	1,503.97	1,718.82	1,933.68	2,363.39	2,793.09	3,222.80	3,867.36
Barton Turf	1,292.56	1,507.98	1,723.41	1,938.84	2,369.69	2,800.55	3,231.40	3,877.68
Beckham East/West	1,291.85	1,507.16	1,722.47	1,937.78	2,368.40	2,799.01	3,229.63	3,875.56
Beeston Regis	1,294.21	1,509.92	1,725.62	1,941.32	2,372.73	2,804.14	3,235.54	3,882.65
Binham	1,295.07	1,510.92	1,726.77	1,942.61	2,374.31	2,806.00	3,237.69	3,885.23
Blakeney	1,325.08	1,545.92	1,766.77	1,987.62	2,429.31	2,871.00	3,312.70	3,975.24
Bodham	1,306.20	1,523.90	1,741.60	1,959.30	2,394.70	2,830.11	3,265.51	3,918.61
Briningham	1,288.40	1,503.14	1,717.87	1,932.61	2,362.08	2,791.55	3,221.02	3,865.22
Brinton	1,289.37	1,504.26	1,719.16	1,934.05	2,363.85	2,793.64	3,223.43	3,868.11
Briston	1,313.51	1,532.43	1,751.35	1,970.27	2,408.11	2,845.95	3,283.79	3,940.55
Catfield	1,297.59	1,513.86	1,730.12	1,946.39	2,378.92	2,811.45	3,243.98	3,892.78
Cley	1,301.06	1,517.90	1,734.75	1,951.59	2,385.28	2,818.97	3,252.66	3,903.19
Colby	1,329.19	1,550.73	1,772.26	1,993.79	2,436.86	2,879.92	3,322.99	3,987.59
Corpusty and Saxthorpe	1,314.92	1,534.07	1,753.22	1,972.38	2,410.68	2,848.99	3,287.30	3,944.76
Cromer	1,335.70	1,558.32	1,780.93	2,003.55	2,448.79	2,894.02	3,339.26	4,007.11
Dilham	1,295.79	1,511.76	1,727.72	1,943.69	2,375.62	2,807.56	3,239.49	3,887.39
East Ruston	1,294.98	1,510.82	1,726.65	1,942.48	2,374.14	2,805.80	3,237.47	3,884.96
Edgefield	1,294.31	1,510.03	1,725.75	1,941.46	2,372.90	2,804.34	3,235.78	3,882.93
Erpingham	1,302.18	1,519.22	1,736.25	1,953.28	2,387.34	2,821.40	3,255.47	3,906.56
Fakenham	1,326.84	1,547.98	1,769.12	1,990.26	2,432.54	2,874.82	3,317.10	3,980.53
Felbrigg	1,300.99	1,517.83	1,734.66	1,951.49	2,385.16	2,818.83	3,252.49	3,902.99
Felmingham	1,279.43	1,492.67	1,705.91	1,919.15	2,345.63	2,772.11	3,198.59	3,838.30
Field Dalling	1,293.77	1,509.40	1,725.03	1,940.66	2,371.91	2,803.17	3,234.43	3,881.32
Fulmodeston	1,302.08	1,519.10	1,736.11	1,953.13	2,387.16	2,821.19	3,255.21	3,906.26
Gimmingham	1,307.22	1,525.09	1,742.97	1,960.84	2,396.58	2,832.32	3,268.07	3,921.68
Great Snoring	1,312.17	1,530.87	1,749.56	1,968.26	2,405.65	2,843.04	3,280.44	3,936.52
Gresham	1,302.80	1,519.93	1,737.07	1,954.20	2,388.47	2,822.73	3,257.00	3,908.40
Gunthorpe	1,281.85	1,495.49	1,709.13	1,922.77	2,350.06	2,777.34	3,204.62	3,845.55
Hanworth	1,288.88	1,503.69	1,718.51	1,933.32	2,362.95	2,792.58	3,222.21	3,866.65
Happisburgh	1,282.70	1,496.48	1,710.27	1,924.05	2,351.62	2,779.18	3,206.75	3,848.10
Helhoughton	1,297.62	1,513.89	1,730.16	1,946.43	2,378.97	2,811.51	3,244.05	3,892.87
Hempstead	1,299.30	1,515.86	1,732.41	1,948.96	2,382.06	2,815.17	3,248.27	3,897.92

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Hempton	1,337.07	1,559.92	1,782.76	2,005.61	2,451.30	2,896.99	3,342.69	4,011.22
Hickling	1,287.59	1,502.19	1,716.79	1,931.38	2,360.58	2,789.78	3,218.98	3,862.77
High Kelling	1,287.27	1,501.82	1,716.37	1,930.91	2,360.01	2,789.10	3,218.19	3,861.83
Hindolveston	1,313.20	1,532.06	1,750.93	1,969.80	2,407.53	2,845.26	3,283.00	3,939.60
Hindringham	1,295.63	1,511.57	1,727.51	1,943.45	2,375.33	2,807.20	3,239.08	3,886.90
Holkham	1,297.13	1,513.31	1,729.50	1,945.69	2,378.07	2,810.44	3,242.82	3,891.39
Holt	1,324.25	1,544.96	1,765.67	1,986.38	2,427.79	2,869.21	3,310.63	3,972.76
Honing	1,284.93	1,499.08	1,713.24	1,927.39	2,355.70	2,784.01	3,212.32	3,854.79
Horning	1,294.48	1,510.23	1,725.98	1,941.73	2,373.22	2,804.72	3,236.21	3,883.46
Horsey	1,294.50	1,510.25	1,726.00	1,941.75	2,373.25	2,804.76	3,236.26	3,883.51
Hoveton	1,317.89	1,537.54	1,757.19	1,976.84	2,416.14	2,855.44	3,294.74	3,953.69
Ingham	1,284.27	1,498.31	1,712.36	1,926.40	2,354.49	2,782.58	3,210.67	3,852.81
Ingworth	1,319.44	1,539.35	1,759.26	1,979.17	2,418.98	2,858.80	3,298.61	3,958.34
Itteringham	1,300.52	1,517.27	1,734.03	1,950.78	2,384.29	2,817.80	3,251.30	3,901.57
Kelling	1,298.61	1,515.05	1,731.49	1,947.92	2,380.79	2,813.67	3,246.54	3,895.85
Kettlestone	1,301.01	1,517.85	1,734.69	1,951.52	2,385.20	2,818.87	3,252.54	3,903.05
Knapton	1,299.49	1,516.08	1,732.66	1,949.24	2,382.41	2,815.58	3,248.74	3,898.49
Langham	1,302.00	1,519.00	1,736.00	1,953.00	2,387.01	2,821.01	3,255.01	3,906.01
Lessingham	1,284.73	1,498.86	1,712.98	1,927.10	2,355.35	2,783.60	3,211.84	3,854.21
Letheringsett with Glandford	1,283.24	1,497.11	1,710.99	1,924.86	2,352.61	2,780.36	3,208.11	3,849.73
Little Barningham	1,284.39	1,498.45	1,712.52	1,926.58	2,354.72	2,782.85	3,210.98	3,853.17
Little Snoring	1,299.85	1,516.50	1,733.14	1,949.78	2,383.07	2,816.35	3,249.64	3,899.57
Ludham	1,285.88	1,500.20	1,714.51	1,928.83	2,357.46	2,786.09	3,214.71	3,857.66
Matlaske	1,278.31	1,491.36	1,704.42	1,917.47	2,343.57	2,769.68	3,195.79	3,834.94
Melton Constable	1,318.88	1,538.69	1,758.50	1,978.32	2,417.94	2,857.57	3,297.20	3,956.64
Mundesley	1,303.39	1,520.62	1,737.85	1,955.08	2,389.55	2,824.01	3,258.47	3,910.17
Neatishead	1,296.42	1,512.50	1,728.57	1,944.64	2,376.78	2,808.93	3,241.07	3,889.28
North Walsham	1,342.19	1,565.88	1,789.58	2,013.28	2,460.68	2,908.07	3,355.47	4,026.57
Northrepps	1,301.03	1,517.87	1,734.71	1,951.55	2,385.23	2,818.90	3,252.58	3,903.10
Overstrand	1,314.55	1,533.64	1,752.74	1,971.83	2,410.01	2,848.20	3,286.39	3,943.66
Paston	1,318.09	1,537.77	1,757.46	1,977.14	2,416.50	2,855.87	3,295.23	3,954.28
Plumstead	1,310.04	1,528.38	1,746.72	1,965.06	2,401.74	2,838.42	3,275.10	3,930.12
Potter Heigham	1,297.15	1,513.34	1,729.53	1,945.72	2,378.11	2,810.49	3,242.87	3,891.45
Pudding Norton	1,316.84	1,536.32	1,755.79	1,975.27	2,414.22	2,853.16	3,292.11	3,950.54
Raynham	1,299.46	1,516.03	1,732.61	1,949.19	2,382.34	2,815.49	3,248.65	3,898.38
Roughton	1,292.54	1,507.96	1,723.38	1,938.81	2,369.66	2,800.50	3,231.35	3,877.62
Runton	1,287.20	1,501.73	1,716.27	1,930.80	2,359.87	2,788.94	3,218.01	3,861.61

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Ryburgh	1,302.71	1,519.83	1,736.95	1,954.07	2,388.31	2,822.55	3,256.78	3,908.14
Salthouse	1,300.72	1,517.51	1,734.30	1,951.09	2,384.66	2,818.24	3,251.81	3,902.18
Scottow	1,304.85	1,522.33	1,739.80	1,957.28	2,392.23	2,827.18	3,262.13	3,914.56
Sculthorpe	1,292.42	1,507.83	1,723.23	1,938.63	2,369.44	2,800.25	3,231.06	3,877.27
Sea Palling	1,317.76	1,537.39	1,757.02	1,976.64	2,415.90	2,855.16	3,294.41	3,953.29
Sheringham	1,345.19	1,569.39	1,793.59	2,017.79	2,466.19	2,914.58	3,362.98	4,035.58
Sidestrand	1,295.37	1,511.27	1,727.16	1,943.06	2,374.85	2,806.64	3,238.44	3,886.12
Skeyton	1,281.22	1,494.75	1,708.29	1,921.83	2,348.90	2,775.97	3,203.05	3,843.66
Sloley	1,293.90	1,509.55	1,725.20	1,940.85	2,372.15	2,803.45	3,234.75	3,881.70
Smallburgh	1,293.08	1,508.59	1,724.10	1,939.62	2,370.64	2,801.67	3,232.70	3,879.24
Southrepps	1,306.25	1,523.96	1,741.67	1,959.38	2,394.79	2,830.21	3,265.63	3,918.76
Stalham	1,331.72	1,553.68	1,775.63	1,997.59	2,441.50	2,885.41	3,329.32	3,995.18
Stibbard	1,300.04	1,516.72	1,733.39	1,950.07	2,383.42	2,816.77	3,250.12	3,900.14
Stiffkey	1,299.23	1,515.76	1,732.30	1,948.84	2,381.92	2,815.00	3,248.07	3,897.69
Stody	1,305.93	1,523.58	1,741.24	1,958.89	2,394.20	2,829.51	3,264.82	3,917.79
Suffield	1,289.58	1,504.51	1,719.44	1,934.37	2,364.23	2,794.09	3,223.96	3,868.75
Sustead	1,293.25	1,508.80	1,724.34	1,939.88	2,370.97	2,802.06	3,233.14	3,879.77
Sutton	1,300.28	1,516.99	1,733.70	1,950.42	2,383.84	2,817.27	3,250.70	3,900.84
Swafield	1,305.17	1,522.70	1,740.23	1,957.76	2,392.81	2,827.87	3,262.93	3,915.52
Swanton Abbott	1,300.14	1,516.83	1,733.52	1,950.21	2,383.59	2,816.97	3,250.35	3,900.42
Swanton Novers	1,337.36	1,560.26	1,783.15	2,006.05	2,451.84	2,897.63	3,343.42	4,012.10
Tattersett	1,280.69	1,494.14	1,707.59	1,921.04	2,347.94	2,774.84	3,201.74	3,842.08
Thornage	1,291.38	1,506.61	1,721.84	1,937.07	2,367.54	2,798.00	3,228.46	3,874.15
Thorpe Market	1,306.48	1,524.22	1,741.97	1,959.72	2,395.21	2,830.70	3,266.20	3,919.44
Thursford	1,298.72	1,515.17	1,731.63	1,948.08	2,380.99	2,813.90	3,246.81	3,896.17
Trimingham	1,326.17	1,547.20	1,768.22	1,989.25	2,431.31	2,873.37	3,315.43	3,978.51
Trunch	1,311.18	1,529.71	1,748.24	1,966.77	2,403.83	2,840.89	3,277.95	3,933.54
Tunstead	1,289.64	1,504.58	1,719.52	1,934.47	2,364.35	2,794.23	3,224.11	3,868.94
Upper Sheringham	1,305.08	1,522.60	1,740.11	1,957.63	2,392.65	2,827.68	3,262.71	3,915.26
Walcott	1,299.13	1,515.66	1,732.18	1,948.70	2,381.75	2,814.79	3,247.84	3,897.41
Walsingham	1,317.43	1,537.00	1,756.58	1,976.15	2,415.29	2,854.44	3,293.58	3,952.30
Warham	1,316.11	1,535.47	1,754.82	1,974.17	2,412.88	2,851.59	3,290.29	3,948.35
Wells-next-the-Sea	1,319.81	1,539.78	1,759.74	1,979.71	2,419.65	2,859.59	3,299.53	3,959.43
Weybourne	1,310.45	1,528.86	1,747.27	1,965.68	2,402.50	2,839.32	3,276.14	3,931.37
Wickmere	1,313.09	1,531.94	1,750.79	1,969.64	2,407.34	2,845.04	3,282.74	3,939.28
Wighton	1,297.45	1,513.69	1,729.94	1,946.18	2,378.66	2,811.15	3,243.63	3,892.36
Witton	1,291.12	1,506.31	1,721.50	1,936.69	2,367.06	2,797.44	3,227.81	3,873.38
Wiveton	1,305.80	1,523.44	1,741.07	1,958.71	2,393.98	2,829.25	3,264.51	3,917.42

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Wood Norton	1,291.98	1,507.31	1,722.64	1,937.97	2,368.63	2,799.29	3,229.95	3,875.94
Worstead	1,290.53	1,505.62	1,720.70	1,935.79	2,365.97	2,796.15	3,226.33	3,871.59
All Other Parts of the Council's Area	1,273.08	1,485.26	1,697.44	1,909.62	2,333.98	2,758.34	3,182.70	3,819.24

4.9 Excessiveness Determination

4.9.1 The Council's basic amount of council tax as calculated in paragraph 4.6 (f) above is 3.2% above the relevant basic amount of council tax for 2021/22, which equates to £4.95 and less than the £5.00 increase which would require a referendum to be held.

4.9.2 The Council has determined that its relevant basic amount of Council Tax for 2021/22 is **not** excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. As the billing authority, the Council has **not** been notified by a major precepting authority that its relevant basic amount of Council Tax for 2021/22 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992.

5 Changes to rate reliefs and discounts 2021/22

5.1 No new rate reliefs or discounts have as yet been announced for 2021/22. The £1,000 discount for pubs, the local revaluation relief scheme, the 100% nursery discount and the 100% Expanded Retail, Leisure and Hospitality Discount all end on 31 March 2021.

5.2 The Council's Discretionary Rate Relief Policy has therefore been revised to reflect these changes and can be accessed [here](#).

5.3 The new policy, effective from April 2021, will enable the scheme for local newspaper discount, Supporting Small Business Relief and the Rural Rate Relief to be awarded discretionary reliefs in 2021-22 onwards.

6 Financial Implications and Risks

6.1 The Council is required to set the Council Tax each year in accordance with the legislation set out above in this report. If this is not done, there is a risk that the council will be unable to bill in a timely manner with a consequential loss of revenue, and this may prevent the prudent management of the Council's financial affairs. The Council will be required to hold a referendum if it decides to increase its council tax by both 2.0%, and more than £5.00 (for shire districts) above the 2020/21 amount.

6.2 The overall budget for 2021/22 is balanced and delivers a surplus which is recommended for transfer to the Business Rates and Delivery Plan reserves. Section 3 of the report presents the Chief Financial Officers statement on the robustness of the estimates and the adequacy of reserves. This statement is informed by a number of risks that are facing the authority, in particular those detailed at 3.15. It is recommended that the level of the General Reserve is increased from £1.9m to £2.1m.

6.3 The Director for Resources (S151 Officer) is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. In addition, duties under section 25 of the Local Government Act 2003 establish a requirement to report on the robustness of the estimates made for the purposes of agreeing the Council's budget.

6.4 These duties therefore require a professional judgement to be made by the Director for Resources as the officer ultimately responsible for the authority's finances. As a result, the officer takes a view of the robustness of the Council's budget across the whole period covered by the Medium Term Financial Strategy and this is reported to Members as part of the budget setting process. In view of this duty, and the considerable uncertainty about funding levels after the end of the current settlement, the Council will need to make plans for substantial, sustainable savings in 2022/23 in order to establish a solid platform for the development of a robust budget in future years.

7 Sustainability – None as a direct consequence of this report.

8 Equality and Diversity

8.1 The Council is legally required to consider the equality duty in its decision-making and this includes the budget process. As part of any savings or investments the Council must consider how it can:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity between different groups; and
- Foster good relations between different groups by tackling prejudice and promoting understanding.

8.2 Following the savings exercise undertaken as part of the 2016/17 budget process there have been no further submissions for 2020/21 and therefore no equality issues potentially affecting the proposals.

9 Section 17 Crime and Disorder considerations – None as a direct consequence of the report.

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	4,999,582	4,537,117	4,401,285	3,664,303
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	4,677,067
2,893,948	Finance and Assets	3,883,103	3,994,666	3,582,608	3,633,548	3,579,188	2,923,586
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	17,845,494	18,667,906	18,592,582	17,008,127
2,390,634	Parish Precepts	2,520,143	2,520,143	2,573,788	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)	Refcus	(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
	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	18,238,462	18,535,823	17,948,368	17,806,371
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	(129,414)	(175,090)	(122,663)	(15,676)
(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)	(25,104)	(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
0	Major Repairs Reserve	0	0	89,859	280,000	280,000	280,000
(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
(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	17,124,308	17,682,061	17,929,144	18,141,789
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)	(2,573,788)	(2,579,591)	(2,631,183)	(2,683,807)
(6,087,003)	Collection Fund – District	(6,305,671)	(6,305,671)	(6,456,213)	(6,718,024)	(6,974,884)	(7,268,406)
(5,995,311)	Retained Business Rates	(7,504,661)	(7,504,661)	(7,381,242)	(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)	(17,869,114)	(15,876,213)	(15,808,013)	(16,266,239)
0	(Surplus)/Deficit	0	0	(744,806)	1,805,848	2,121,131	1,875,550

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Policy Framework for the Earmarked Reserves and Assessing the Optimum Level of the General Reserve for the period 2021/22 to 2024/25

1 Background

- 1.1 In accordance with statute (principally the Local Government Finance Act 2002) and following the Guidance Note on Local Authority Reserves and Balances (LAAP Bulletin No. 77 – November 2008), North Norfolk District Council maintains a range of reserves.
- 1.2 Two types of reserves are discussed in this policy framework:
- Earmarked Reserves
 - The General Reserve
- 1.3 There are also a number of other reserves which local authorities hold in relation to legislation and proper accounting practices, these are not resource-backed reserves and therefore are not considered as part of this policy framework.
- 1.4 In making decisions in relation to setting the Council Tax, section 25 of the Local Government Act 2003 requires the Chief Financial Officer of the Council to report to the Council on the adequacy of the proposed financial reserves.
- 1.5 This Policy framework has been informed by both the LAAP Bulletin No. 77 and the Audit Commissions report published in December 2012 'Striking a Balance' Improving Councils' Decision Making on Reserves'.

2 Earmarked Reserves

2.1 Purpose

- 2.1.1 Earmarked reserves are a means of building up funds to meet known or predicted liabilities.
- 2.1.2 Typically earmarked reserves are used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund reorganisations and restructurings. Reserves can also be held for trading and business units built up from surpluses to cover potential losses in future years, or to finance capital expenditure. In certain circumstances, if expenditure is delayed on specific budgets, it may be agreed that the underspending at a year end is carried forward for future use in an earmarked reserve.

2.2 Earmarked Reserves Protocol

- 2.2.1 For each reserve the following arrangements have been established:
- the reasons for / purpose of the reserve
 - how and when the reserve can be used
 - procedures for the reserve's management and control
 - a process and timetable for review of the reserve to ensure continuing relevance and adequacy.
- 2.2.2 In North Norfolk, the establishment and use of earmarked reserves is reviewed at the time of budget setting and then controlled through the year as part of the regular budget monitoring processes.

2.3 Review of Earmarked Reserves

- 2.3.1 The Reserves Statement in Appendix C gives full details of the earmarked reserves. Each earmarked reserve has been assessed by the Chief Financial Officer whose

judgement is that they are properly established in accordance with the protocol and that their level and proposed use is appropriate.

- 2.3.2 It is considered that sufficient provision for the Council's capital programme (as recommended) has been included in the capital estimates and capital reserves, and that nothing further is required at the current time.
- 2.3.3 Where in-year expenditure is being funded by earmarked reserves, the relevant transfers from the reserves have been allowed for within the reserves statements at Appendix C.

3 The General Reserve

3.1 Purpose

3.1.1 The general reserve is held for two main purposes:

- 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.

3.2 The Optimum Level of the General Reserve

3.2.1 There are two recommended approaches for deciding the optimum level of the general reserve:

- A risk assessment of the budget which takes full account of the context within which the budget has been prepared. The budget report itself provides this contextual information;
- To set the reserve at a percentage of expenditure. Too low a level puts the council at unacceptable risk of failing to meet its obligations, too high a level unnecessarily ties up resources.

3.2.2 This appendix sets out the framework for considering a risk assessment approach and validating the result against a percentage calculation. At the end of the day, the level of reserves is a matter of opinion informed by the judgement of the Council's Chief Financial Officer.

3.3 Assessment Framework

3.3.1 The issues to be considered include the following:

- The Council continues to operate on an ongoing basis;
- The robustness of the budget process including recognition of the linkages with the corporate plan, the strategic risk register and the financial plan update;
- The adequacy of the earmarked reserves and the movements on the general reserves both in the past and planned;
- The extent to which savings and planned service reductions are required and can be relied upon to support corporate plan targets;
- The risk of major litigation and legal claims, both currently and in the future;
- The impact of future Government funding reductions (Fair Funding Review, Spending Assessment etc);
- Implications of changes to Local Council Tax Support Schemes and increase in the demand for support;
- Fluctuations in retained business rate income and funding from the government for the extensions to reliefs for example retail relief and small business rates along with the impact of appeals;

- Fluctuations around certain income streams and grants, for example demand led services such as planning, building control income, land charges and car parking and fluctuations in investment income;
- Future changes to the funding for Local Authorities, for example the New Homes Bonus and business rates;
- Unplanned volume increases in major demand led budgets, particularly in the context of the current economic climate for example housing benefits, council tax support and homelessness;
- The need to retain a general contingency to provide for any unforeseen circumstances that may arise including inadequately funded Government initiatives;
- The move in local authorities to do less by direct service provision (either through the Localism Agenda or through third parties, including outsourcing) is increasing the risks borne by authorities. There is a risk that these arrangements fail and there are many circumstances when a statutory liability remains with the local authority. Such risks may not be insurable at an economic level and demand rigorous risk minimisation strategies and this is an area that will be considered in more detail if the Council pursues these arrangements in future years;
- Potential unknown impact of the decision to leave the European Union (Brexit) and potential wider implications of current world politics;
- The need to retain reserves for general day to day cash flow requirements;
- Potential ongoing impacts of COVID-19.

3.3.2 All these issues interlink and any one incident is likely to span across many of the issues. Risks change over time and the general reserve needs to be considered across the Medium Term Financial Strategy (MTFS). What might be an adequate level of reserves now could be inadequate in year's two to four.

3.4 The Assessment of the General Fund Reserve

3.4.1 When undertaking the assessment, it must be remembered that the items considered are merely guides to assessing the overall level of the reserve. In no way is it a budget for any of the items being created since by its nature a general reserve is designed to protect against the unexpected and unquantifiable for whatever reason.

3.4.2 Having considered the relevant risks and the mitigation measures already in place, it is felt that the following indicative items should be taken into account in the budget risk assessment for 2020/21.

Item	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)
1 Pay and Price Inflation (0.5% above budget assumption)	92	94	96	98
2 Interest Rates (0.25% below budget prediction on non-fixed investments)	93	91	90	91
3 Failure to Achieve Planned Savings and Cost Pressures from Corporate Plan Targets (based on 15% of current targets) (to ensure core services are maintained)	87	87	87	87
4 Major Litigation and Legal Claims (to provide additional comfort above earmarked reserves)	100	100	100	100
5 Emergencies and Other Unknowns (to recognise the risks associated with	650	650	550	550

Appendix B

Item	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)
unpredictable events including COVID-19)				
6 Treatment of Demand Led Pressures (recognising the impact of increase or reduction in demand and compensating increase or reduction in expenditure or income)	254	260	267	274
7 Cash Flow (to mitigate the impact of timing of cash flow including the profiling of expenditure)	16	16	16	16
8 Future Funding Fluctuations (an allowance to reflect the increased risk around local funding, i.e. business rates and new homes bonus to mitigate the impact within and between financial years)	870	822	552	475
Total Indicated General Fund Reserve Recommended	2,162	2,120	1,758	1,691
% of Net Budgeted Operating Expenditure (excluding parish precepts)	13.8%	13.3%	11.5%	11.2%
Budgeted General Fund Reserve (at year-end, after taking account of planned use)	2,213	2,163	2,113	2,113
% of Net Budgeted Operating Expenditure (excluding parish precepts)	14.1%	13.6%	13.8%	14.0%

4 Chief Financial Officer's Opinion

- 4.1 The Earmarked Reserves detailed in Appendix C are proper and appropriate with regard to purpose, level and proposed use.
- 4.2 Based on the assessment detailed above the recommended level of the general reserve for 2021/22 should be increased to £2.1m from the present level of £1.9million. The budgeted General Fund Reserve shown in Appendix C is considered adequate for the period 2021/22 to 2024/25; however, the level of the General Reserve should be reviewed during the year as part of the financial planning process taking into account where applicable items identified within the assessment framework at 3.3.

Reserves Statement 2021-22 onwards

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	(129,414)	1,746,292	(175,090)	1,571,202	(122,663)	1,448,539	(15,676)	1,432,863
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

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
		£	£	£	£	£	£	£	£	£	£	£	£
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	(25,104)	485,225	(14,655)	470,570	0	470,570
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
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	0	0		0	89,859	89,859	280,000	369,859	280,000	649,859	280,000	929,859
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 potetial 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
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	(1,114,154)	14,768,482	(853,762)	13,914,720	(19,224)	13,895,496	335,418	14,230,914

REVIEW OF THE REMOTE MEETINGS PROTOCOL

Summary: The remote meetings protocol was approved by Council on 24th June 2020. It is felt that a review of the protocol would be beneficial to address some of the minor issues that have arisen.

Conclusions: After almost a year of operating meetings remotely, there are some aspects of the process that can be improved – for elected members, the public viewing via the livestream and officers presenting.

Recommendations: **To recommend that Council approves the revised Remote Meetings Protocol**

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

1. Introduction

1.1 Changes to the legislation

In April 2020, following the start of the pandemic, the Government introduced changes to legislation to allow the holding of remote meetings, via the 'Local Authorities and Police & Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel meetings) (England and Wales) Regulations 2020 No. 392'

Consequently, following a move to the holding of meetings remotely, the Council approved a Protocol for remote meetings at the Annual meeting of Council. At that time, very few committee meetings had been held remotely and officers relied on guidance and best practice to produce a draft protocol.

1.2 Remote meetings

The Council has now held over 50 remote committee meetings. There have been many positive outcomes, including an increase in attendance and a growing number of views via the livestream. The software has proved to be very reliable and there has been very few technical issues. However, after almost a year of operating meetings remotely, there are some aspects of the process that can be improved – for elected members, the public viewing via the livestream and officers presenting.

2 Review of current protocol – key amendments

2.1 Clarity of roles

Several amendments have been made to the original protocol to ensure that it is clear to anyone attending the meeting or viewing it via the livestream, which members are appointed to the committee.

2.2 Corporate image

To date, there has been no requirement for a standard corporate background to be used for remote meetings. It is proposed that this is included in the protocol to ensure a consistent, corporate approach across all committee meetings.

2.3 Etiquette

Behaviour regarding video and microphones is strengthened in the revised protocol. This will assist in eliminating background noise and visual distractions

3. Corporate Plan Objectives

3.1 Customer Focus

Ensuring that the Council's democratic process runs as transparently and as effectively as possible, builds on the corporate plan objective of focussing on the customer and putting them at the heart of what we do.

4. Conclusion and Recommendations

There are some aspects of the remote meeting process that can be improved – for elected members, the public viewing via the livestream and the officers presenting. These include issues of etiquette, a clarity of roles for those in attendance and a consistent, corporate approach.

Recommendation:

To recommend that Council approves the revised Remote Meetings Protocol

Documents	
<i>Agendas and notice of meetings</i>	<p>Before the meeting, any document to be referred to during the meeting should be shared with participants and published (where appropriate) in advance on the council's website, and ensure that every page and slide is numbered, wherever possible.</p> <p>A link to the livestream of the meeting will be provided on the committee page on the Council's website.</p>
Etiquette	
<i>Participants are requested to:</i>	<ul style="list-style-type: none"> (a) Join the meeting promptly to avoid unnecessary interruptions. (b) Mute microphones when not talking. (c) to join using video if they are a member of the committee. (d) to turn their video off, if they are not a member of the committee, unless they wish to speak. (e) to join the meeting using audio and to switch their video on only when required to speak, if they are an officer (except the Chief Executive) (f) Indicate a wish to speak by using the raised hand function, if possible. (g) Only speak when invited to by the chairman. (h) If referring to a specific page or slide, mention the page or slide number. (i) Changed their display name to reflect status such as 'Cllr' and role – for example Cllr A Smith (Chairman). For officers, the job title should be listed in brackets after their name (j) Use a standard corporate background for all committee meetings, if an elected member of the authority. (k) Turn off the camera if they leave the meeting or their seat at any point. (l) Turn off the camera if they are speaking to anyone who is not attending the meeting. (m) To remain present and keep the video on during any debate if a member of the committee, so the public can see that they have participated fully and are able to reach an informed decision before voting. (n) To behave as they would in a formal committee meeting – avoid eating, answering the telephone, speaking to others in the room and leaving their seats unless necessary. (o) To use the chat function sparingly – only to raise important points or to flag up procedural issues.
Administration / support	
<i>The Committee Clerk will:</i>	<ul style="list-style-type: none"> (a) Advise the Chairman as to who has requested to speak and in which order (b) Switch on each active participant's microphone when they are invited to speak and switch off an active participant's microphone once they have finished speaking if they fail to do so.

	<p>(c) Mute someone speaking, if they are being disruptive or ignoring the Chairman</p> <p>(d) Mute everyone speaking except themselves at any time.</p> <p>(e) Allocate different levels of access to people logging in (based on upon whether they are a councillor, an officer, a member of the public who has registered to speak or just an observer of the meeting).</p> <p>(f) Switch Remove some active participants non- members and observers off from the meeting and put them in the waiting room, so they are paused and have neither 'live' visual or audio feed whilst the committee deliberates in private or an officer present gives the committee advice. By taking down the live feed content from the public and just displaying a holding slide, decision makers may hold a separate meeting. The live stream can then be resumed restarted when needed.</p> <p>(g) Notify the Chairman when Members of the public are waiting to join the meeting.</p> <p>(h) Remove a member of the public from the meeting at any time if they are disruptive.</p> <p>(i) Request that anyone joining the meeting who cannot be clearly identified to identify themselves before being admitted to the meeting.</p>
Public attendance	
<i>Members of the Public attending a meeting:</i>	<p>Will be sent an invitation by email providing details of how to join the meeting.</p> <p>Must notify the clerk 24 hours before the meeting of their intention to speak. 48 hours for Development Committee.</p> <p>Must send an accompanying statement submitted 24 hours before the meeting takes place.</p> <p>May request that an officer reads out their question or statement on their behalf.</p>
Voting	
Voting:	<p>Will be by roll call unless the Chairman indicates otherwise</p> <p>At Full Council meetings, voting will be undertaken using the 'poll function' unless a recorded vote is requested.</p>
Members' Interests:	
Pecuniary Interests:	<p>Member must leave the meeting at the start of the item.</p> <p>Member to be held in the virtual waiting room and readmitted by the Clerk when the item has been decided.</p>

Access	
The public and press:	Will be able to view Committee meetings via a livestream to the Council's e-democracy channel on YouTube: https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzg

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Approval of the Hackney Carriage and Private Hire Policy and Handbook Draft Document dated January 2021 and implementation from 1 April 2021.

Summary: This report follows the production of the final draft of the Hackney Carriage and Private Hire Policy and Handbook. The document should be approved as a framework for the Council and its stakeholders. The handbook has been subject to consultation period in 2020 and a Licensing and Appeals Committee Hearing. Recommendations from this Committee was to hold further discussions by a working group of Elected Members from Licensing Committee, Taxi Trade representatives in North Norfolk and Licensing Officers from NNDC.

Agreement has been achieved by the working group to produce this document for submission at Full Council for approval and then to implement from 1 April 2021. This following the recommendation by Licensing and Appeals Committee on 23 November 2020.

Options considered: To approve the document which has been subject to a detailed consultation and review process involved the various stakeholders to produce a document that will maintain standards in the taxi trade and protect the travelling public using these services.

Conclusions: To approve and adopt implementation of the policy and handbook from 1st April 2021

Recommendations: **To approve the Hackney Carriage and Private Hire Policy and Handbook, with implementation from 1st April 2021**

Reasons for Recommendations: This is to provide a policy and handbook as a reference to the various stakeholders on taxi licensing and how it will be administered and operated within North Norfolk's District.

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)

Minutes of the meeting of the Licensing and Appeals Committee held on Monday, 23 November 2020 at the remotely via Zoom at 10.00 am Licensing & Appeals Committee Report and Appendices: 23 November 2020 North Norfolk District Council Hackney Carriage and Private Hire Policy and Handbook Draft January 2021

Cabinet Member(s)	Ward(s) affected - ALL
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<p>Contact Officer, telephone number and email: Tracy Howard – Public Protection and Commercial Manager 01263 516139 thoward@north-norfolk.gov.uk</p>

1. Introduction

1.1 Since the Licensing & Appeals Committee held on 23 November 2020, a task and finish group have met and discussed North Norfolk District Councils Draft Hackney Carriage and Private Hire Policy and Handbook. This handbook has been updated followed detailed discussions, consultation with the taxi trade and agreed at this working group. A number of meetings were held over zoom from December 2020 to January 2021 and the outcome of this process has produced a document that maintains ownership and approach by all stakeholders.

2. Main body of report

2.1 The final draft of the handbook and policy has been produced and by the input of dedicated group of stake holders including representation from the North Norfolk Taxi Private Hire Association (NNTPHA) in North Norfolk and independent taxi businesses. The discussions have been detailed and a robust draft policy and handbook has been produced. This ownership of approach will ensure that the policy and handbook takes into account the opinions and views of all parties and working with business to achieve our purpose of providing a safe licensing for hackney carriage and private hire drivers, vehicles and operators in North Norfolk.

3. Conclusion

3.1 The draft NNDC Hackney Carriage and Private Hire Policy and Handbook 2021 be approved and implemented form 1st April 2021.

4. Implications and Risks

4.1 The adoption of the updated policy and handbook would help ensure that we are maintaining to high standards the vehicles that are licensed to operate in North Norfolk. It would also ensure that we are maintaining our statutory requirement for protection of the public and upholding and implementing the DfT statutory guidance as issued in July 2020. Without implementing these policies and guidance there would be a potential risk to public safety.

5. Financial Implications and Risks – N/A

6. Sustainability – N/A

7. Equality and Diversity – N/A

8. Section 17 Crime and Disorder considerations – N/A

LICENSING AND APPEALS COMMITTEE

Minutes of the meeting of the Licensing and Appeals Committee held on Monday, 23 November 2020 at the remotely via Zoom at 10.00 am

Committee Dr P Bütikofer (Chairman)

Members Present:

Mr H Blathwayt (Vice-Chairman)
Mr D Baker
Mr D Birch
Mr C Cushing
Mr P Fisher
Mrs P Grove-Jones
Mr N Housden
Mr N Lloyd
Mrs G Perry-Warnes
Mr J Rest
Mrs E Spagnola
Mr A Yiasimi

Officers in Attendance: Public Protection & Commercial Manager, Licensing Enforcement Officer, Trainee Solicitor, Democratic Services Manager and Democratic Services & Governance Officer (Regulatory)

Also in attendance: Mr S Heels & Mr A Colman, North Norfolk Taxi & Private Hire Association

1 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor T Adams.

2 MINUTES

The Minutes of a meeting of the Committee held on 20 January 2020 and of meetings of the Licensing Sub-Committee held on 29 January, 25 February, 25 March, 6 May, 17 June and 5 August 2020 were approved as correct records.

3 ITEMS OF URGENT BUSINESS

None.

4 DECLARATIONS OF INTEREST

The Chairman and Councillors A Yiasimi, Mrs P Grove-Jones and Mrs E Spagnola stated that they were acquainted with Mr Heels of the North Norfolk Taxi and Private Hire Association.

5 UPDATE ON GENERAL LICENSING ISSUES

The Licensing Enforcement Officer stated that most applications were being

submitted online and business was continuing to operate as usual.

6 PUBLIC PROTECTION & COMMERCIAL - LICENSING UPDATE – TAXI LICENSING POLICY

The Licensing Enforcement Officer was unable to make a presentation of her report due to technical issues.

The Chairman thanked the Licensing Team and Task and Finish Group for their work on the Taxi Policy and Handbook. He invited Mr S Heels of the North Norfolk Taxi and Private Hire Association to present his comments to the Committee.

Mr Heels referred to a report that had been submitted by the Association, which had made suggested amendments that would allow the Council to continue to put public safety first whilst not adding additional financial burden to the trade, which was already suffering due to the pandemic. Most long distance bookings had been cancelled and there had been a reduction in daytime trade, with no signs of recovery in the near future. He considered that the timing of the release of the new handbook showed a lack of empathy towards the trade.

Mr Heels raised concerns that promised discussions with the trade had not taken place, and questioned the benefit of the email consultation given the low rate of response. He considered that some people would not have received the consultation due to the lack of technology or out of date email addresses.

Mr Heels stated that the Association's report had highlighted 27 changes that had not been included on the feedback form, which he considered was misleading and did not allow for an accurate consultation response. He considered that it was difficult to see what had changed, but the handbook had been increased from 34 pages to 58 pages and omitted the procedure for hackney carriage fare increases. He considered that fewer rules and fewer pages would make it easier to retain the information.

Mr Heels referred to best practice guidance 2010 (8), which stated that the duty of a council was to put policies in place that safeguarded the general public, but should not be so onerous or cost prohibitive as to lessen the number of taxis available thus putting the general public at greater risk. He stated that the Association was aware of drivers and operators who had already stopped driving or trading and this was likely to increase. He accepted the need to update the current handbook, but pointed out that some of the changes would add to drivers' and operators' expenses, with additional takings of £200 being needed to cover the £76 cost of the additional taxi test. He considered that some sections and rules needed clarity to avoid errors by drivers or operators.

Mr Heels requested that the Committee defer approval of the handbook so that discussions could take place between Councillors, Officers and the Association to address the issues that had been raised by the Association.

Councillor Mrs G Perry-Warnes considered that it would be reasonable and in the interests of transparency to hold discussions as requested by Mr Heels, and that it was important to do so if there were doubts about the consultation.

Councillor Mrs E Spagnola agreed with Councillor Mrs Perry-Warnes, and added that there were issues that required clarification, particularly around disability. She considered that it was not wise to make decisions on people's livelihoods in the

current circumstances.

Councillor A Yiasimi also supported the suggestion that discussions should take place.

Councillor D Baker considered that careful thought was needed. Although the current handbook had been in place for a long time and it was right to review it, he considered that any changes at the current time when businesses were suffering could be seen as unnecessarily bureaucratic. He considered that a 'gentle handbrake' should be applied.

The Licensing Enforcement Officer explained that the handbook had been under review for some time. The Department for Transport had brought out statutory taxi and private hire vehicle standards in July 2020, which required the Licensing Authority to have regard to additional matters that were not in the current handbook, with implementation within six months of their coming into force. To apply a gentle handbrake as suggested would impact on the timeframe set by the Committee.

Councillor N Housden asked what impact the Covid-19 restrictions had had on the taxi industry and the additional on costs for drivers.

The Licensing Enforcement Officer explained that whilst Covid-19 had affected taxi drivers, the Government restrictions had not directly affected the way they worked as they were allowed to continue working and could not work from home. The industry had not been required to close. Recommendations had been made regarding safety but these had not been mandatory. The greatest impact had been the reduction in customers.

Mr Heels explained the extra precautions taken by drivers in terms of cleaning etc and there was a cost involved in providing the materials required. Some drivers had underlying health conditions and were therefore unable to work.

In response to a question by Councillor J Rest, the Licensing Enforcement Officer confirmed that the current handbook was 8 years old. It was constantly under review by Officers and there had been no significant changes prior to 2018, but subsequent to that it had become necessary to update it. She was not aware that its age had any impact on insurance premiums for drivers or operators.

Councillor C Cushing supported the previous speakers. He referred to the schedule of changes and asked which of them added additional burdens and costs over which the Council had some discretion.

The Licensing Enforcement Officer explained that the only requirements that would add additional costs were the requirement for a mid-term inspection for vehicles over 5 years old and the request for drivers to have a safeguarding qualification.

Councillor N Lloyd referred to Mr Heels' concerns that the consultation had not captured all those affected. He stated that there had been a significant number of responses. He considered that there may have been some misunderstanding regarding the 'knowledge test', which would cover communication with passengers, numeracy and basic community knowledge. He accepted that the additional vehicle test would be a burden on operators but the Council had a duty to follow statutory guidance, and a responsibility to residents to ensure public safety. He supported the request for further consultation and considered that a short delay would be good considering the strain placed on the industry by the pandemic.

Councillor Mrs P Grove-Jones stated that the Council had a duty to its residents and to the taxi drivers, who had a very difficult job. She asked for details of the total annual statutory costs for drivers and operators.

The Licensing Enforcement Officer summarised the annual costs, which totalled £329. In addition, there were insurance costs over which the Council had no jurisdiction.

Councillor H Blathwayt asked if there was any scope for a slight delay in implementing the Government's legislation.

Councillor D Baker asked if Mr Heels could give any information as to how much his income levels had dropped during the pandemic. He offered to approach Baroness Vere of the Department for Transport to ask for a slight stay in implementing the legislation.

Mr Heels gave details of his own loss of income and gave anecdotal examples of the general impact that the pandemic was having on trade.

The Public Protection Manager stated that the consultation process had been followed legally and there were some valid comments from the trade. She considered that it would be appropriate to revisit the issues raised through the Association, but not to open up the consultation to the trade again. She stated that some Licensing Authorities had had the standards and approaches in place for a long time. In order to reassure the trade, she stated that the Council had a duty to keep costs down and be efficient in the way fees were set, and that there would be engagement in respect of any mechanisms that came forward. In respect of the knowledge test, there were opportunities to engage local education institutions through a tendering process to keep costs down. She sympathised with the trade and considered that if a soft handbrake were to be applied, it should be short term to allow the handbook to be finalised no later than 1 April 2021.

The Chairman invited Mr Colman to speak. Mr Colman stated that standardised roof signs would be difficult and costly to implement. He suggested that the cost of vehicle testing could be reduced if the MOT test and Council test were carried out six months apart.

The Chairman put forward a proposal to approve the handbook as drafted, then hold a meeting with the Task and Finish Group and other interested Members, and Mr Heels, to discuss finer points of the handbook and areas where there were gaps or improvements to be made, and add the agreed amendments as an addendum to the handbook before its approval by Full Council in December.

Councillor Mrs Perry-Warnes questioned why the Chairman was recommending approval if a 'soft handbrake' were to be applied and stated that she could not support the suggestion.

The Chairman explained that the handbrake would be in the form of discussions with the trade to improve the document prior to consideration by Full Council.

Councillors D Birch, Mrs P Grove-Jones, H Blathwayt and A Yiasimi expressed support for the Chairman's suggestion.

Mr Heels expressed concern that by approving the document at this meeting, any

subsequent discussions would merely pay lip service to the trade. He stated that a delay in its implementation to 1 April 2021 would be welcome.

Councillor N Housden stated that the meeting was being live streamed and it was therefore on record that the Council was prepared to listen and open further discussions. He considered that there was little point in delaying the matter.

The Public Protection Manager explained that many of the changes highlighted by the Association related to statutory standards and the fundamental aspects of the document had to remain. Discussions with the trade would relate to the practical aspects of implementation.

Councillor Mrs Perry-Warnes considered that approval of the document should be delayed until February 2021.

Councillor D Baker stated that the framework was complete and he was happy to approve the document subject to further work with the taxi trade and implementation in April. He considered that it would provide clarity and comfort for all concerned.

Councillor Mrs E Spagnola supported Councillor Baker's views. She emphasised the importance of communication and considered that working together with the trade would deliver the best outcome.

The Public Protection Manager stated that if implementation were to be delayed until April, it would be appropriate to seek adoption at Full Council in February. The meeting with the trade would not be delayed in order to give the Association the opportunity to go back to its members.

Councillor N Lloyd supported this suggestion.

In response to a question by Councillor N Housden, the Licensing Enforcement Officer confirmed that the suggested delay would be unlikely to cause an issue with the Department for Transport.

It was proposed by Councillor P Bütikofer, seconded by Councillor D Baker and

RESOLVED

That the Taxi Policy and Handbook be approved as a framework subject to further discussions and agreement with the trade on points of detail prior to its submission to the February meeting of Full Council for adoption, with an implementation date of 1 April 2021.

The meeting ended at 11.22 am.

Chairman

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PAY POLICY STATEMENT 2021/22

- Summary: Section 38 of the Localism Act 2011 (“the Act”) requires the Council to produce an annual pay policy statement (“the statement”) for the start of each financial year. The attached statement is drawn up in compliance with the Act to cover the period 2021/22. It is a legal requirement that Full Council formally signs off this statement and the responsibility cannot be devolved to any other person or committee.
- Options considered: There are no options to consider as part of this paper.
- Conclusions: The attached statement sets out current remuneration arrangements for officers.
- Recommendations: **To adopt the attached Pay Policy Statement and to publish the statement for 2021/22 on the Council’s website.**
- Reasons for Recommendations: To comply with the requirements of the Localism Act.

Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected
Contact Officer, telephone number and email: James Claxton, Human Resources Manager james.claxton@north-norfolk.gov.uk (01263) 516352	

1. Introduction

- 1.1 Section 38 (1) of the Localism Act 2011 (“the Act”) requires English and Welsh local authorities to produce a pay policy statement (“the statement”) for each financial year. The statement is signed off by Full Council immediately before the commencement of the year to which it relates.

2. The Statement (Appendix A)

- 2.1 The statement must set out:

- A local authority’s policy on the level and elements of remuneration for each Chief Officer
- A local authority’s policy on the remuneration of its lowest-paid employees (together with its definition of “lowest-paid employees” and its reasons for adopting that definition)
- A local authority’s policy on the relationship between the remuneration of its chief officers and other officers

- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments, and transparency.

2.2 With regard to the process for approving the statement, it must:

- Be approved formally by Full Council and cannot be delegated to any sub-committee. This includes any amendments in each financial year
- Be approved by the end of March each year
- Be published on the authority's website and in any other manner that the Council thinks appropriate as soon as it is reasonably practicable after it is approved or amended
- Be complied with when the authority sets the terms and conditions for a Chief Officer.

2.3 For the purpose of the statement the term 'Chief Officer' in a local authority context is defined as set out in the Local Government and Housing Act 1989 as:

- The Head of Paid Service (Chief Executive Officer)
- The Monitoring Officer
- A statutory Chief Officer and non-statutory Chief Officer (section 2 of that Act)
- A deputy Chief Officer (section 2 of that Act)

2.4 This definition of Chief Officer is wider than that contained within the Constitution where the term 'chief officer' indicates the senior posts which sit on Corporate Leadership Team i.e. the Joint Heads of Paid Service and Heads of Service.

3. Living Wage Supplement

3.1 The Council has paid a Living Wage as a supplement to affected posts since 1st January 2015 and the Joint Staff Consultative Committee recommended reviewing this payment on an annual basis. The supplement currently paid reflects the latest published rate for the 'real' living wage.

4. Travel Policy

4.1. The Travel Policy is attached at Appendix B. No changes have been made since the last update, which was effective from 1 April 2017.

5. Conclusion

The statement meets the statutory requirements of the Localism Act and it is therefore recommended that the statement be approved.

6. Financial Implications and Risks

6.1. There are no increased risks as a result of setting and publishing the Pay Policy Statement. The report and the statement outline arrangements for 2020/21, subject to any national pay award.

7.

8. Sustainability

There are no environmental sustainability implications arising from the report.

9. Equality and Diversity

The Equality act 2010 places requirements upon all public sector bodies to ensure that its policies and procedures promote equality, this document supports that requirement.

10. Section 17 Crime and Disorder considerations

There are no Section 17 implications arising from the report.

Appendix A

Pay Policy Statement 2021/22

1. Context

1.1. This policy statement has been produced in accordance with Sections 38 to 43 of the Localism Act 2011 ("the Act"), which, from 2012 onwards, requires all local authorities to publish an annual statement of their policy for the relevant financial year in relation to:

- The remuneration of their most senior employees, which the Act defines as:
 - The Head of Paid Service (Chief Executive),
 - The Monitoring Officer,
 - The Chief Officers (or Directors), and
 - The Deputy Chief Officers (i.e. managers who report directly to a Chief Officer);
- The remuneration of their lowest-paid employees; and
- The relationship between the remuneration of their most senior employees and that of other employees.

1.2. The Secretary of State has produced guidance on the provisions in the Act relating to transparency and accountability in local pay, which local authorities must have regard to in preparing and approving their annual pay policy statements. This Pay Policy Statement takes full account of this guidance as well as the provisions of the Act.

1.3. The policy statement also refers to information which the Council already publishes under other legislation:

- Information on the level of remuneration paid to senior managers, as required by the Accounts and Audit (England) Regulations 2011 (Statutory Instrument 2011/817).
- Policy on the exercise of its discretions over payments upon termination of employment under the Local Government Pension Scheme, as required by Regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008
- Policy on the exercise of its discretions over payments upon termination of employment under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, as required by Regulation 7 of those regulations.

1.4. This Pay Policy Statement must be reviewed on an annual basis and a new version of the policy will be submitted to Full Council for approval by 31 March immediately preceding the financial year to which it relates.

1.5. The Pay Policy statement can also be amended during the course of the financial year, but only by a resolution of the Full Council. If it is amended during the year to which it relates, the revised version of the statement must be published as soon as possible after the amendment is approved by Full Council.

1.6. This policy statement was considered by Full Council on 24th February 2021. It is available on the Council's website. The Council's website also includes separately published data on salary information relating to Senior Officers and this can be viewed on our website.

1.7. For the purpose of the pay policy statement the term 'Chief Officer' in a local authority context is defined as set out in the Local Government and Housing Act 1989:

- a) The Head of Paid Service (i.e. the Chief Executive) as designated under section 4 of that Act;
- b) The Monitoring Officer designated under section 5(1) of that Act;
- c) A statutory Chief Officer and non-statutory Chief Officer under section 2 of that Act;
- d) A deputy Chief Officer mentioned in section 2 of that Act.

2. Remunerating Chief Executive Officer/Chief Officers

2.1. The remuneration for Chief Executive Officer/Chief Officers within the Council can be found at Appendices A and B.

3. Remunerating the Lowest Paid in the Workforce

3.1. The Council applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Council decisions, these are then incorporated into contracts of employment. The lowest pay point in use by the Council for employees on the council's pay scale is spinal column point (SCP) 1. This relates to an annual salary of £17,842 (full time equivalent (FTE) and can be expressed as an hourly rate of pay of £9.248. This rate was effective from 1 April 2020 and remains in place at the date of this statement, as the national negotiations on Local Government pay scales are ongoing. Employees on this pay point are defined as our lowest paid employees. This pay point and salary has been determined by the National Joint Council (NJC). Full Council agreed to pay a Living Wage supplement where rates of pay were below the 'real living wage'. The 'real living wage' is currently £9.50 per hour and should any employee be paid below this rate the supplement would be received. See Appendix C for pay scales for staff on grades 5-12. Continuation of the

Living Wage supplement will be reviewed and determined annually.

3.2. The Council employs a number of apprentices and the salary for these staff complies with the National Minimum Wage.

4. The Relationship between Chief Officer Remuneration and that of other employees

4.1 The highest paid salary point in the Council is that of the Chief Executive at £110,976 as at 1 April 2021. Again, this rate is subject to change as the pay negotiations are ongoing at a national level. The median for Chief Officers is £60,124 and for non-Chief Officers is £29,577. This gives a ratio of 1:2.03. The Council does not have a policy on maintaining, reaching or applying a specific pay multiple.

However, the Council is conscious that remuneration at all levels needs to be adequate to secure and retain high quality employees but not be seen as excessive.

5. Other Aspects of Chief Officer Remuneration

5.1 Other aspects of Chief Officer remuneration are appropriate to be covered by this policy statement. These other aspects are defined as remuneration on recruitment, pay increases, additions to pay, performance related pay, earn back, enhancements of pension entitlements and termination payments. These elements are shown in Appendix A.

6. Pay Awards

6.1 Pay awards are determined nationally in accordance with the Joint Negotiating Committee (JNC) for Chief Executives, the Joint Negotiating Committee (JNC) for Chief/Deputy Chief Officers and the National Joint Committee (NJC) for staff paid under the national spinal column points covered by internal grades 5-12 (appendix C).

7. Tax Avoidance

7.1 The Council is committed to tackling all forms of tax avoidance and therefore encourages the direct employment of staff and pays them via the payroll system. In a few circumstances where it is more appropriate to engage people on a self-employed basis, the Council will utilise the procurement policy and the Employment Status for Tax guidelines to ensure that the correct employment status is identified before being engaged. When a need arises for an 'interim' appointment, the Council may consider the use of an agency.

8. Re-engagement of ex North Norfolk District Council staff within the scope of this policy

- 8.1 All permanent / fixed term posts are advertised in accordance with the Council's recruitment practices and procedures and appointment is made on merit. Interim management appointments are made in accordance with the Council's procurement policy.

9. Review

- 9.1 The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. The next statement will be submitted to Full Council for approval by 31 March 2022.
- 9.2 As necessary, the Council may by resolution amend the pay policy statement at times other than that of the prescribed annual statement.

Appendix A – Other aspects of Chief Officer Remuneration as at 1 April 2021

Post	Salary grade	Expenses / car allowances	Bonuses / PRP / Earn Back	Honoraria / Acting Up	Market/Salary Supplements	Election Fees	Severance Arrangements
Chief Executive Officer	1	Travel and other expenses are reimbursed through normal Council procedures. Car allowances are paid in accordance with the rates set out in Council's Travel Policy (see Appendix D)	The current terms and conditions of employment do not provide for any of the above elements	Honoraria and acting up payments do not apply	None	Returning Officer fees for national elections are set by Central Government. Local election fees are paid in accordance with a scale of fees which is based on national election rates and agreed locally. Election fees are paid separately.	The Council's normal policies regarding redundancy and early/flexible retirement apply to the postholder
Director for Resources – S151 Officer	2	As above	As above	As above	None	As above (where applicable)	As above
Director for Place and Climate Change	2	As above	As above	As above	None	As above (where applicable)	As above
Director for Communities	2	As above	As above	As above	None	As above (where applicable)	As above
Monitoring Officer	TBC	As above	As above	As above	£4,965 per annum, pro rata (Monitoring Officer responsibilities)	As above (where applicable)	As above
Assistant Director for Planning	4	As above	As above	As above	£4,965 per annum, pro rata (specialist delegated responsibilities)	As above (where applicable)	As above

Aspect of Chief Officer Remuneration	Council Policy
Recruitment and Retention	<p>All posts in the Council are evaluated using the Council's job evaluation scheme. Each grade comprises a range of pay points (spinal column points). Employees will receive an annual increment (and in some cases, 6 months after starting work with the Council), subject to the top of their grade not being exceeded.</p> <p>The post will be advertised and appointed to at the appropriate approved salary for the post in question and individuals will be placed on the appropriate SCP within the pay grade for the post that they are appointed to.</p> <p>Where the Council is unable to recruit to a post at its designated grade, it will consider the use of temporary market supplements or 'Golden Hello's'. Golden Hello's are re-payable in whole or in part in certain circumstances should the officer leave before an agreed period has been served.</p> <p>In areas of skills shortages (locally or nationally) the Council will consider the use of retention payments.</p> <p>Access to appropriate elements of the Council's relocation scheme may also be granted in line with the policy when new starters move to the area.</p> <p>All staff are covered by the Council's appraisal scheme.</p> <p>The above applies to all employees.</p> <p>The rules regarding appointment to a Chief Officer role are set out in the Constitution.</p>
Pay Increases	<p>The Council will apply any pay increases that are agreed by the relevant national negotiating bodies. The Council will also apply any pay increases that are as a result of Council decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.</p> <p>This applies to all employees.</p>
Additions to Pay	<p>The Council would not make additional payments beyond those specified in the terms and conditions of employment and this policy statement.</p> <p>This applies to all employees.</p>
Professional Subscriptions	<p>These are payable where they are required for the post and should be limited to one subscription per Officer.</p> <p>This applies to all employees.</p>
Employee Assistance Programme (EAP)	<p>Access to the EAP scheme is available to all employees and elected Members.</p>
Contract for Services	<p>Where the Council remains unable to appoint Chief Officers on recruitment, or there is a need to provide interim support to cover for a vacant substantive Chief Officer post, the Council may, where necessary, consider engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate value for money from competition in securing the relevant service.</p>
Redundancy and payments on termination	<p>The Council has a single policy statement on discretionary payments which applies to all employees.</p> <p>Where termination of employment is subject to a settlement agreement, that agreement may include a negotiated payment in exchange for which the employee undertakes not to pursue claims against the Council. This is always subject to the completion of a business case and appropriate authorisation as laid out in the above policy.</p>
Pension contribution rates	<p>Staff who opt to join the Local Government Pension Scheme (LGPS) pay current contribution rates between 5.5% to 12.5%. The employer contribution rate is currently 14.5% and this is the same rate for all staff.</p>

Appendix B

Salary grades for Chief Executive Officer/Chief Officers (1 April 2020) *

Grade	SCP	Annual Salary	Monthly Amount	Hrly Rate	Wkly Rate
4	331	£51,615.00	£4,301.25	£26.7534	£989.88
	332	£52,961.00	£4,413.42	£27.4511	£1,015.69
	333	£54,316.00	£4,526.33	£28.1534	£1,041.68
	334	£58,737.00	£4,894.75	£30.4449	£1,126.46
	335	£60,124.00	£5,010.33	£31.1639	£1,153.06

3	321	£61,977.00	£5,164.75	£32.1243	£1,188.60
	322	£63,702.00	£5,308.50	£33.0184	£1,221.68
	323	£69,928.00	£5,827.33	£36.2455	£1,341.08
	324	£71,505.00	£5,958.75	£37.0629	£1,371.33
	325	£73,985.00	£6,165.42	£38.3484	£1,418.89

2	311	£75,849.00	£6,320.75	£39.3146	£1,454.64
	312	£81,544.00	£6,795.33	£42.2664	£1,563.86
	313	£83,637.00	£6,969.75	£43.3513	£1,604.00
	314	£85,989.00	£7,165.75	£44.5704	£1,649.10
	315	£88,432.00	£7,369.33	£45.8367	£1,695.96

1	300	£108,650.00	£9,054.17	£56.3162	£2,083.70
	301	£110,976.00	£9,248.00	£57.5218	£2,128.31

*Subject to change following completion of national pay negotiations. Until negotiations are complete these rates will continue to be effective.

Appendix C
Salary grades 5-12 (1 November 2020)*

Grade	SCP	Salary	Hrly Rate	Wkly Rate	
Grade 12	1	17,842	9.2480	342.18	
	2	18,198	9.4325	349.00	
	3	18,562	9.6212	355.98	
	4	18,933	9.8135	363.10	
Grade 11	5	19,312	10.0099	370.37	
	6	19,698	10.2100	377.77	
	7	20,092	10.4142	385.33	
	8	20,493	10.6221	393.02	
Grade 10	9	20,903	10.8346	400.88	
	10	21,322	11.0518	408.92	
	11	21,748	11.2726	417.09	
	12	22,183	11.4980	425.43	
	13	22,627	11.7282	433.94	
Grade 9	14	23,080	11.9630	442.63	
	15	23,541	12.2019	451.47	
	16	Not used			
	17	24,491	12.6943	469.69	
	18	Not used			
	19	25,481	13.2075	488.68	
	20	25,991	13.4718	498.46	
Grade 8	21	Not used			
	22	Not used			
	23	27,741	14.3789	532.02	
	24	28,672	14.8615	549.88	
	25	29,577	15.3305	567.23	
	26	30,451	15.7836	583.99	
	27	31,346	16.2475	601.16	
Grade 7	28	Not used			
	29	32,910	17.0581	631.15	
	30	33,782	17.5101	647.87	
	31	34,728	18.0004	666.01	
	32	35,745	18.5276	685.52	
	33	36,922	19.1377	708.09	
Grade 6	34	37,890	19.6394	726.66	
	35	38,890	20.1577	745.83	
	36	39,880	20.6709	764.82	
	37	40,876	21.1871	783.92	
	38	41,881	21.7080	803.20	
Grade 5	39	Not used			
	40	43,857	22.7322	841.09	
	41	44,863	23.2537	860.39	
	42	45,859	23.7699	879.49	
	43	Not used			
	44	47,833	24.7931	917.34	
	45	48,905	25.3488	937.91	

REAL LIVING WAGE
£9.50 per hour
to be paid as a salary supplement to any employee on SCP2 or below

APPRENTICE RATES	
Under 18's	£8,779.00
18 - 20	£12,444.00
21 - 24	£15,821.00
25 +	£16,824.00

*Subject to change following completion of national pay negotiations.
Until negotiations are complete these rates will continue to be effective.

Appendix B

TRAVEL POLICY

INTRODUCTION

The purpose of this policy is to set out North Norfolk District Council's (NNDC) policy on travel arrangements that employees are eligible to claim in reimbursement for journeys made in carrying out their duties.

GENERAL TRAVEL PRINCIPLES

Employees will be required to ensure that:

- the choice of travel mode should always be the most cost effective to the Authority, taking into account both claim costs and staff time
- they ensure that journeys are planned to do the least number of miles possible, through good route planning and car sharing
- a full record of their journey is kept including the reason for travelling and the names of official passengers carried
- they do not use their own vehicle on journeys where there is room in the car of another officer making the same journey on the same business. In this situation, an essential car user should drive in preference to a casual user, if possible
- they have included and maintain in their policy of insurance a clause indemnifying the Authority against all third party claims (including those concerning passengers) arising out of the use of the vehicle on official business
- all claims must be submitted electronically through MyView within 3 months of the journey
- VAT receipts should be obtained and scanned to file for the line manager to review
- they are familiar with and comply with the Driver Policy and

Handbook

Mobile workers can claim from their first and last visits in both mileage and time. In addition if their first/last journey exceeds normal home to work mileage, the excess mileage can be claimed.

Examples:

- Sandy lives in North Walsham and is based at Cromer which is 10 miles from her home, she is asked to visit a site in Hickling on her way to work. North Walsham to Hickling is 14 miles and Hickling to Cromer 22 miles total journey 36 miles. Her claim will be from her first visit in Hickling to Cromer – 22 miles - plus 4 excess miles – total 26 miles.
- Ken lives in Roughton which is 4 miles from his base at Cromer. He has to travel to a meeting in Cambridge. The total return journey from his home to Cambridge is 175 miles. His claim will be for 167 miles (Total miles 175 less normal commuting 8).
- Jim lives in Norwich and is based in Cromer and normally has a journey of 25 miles to work. He is required to visit Fakenham area office for a meeting on his way into work before continuing his journey to Cromer later in the day. His total journey is 47 miles.

- His claim will be for 22 miles (first visit in Fakenham to Cromer).
- Jane lives in Gresham and is based in Cromer, which is 5 miles from her home. She has to visit a site in Felbrigg one morning and travels direct from home to Felbrigg 3 miles away before continuing to the Cromer Office a journey of 2 miles. Her claim will be from her first visit in Felbrigg to Cromer, 2 miles.

CAR ALLOWANCES

NNDC recognises that employees will be required to use their own motor vehicle for the efficient performance of their duties and that it is appropriate to reimburse for additional authorised expenditure.

All employees are designated as casual users unless their post attracts an essential car user allowance.

ESSENTIAL USER ALLOWANCES

Essential users are those whose duties are of such a nature that it is essential for them to have a motor car at their disposal whenever required. If the employee uses a private car in carrying out those official duties then they shall be entitled to receive the lump sum allowance and mileage rates set out in this policy.

- Heads of Service may, in consultation with HR, offer post holders (upon appointment to role) an essential car user allowance dependent on the following criteria:
 - Where the role is customer facing and demands the use of a vehicle and demands regular, short notice, reactive response to deliver to customers the standard of service expected; or
 - Where inadequate or no public transport is available and the employee frequently and regularly has no option but to use their car and it is not reasonably practicable to use a pool or hire car/van; or
 - Where there is a demonstrable and serious risk to personal safety if the employee's car is not available as part of their normal duties; or
 - A vehicle will need to be always available; or
 - The employee is required to carry heavy equipment on a frequent and regular basis and it is not reasonably practicable to cycle, use public transport or a pool car.
- Essential car user eligibility will be reviewed annually by HR in liaison with Heads of Service. UNISON will be consulted if it is proposed that an essential car user allowance is withdrawn.
- Employees not fitting the criteria in that period will be issued with one calendar month's notice of the allowance ceasing.
- If an employee wishes to appeal against the decision to withdraw their allowance they must do so in writing to the Corporate Directors/Head of Paid Service within 10 days of their notice being issued. The eligibility will be reviewed and the decision will be confirmed by the Director in consultation with HR and UNISON. The Director's decision will be final.
- The Essential Car User Allowance is set at £963 per annum. This will be paid monthly and is subject to tax and national insurance deductions.

- Staff on maternity leave will continue to receive the essential car user allowance.
- For staff on long term sickness absence, the essential car user lump sum payments will be paid at 100% for the remainder of the month in which the absence commenced, and for a further 3 months thereafter. For the following three months, payment will be reduced to 50%. The payments will cease after the 3 months at 50%. This is in line with the Green Book provisions. The payments will be reinstated upon the return to work.
- Where a role has changed and no longer requires an essential user allowance, one calendar month's notice will be given to the post-holder, at which point the allowance will cease.
- In cases of secondment, any essential car user allowance will cease where the new role does not qualify for the allowance. The allowance will normally be re-instated once the employee returns to their substantive role.
- In cases of extended absence such as career breaks or sabbaticals, the essential car user allowance will cease for the period of absence.
- Drivers are able to claim for additional business passengers at the rate detailed in the Travel Policy.
- Staff who are not designated as essential users will automatically be considered as casual users.

CASUAL USER ALLOWANCES

Casual users are those for whom it is desirable that a car should be made available when required and as such are eligible to receive the appropriate mileage rate set out in this policy.

ALLOWANCES AND MILEAGE RATES (Essential and Casual User)

Casual User Rate

Mileage:-

Per mile first 10,000 52.2p

Per mile after 10,000 25p

Essential User

Lump sum £963 per annum (paid pro-rata on a monthly basis)

Mileage:-

Per mile first 10,000 45p

Per mile after 10,000 25p

Other rates (per mile)

Motorcycle

24p

Cycle

20p

Car sharing

5p (per mile not per passenger)

CAR LOAN SCHEME

Employees may apply to the Authority for a loan to purchase a vehicle.

Details of the scheme can be obtained from the Payroll Officer.

MILEAGE CLAIMS

All claims must be submitted via My View within 3 months of undertaking the journey/expenditure. All claims are to be authorised by the appropriate authorised line manager. VAT receipts should be obtained and scanned to file for the line manager to review.

Failure to submit a claim within 3 months of undertaking the journey would mean that, except under exceptional circumstances, the claim would not be met.

OTHER

ALLOWANCES

SUBSISTENCE

Subsistence will be paid to employees who necessarily incur additional expense in the course of their work. Reimbursement will be on the actual cost incurred up to the maximum amount shown below. This is subject to producing a receipt which shows the actual cost of the meal. Maximums are:-

Breakfast	-	£6.88 (Where work/travel commences before 7.30 am)
Lunch	-	£9.50 (When away for entire lunch period 12.00 - 14.00)
Tea	-	£3.76
Evening meal	-	£11.77 (When work/absence extends beyond 7.30 pm)

OVERNIGHT ALLOWANCES

Overnight	-	£3.63
Max per week	-	£14.55

Any exceptions to the above (subsistence and overnight allowances) would need to be agreed in advance with the HR Manager.

RELEVANT POLICIES

Driver Policy and Handbook - employees are required to comply with the requirements of this policy.

MONITORING

This policy, allowances and rates will be reviewed, updated if appropriate and published on an annual basis by the HR Manager in line with the national agreement or as required by the Authority.

Last reviewed: 13 February 2019 (no amendments)

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REPORT TO FULL COUNCIL – 24TH FEBRUARY 2021

Temporary appointments to be made to Briningham Parish Council

Summary:-

This report recommends that a temporary appointment is to be made by the District Council to Briningham Parish Council to ensure that the Parish Council is able to lawfully function until such time as the requisite number of vacancies are filled.

1. Background

- 1.1 Ordinary elections to Town and Parish Councils within the North Norfolk District take place every four years at the same time as elections to the District Council.
- 1.2 A Town or Parish Council needs to be quorate in order to discharge any business at a meeting. A quorum is defined in legislation as being one third of the total number of members of the relevant Town/Parish Council, subject to a minimum of three Councillors.
- 1.3 On December 24th, a request to hold an election to fill one vacancy was received by the Electoral Services team. This request is valid and the election will be held on 6th May, with the other scheduled elections. On 18th January, Electoral Services was made aware of two further resignations, leaving only the Chair and one other councillor to run parish business. On the 19th January, two more resignations were received from the Chair and remaining parish councillor, leaving no councillors. We have had another valid request to run an election to cover the 4 vacancies received on the 18th and 19th January.
- 1.4 In addition, the clerk had already sent in her resignation and in January, Kerry Harris accepted the position as the new clerk.
- 1.5 There are a total of five seats on Briningham Parish Council, the Council needs a minimum of three councillors to be quorate and transact any business.
- 1.6 Under Section 91 of the Local Government Act 1972 in situations where Town or Parish Councils do not have the required number of councillors to be quorate and conduct the business of the Parish Council, the District Council can make an order to appoint persons to serve on the Parish Council until such time as vacancies on the Council are filled by election or co-option).

Legal Implications

- 1.7 Paragraph 12 of Schedule 12, Part ii of the Local Government Act 1972 provides that no business shall be transacted at a meeting of a parish council unless at least one-third of the whole number of members of the council are present at the meeting; but notwithstanding anything in that paragraph, in no case shall the quorum be less than three.

- 1.8 The number of parish Councillors for a parish council shall not be less than five (s16 Local Government Act 1972. The number of Parish Councillors able to serve on Briningham Parish Council is five.
- 1.9 Section 91(1) of the Local Government Act 1972 provides that the principal authority, in this case North Norfolk District Council, may make an order to appoint persons to fill all or any vacancies on a town or parish council until such time as other councillors are elected and take up office.
- 1.10 Two copies of any order made under section 91(1) shall be sent to the Secretary of State.
- 1.11 In the event that Briningham Parish Council are unable to fill the required number of vacancies through co-option, section 39(4) of the Representation of the People Act 1983 enables the District Council to make any appointment or do anything which appears to them necessary or expedient for the proper holding of such an election or meeting and properly constituting the council. This includes the power to direct the holding of an election or meeting and fix the date for it.

2. Proposed appointment and process

- 2.1 In order that Briningham Parish Council is able to function in the short to medium term i.e at least the next six months; it is proposed that the District Council makes an appointment to the Parish Council through the role being taken up by the local district and county councillors.
- 2.2 This would see Cllr. Andrew Brown, District Councillor for the Stody Ward, be nominated to form the Parish Council and conduct the Parish Council's business until such time as sufficient local persons are elected or co-opted to the Parish Council.

3. Financial and Value for Money Considerations

- 3.1 The costs associated with the proposals set out in this report are considered to be negligible.

4. Risk Assessment

- 4.1 The District Council could choose not to make any appointments to Briningham Parish Council. However, without the District Council making temporary appointments the Parish Council would not be able to sit or take decisions in the interests of the local community until the next election in May.

5. Equality Impact Assessment

- 5.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act.

6. Policy Considerations

- 6.1 The North Norfolk District Council Corporate Plan 2019 – 2023 places importance on strong community engagement and the proposal for the District Council to support effective community representation and governance for the local community in Briningham through nominating representatives to serve on the Briningham Parish Council supports this aim.

7. Recommendations:-

7.1 That Full Council:-

- i) Proposes that District Councillor Andrew Brown (Stody local ward member) and County Councillor Steffan Aquarone (Melton Constable Division) and one other district councillor, be appointed to serve as temporary members of Briningham Parish Council until 6 May 2021, when an election (unless uncontested) will be held.
- ii) The Monitoring Officer be authorised to make the necessary order to give effect to the temporary appointments.

Contact: Tracey Holmes

Senior Electoral Services Officer

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CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR S BUTIKOFER - CABINET MEMBER FOR EXECUTIVE SUPPORT

For the period December 2020 to February 2021

Forthcoming Activities and Developments.

- Work continues on the people strategy alongside increased BAU activities
- January 31st was a submission date for the second round of documented checkin meetings. The completion rates are being reviewed, and a sample of the completed reviews will be quality checked
- The 2021/2022 training plan is being drafted
- 50% of the HR team have all completed training or CPD within the last two months
- HR team are moving forwards with the recruitment of a Kickstart placement

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CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR A FITCH-TILLET - CABINET MEMBER FOR COAST

For the period December 2020 to February 2021

1 Progress on Portfolio Matters.

Innovative Resilience Fund – Expression of Interest Submitted

Coastal Partnership East on behalf of our three Coastal Local authorities have submitted an Expression of Interest to the £200M National Defra Innovative Resilience Fund.

Our bid entitled the Norfolk and Suffolk Coast Transition Programme aims to build on previous coastal pathfinder experience. We have set out an ambitious £10M programme to support our coastal towns facing coastal erosion or tidal flood risk. We will co-create adaptation and resilience solutions and embed those with key communities to develop 'real' options to help them plan for present and future coastal change.

We look forward to finding out if we have been shortlisted in March/April 2021. In the meantime, we will take this time to reflect on the huge step forward the team have made in capturing all our coastal adaptation needs and the key things we need to do to deliver this challenging work with our coastal communities.

Coastal Loss Innovative Funding and Finance (CLIFF)

The Coastal Loss and innovative Finance project (CLIFF) seeks to investigate and assess potential funding and financing solutions to assist and incentivise residents of properties at high risk erosion or permanent inundation to relocate.

The project was instigated by CPE and has since included DEFRA, Environment Agency, Local Government Association Coastal Special Interest Group, NNDC, CPE, Lewes District Council, Scottish Government and the Welsh LGA as partners.

Through interviews with the finance/insurance sector and key flood and coast representatives, the initial scoping phase shortlisted three approaches for further assessment. These approaches include a Levy Model, Coastal Rehousing Pool and Coastal Accumulator Fund.

The next feasibility phase has just begun which will seek to assess these approaches and associated sub options. A Technical and Steering Group of partners is providing project oversight.

The project has a very positive fit with the recent Government Flood and Coast Policy Statement and Environment Agency Flood and Coastal Erosion Risk Management

Strategy.

The project to date has been funded by NNDC, Lewes District Council, Defra and LGA Coastal SIG.

Broadland Future Initiative

The Broadland Future Initiative is led by the Environment Agency and The Broads Authority. An elected member's forum is being set up with the first meeting planned for the spring. There is also an online survey currently open linked to a virtual exhibition, please see the below low links.

[Broadland Futures Initiative \(virtualeventspace.io\)](http://virtualeventspace.io)

[Broadland Futures Initiative \(broads-authority.gov.uk\)](http://broads-authority.gov.uk)

Operational report

Coastal defence inspection and maintenance operations have continued over the winter period including:

- Revetments repairs
- Bastion repairs - Cromer
- Access repairs - Bacton, Overstrand, Happisburgh
- Beacon refurbishment - Sheringham
- Cromer Pier- steel works and remedial works to 9 legs completed

2 Forthcoming Activities and Developments.

National FCERM Adaptation Working Group

The CPE team are part of the National Flood and Coastal Erosion Risk Management Adaptation Working Group. This group links both the Coastal Group network (representatives from Risk Management Authorities from around the English coast) and Local Government Association Coastal Special Interest Group. This work is initially focusing on Action Planning for the delivery of the FCERM Strategy in respect of the Coastal Erosion related strategy measures, specifically those focusing on Coastal Adaptation.

This work will seek to guide national and local focus on the delivery of key strategy outputs which also align with CPE partner objectives regarding longer term climate resilient approaches to the coast.

National Consultations

The report from the recent EFRA Evidence Review which NNDC, through CPE provided representation has been published, see. [Flooding \(parliament.uk\)](http://flooding.parliament.uk)

A further EFRA Call for Evidence has been made to Seeking evidence on how local

factors can be taken into account in the government's flood and coastal defense investment programme and how we can increase the uptake of property flood resilience.

A further government consultation is being completed on proposed changes to the FloodRe scheme, this potentially links to the CLIFF project outlined above.

Coastal Partnership East will work with partners such as the LGA Coastal SIG to consider the consultation/requests for evidence and seek to represent NNDC as appropriate.

Capital Schemes

The activities for the Mundesley and Cromer Phase 2 Coastal Management Schemes design and consenting have now been tendered on the Coastal Partnership East Dynamic Purchasing System. A consultant is sought to work with the team to develop these schemes together as soon as possible. It is anticipated a consultant will be appointed in April 2021. Following appointment, the project Local Liaison Groups, involved in earlier phases of both projects will be reconvened. The team are seeking to design and gain consent (including all relevant environmental aspects) as soon as possible to enable tendering of the construction towards the end of the year. These timeframes are subject to factors such as consenting and final design economic assessment.

Maintenance Schemes

Revenue maintenance schemes are under preparation for maintenance at Sheringham including restacking of rock armour and at Overstrand including sea wall works (east).

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CABINET MEMBERS REPORT TO COUNCIL

February 2021

COUNCILLOR V GAY - CABINET MEMBER FOR LEISURE, WELLBEING & CULTURE

For the period January 2021 – February 2021

1 Progress on Portfolio Matters.

Business as usual activity

Grants

Arts & Culture Fund – Despite ongoing promotion, there has been a reduction in grant applications as a result of Covid 19. The closing date for the next grant round is 26th February. Monitoring of existing projects has identified that due to Covid 19, some have had to be cancelled, postponed or delivered virtually.

Community Transport Fund –The closing date for the next grant round is 26th February. Organisations that provide community transport have been proactively contacted and encouraged to apply for a grant. It was identified that the majority of Community Transport schemes have currently suspended or reduced service due to Covid 19 and still have funding available from previous grant awards.

North Norfolk Sustainable Communities Fund (NNSCF) - The Panel met on 7th December 2020 to consider twelve applications. The Panel recommended that seven projects totalling £52,377.94 were approved, two were deferred and three refused.

Existing projects and new applications are being asked to complete an additional document identifying the impact of Covid 19 on the organisation, community and project.

The closing date for the next round is Monday 15th February, eligible applications will be presented to the Panel on 15th March.

Social Prescribing

The Council has contracts to deliver Social Prescribing services in North Norfolk on behalf of Norfolk County Council (NCC) and two Primary Care Networks (PCNs) in North Norfolk. Norfolk County Council are ceasing to fund Social Prescribing services across Norfolk as of 31st March 2021.

The five Social Prescribing Officers, three funded by NCC and two funded by PCN's supports adults to deal with or manage complex or significant issues which are impacting on their health and wellbeing. Many of the people referred are vulnerable and have long term health conditions, physical or

learning disabilities, dependency issues or poor mental health. Social Prescribing involves more than just the provision of basic information and advice. People referred to the service often need considerable support and may lead chaotic lives which results in them experiencing multiple and complex issues. Social Prescribers are able to undertake face to face visits to those who are housebound due to illness, disability or other circumstances. Organisations such as health, social care, police, housing associations and internal NNDC services refer vulnerable people to the service. During 2020 a total of 634 referrals were received. So far this year, 74 referrals have been received. The impact of Covid 19 is becoming evident in terms of increased debt, benefit, financial difficulties and mental health issues.

NNDC recognise the value and benefit of Social Prescribing and have allocated funding in the budget to contribute towards the continuation of the service when once NCC funding ends. As a result of this investment the service will be reviewed to ensure it meets objectives in the Corporate Plan and community needs.

The Social Prescribing service are currently managing referrals from members of the public that contact NNDC customer services and NCC who are in need as a result of the pandemic. In addition to offering immediate support, a triage assessment is being carried out which is resulting in referrals being made to the Social Prescribing service.

Currently the Social Prescribing service is not generally open for public referrals however this will change once the NCC contract ends.

Information, Advice & Guidance

The Council has historically awarded a grant to Norfolk Citizens Advice (Norfolk CA) towards the provision of an Information, Advice & Advocacy (IAA) service in North Norfolk. The contract with Norfolk CA ended in March 2020. Concerns regarding the delivery of the contract and the use of the allocated budget resulted in a review of the IAA service delivered by Norfolk Citizens Advice being carried out in December 2020.

For a significant part of last year face to face, Norfolk CA closed offices and suspended face to face services due to Covid 19. This resulted in a significant increase in the number of people accessing services via phone or digital means.

The review which was carried out in December 2020, predominantly focussed on the last year of normal service delivery (2019/2020), the cost of service delivery in North Norfolk, the need and demand for face to face services in current dedicated offices and outreach locations and how Norfolk CA planned to revise services going forward as a result of the increase in people accessing services remotely.

Whilst Norfolk CA were advised the contract with NNDC had ended, they had budgeted for the full grant for the year 2020 /2021 and advised that they had

funded services on the expectation of a full grant award. Whilst there are still concerns re the budget and low demand for face to face services in some areas, it was agreed that the full award should be offered for the year 2020 /2021.

NNDC have allocated ongoing funding for the provision of IAA in the budget. A decision has yet to be made as to whether it is appropriate to allocate all of this funding to Norfolk CA. There are a number of outstanding issues which need to be resolved. There are other organisations that provide IAA services to young people or those with specific illness or health conditions that do not receive NNDC funding. A response from Norfolk CA is outstanding in relation to a number of queries regarding the budget and service delivery. This will inform the allocation of any future grant.

Covid 19 related activity

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

NNDC have also recently started to deliver an Enhanced Contact Tracing service. This service is for the contacts of people who have tested positive for Covid 19 and as a result should be self isolating. Daily data reports are received from Public Health. Covid Support officers initially try to contact people by phone to check if they need food, medication or other support to enable them to self-isolate. Face to face visits are carried out if a person cannot be contacted. Requests for emergency food or medication support are fulfilled by NNDC. Referrals for financial or long term support are referred to Social Prescribing or other services including the Norfolk Assistance Scheme as appropriate.

NNDC continues to work with NCC and Third Sector organisations to support Clinically Extremely Vulnerable residents and those experiencing financial hardship or requiring other support due to the impact of Covid 19.

3 Meetings attended

Norfolk Health and Wellbeing Board – District Council Members group

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CABINET MEMBERS REPORT TO COUNCIL

February 2021

COUNCILLOR V GAY - CABINET MEMBER FOR WELLBEING

For the period January 2021 – February 2021

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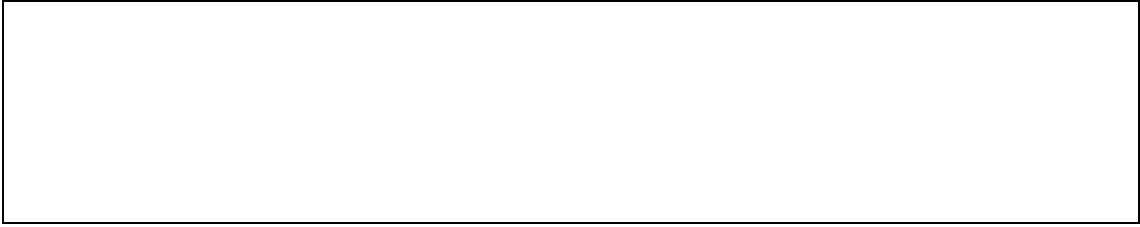
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2 Forthcoming Activities and Developments.

3 Meetings attended

Norfolk Health and Wellbeing Board – District Council Members group



CABINET MEMBERS REPORT TO COUNCIL

24th February 2021

COUNCILLOR GREG HAYMAN - CABINET MEMBER FOR HOUSING & BENEFITS

For the period – December 2020 – January 2021

1 Progress on Portfolio Matters.

Benefits

The Benefits Team continue to assist households in need of financial support.

Test & Trace Support Payment

We have received 230 applications for the Trace & Trace Support Payment out of which we have made a payment of £500 each to 131 people to support them whilst they are self-isolating. Approval rates are low mainly due to the number of applicants who have claimed but continue to receive full pay from their employer. National unpublished data gathered by Sheffield City Council shows the combined eligibility rate is **33%** with the lowest being **7%** and a new highest being **64%** (a very small council).

Norfolk LAs have been in discussion with Norfolk County Council with regards to the discretionary pot being topped up with local funding, with the proviso that it is distributed using the same eligibility criteria County-wide. Top up funding of £250,000 per authority with a £1million back up fund is pending approval. It has been agreed that this local funding and criteria could be implemented immediately. The funding provided by DHSC would be spent first, followed by the county funding, but the new criteria would be used for both. We are awaiting further clarification of the Local Discretionary Payment scheme which is being funded by Norfolk County Council.

Council Tax Hardship Fund

We have spent 72% of the £723,824 fund allocated in April. This has given additional support to households financially affected by the pandemic. Any remaining fund as at 31st March 2021 can be utilised by the council as we see fit. We will be recommending to CLT & members that any underspend is rolled over to 2021/22. We think this best approach is to wait until our workloads up to and including 31st March 2021 have been processed so that we have an accurate understanding of the remaining fund. Our recommendation would then be for any underspend to be distributed throughout 2021/22 using the same principles as those provided by DHSC where working age families in receipt of CTS will benefit from an additional sum towards their Council Tax bill.

The government has provided additional funding to local authorities for 2021/22 to ease the burden of the additional costs of the Council Tax Support scheme.

However this element of the funding has not been ring fenced as the Council Tax Hardship fund was for 2020/21. The Norfolk Finance Officers Group have decided that the grant will be budgeted for in the General Fund to compensate for our tax losses resulting from an increase in LCTS cases.

Annual billing for 2021/22

Preparation has started for the end of year reconciliation and re-billing for Revenues and Benefits. The intended shut down date to start the live year end process is Wednesday 24th February pm.

Housing

Temporary Housing

There are currently 50+ households in Temporary Accommodation, this includes the 14 rough sleepers currently accommodated (see below).

Following the Council's successful bid to secure £140,000 from the Government's Next Steps Accommodation Programme to help provide four homes for single rough sleepers or people at a risk of rough sleeping, purchasing these homes is progressing well. We have offers accepted on four 1-bed properties and surveys/conveyancing is well under way to ensure purchases complete by 31 March 2020.

New Affordable Homes

Housing Associations working in North Norfolk District expect to provide 214 new affordable homes this financial year – 92 for affordable rent and 126 for shared ownership. The forecast has reduced slightly as a number of schemes will now complete in 2021/22. Most of the new homes are expected in the last quarter of the year and 44 of the new homes had completed as at 15th February.

Two big schemes are due to complete shortly:

Laundry Loke, the Flagship development of 43 homes (32 affordable rent and 11 shared ownership) will be advertised through Your Choice Your Home shortly.

Housing 21's Fakenham Extra Care Housing scheme of 66 flats (30 affordable rent and 36 shared ownership) should also be complete in March. Occupation will be phased to ensure individual needs are catered for and again, flats should begin to be advertised on Your Choice Your Home shortly and a communications campaign to raise awareness of Extra Care housing is also planned.

Housing Strategy

Workshops will be held over the next month to help develop the Council's new housing strategy. The workshops will look at four themes: 1. Increasing the supply of new housing, 2. Improving housing stock condition in the private sector, 3. Making better use of public sector housing, 4. Supporting vulnerable residents. Workshops attended by councillors, staff and partners, will consider evidence on need, what action is already in place to address need and the Council's agreed objectives

Shared Equity

Norfolk Homes are in the process of selling the final five shared equity homes at their site in Cromer – which NNDC typically hold a 25% ‘silent’ equity share in. Norfolk Homes market the properties but the Council approves prospective purchasers based on previously agreed criteria including strength of local connection and income.

Housing Options Team

The team continue to focus on supporting all clients that approach the service. There is still a firm focus on Rough sleepers and in accordance with Government advice the service has moved from ‘Everyone in’ to ‘Protect’ and will continue to offer accommodation to rough sleepers over the winter period.

As at 15 February 2021 there were 2,827 households on the housing list of whom 426 were on the Housing Register (highest priority) broken down as follows:

- 7 Priority Card.
- 264 Band 1
- 155 Band 2.

The team is supporting a large number of homeless households and households at risk of homelessness.

Live Cases, as at 15 February 2021, breakdown into:

- Final Duties accepted: 17
- Prevention duty accepted: 14
- Relief Duty accepted: 35
- Triage (mixture of new cases, rough sleepers, being supported): 99

The team continue to work with and support rough sleepers. As at 15 February 2021 there were 18 known rough sleepers, of whom we are providing accommodation for 14 and 4 are still sleeping rough.

Integrated Housing Adaptations Team (IHAT)

The IHAT had a budget of just under £1.2 million in 20/21 to provide adaptations to help people remain in their homes. The IHAT provide a range of adaptations including level access showers and stair-lifts. A further £160,757 was allocated to the Council in December 2020.

In January the team completed a further 7 adaptations and spent a further £33,000. A further 6 grants with a value of £44,500 were approved. The team has outstanding commitments of £378,000 for work approved but not yet completed against a remaining budget of £285,101.89 (not all of these cases will be completed in the financial year 2020/2021).

In the recent Spending Review the Government announced that the national DFG budget would increase from £505m to £573m a 13.5% uplift. The Council expects to receive £1,354,615 in 2021/22.

There is a significant amount of demand in the system and the current lockdown is having a greater impact on our service delivery than the November lockdown but not as great an impact as in the first lockdown. Most of the contractors have continued to work on DFG cases but one has closed and furloughed staff whilst another has deferred the start of all jobs scheduled to commence in January and February and another has had to delay the start of jobs due to staff contracting COVID 19 and having to isolate and other staff having to isolate due to contact with someone testing positive. We have had a small number of customers who have asked for applications/works to be deferred until after the worst of the pandemic.

CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR RICHARD KERSHAW - CABINET MEMBER FOR SUSTAINABLE GROWTH

For the period January to February 2021

1 Progress on Portfolio Matters.

Business as usual activity

Engagement with businesses

The usual engagement with businesses has been maintained, albeit that site visits have not been conducted. Much of the current resource and activity has been focused on helping businesses to access grants administered by the Council (see below) and helping businesses to obtain funding and other local and national support.

Lockdown Support Grants

Following the national restrictions in November/December, the Government committed to providing further grant funding which would again be delivered by Local Authorities. The subsequent tier changes in December, and the announcement of further national restrictions in January, has resulted in a wide a range of grants being delivered by the Council, including:

- LRSO (Closed) Addendum Grant for 5/11/20-2/12/20.
- LRSO (Closed) Tier 2 Grant for 2/12/20-19/12/20.
- LRSO (Open) Tier 2 Grant for 2/12/20-19/12/20.
- LRSO (Closed) Tier 4 Grant for 26/12/20-05/01/20.
- Christmas Support Payments (Wet-Led Pubs).
- LRSO (3rd national lockdown 6 weeks payment) 5/1/20 onwards.
- Closed Business Lockdown (Top up Payment).
- Additional Restrictions Grant (for those unable to access LRSO)

The Council has extended the Additional Restrictions Grant (ARG) to now include more businesses that were previously unable to apply due to eligibility criteria, allowing the Council to support even more businesses in the district. This extension now includes businesses that offer a service to customers in a face-to-face environment and individuals who have received payment from the Self Employment Income Support Scheme (SEISS). A second phase of the scheme is to be shortly launched, which will further support businesses impacted by the current national restrictions, but whom may not have been able to benefit from the Local Restrictions Grant Schemes.

NNDC has been independently recognised as an authority that has performed strongly in the delivery of numerous COVID grant schemes, according to figures compiled by the New Anglian Local Enterprise Partnership.

The data shows the performance of the District Council in awarding the grant payments ranks the highest among local authorities in the County in terms of amount paid out, number of recipients and percentage of total government allocation awarded.

North Walsham Town Centre Heritage Action Zone

A number of key activities have commenced including:

- a condition survey on The Cedars, with a Stage One of the scoping report due in January;
- a Communication Strategy;
- the formulation of a community engagement plan;
- the Invitation to Bid for design consultant to support the Town Centre Place making;
- a funding bid for the Cultural Consortium;
- a risk workshop and updated Risk Register;
- Stakeholder Group meetings.

Visitor economy

NNDC has continued to work closely with Visit North Norfolk (VNN) to support businesses within the visitor economy and to support marketing aimed at encouraging tourist back when national restrictions have been lifted. Sentiment surveys have indicated that people are starting to look ahead now, given the uplift in the vaccine roll-out programme and the Government's tentative, but positive outlook towards summer breaks in the UK. VNN are anticipating being able to commence the 2021 annual campaign (North Norfolk Uncovered) in April. The campaign will promote the area and also things to do while here on a break e.g. attractions, eating out, visiting stately homes, historical exhibitions, visiting the Deep History Coast, going to museums etc. The 'covid-safe' message will continue to be embedded in all marketing activities and in line with Government guidance.

2 Forthcoming Activities and Developments.

Kickstart Job Support Programme

This initiative, led by DWP, will provide funding for the creation of job placements for 16 to 24-year olds, the age group identified as most at risk of long-term unemployment as a result of the pandemic. NNDC has successfully applied to be a 'Gateway' organisation, working with businesses and partners to deliver a local scheme for the north Norfolk District. The Council has now

had two applications to the DWP approved, having received over 100 expressions of interest for placements from local businesses. Work is now being undertaken to progress these which will include acquiring job descriptions for the new roles and ensuring that suitable contractual, employability support and general working arrangements are in place to support the placements.

3 Meetings attended

Norfolk COVID Engagement Board	x6
EAC Committee Mtg	
Norfolk Seaweed Company Mtg	
Bacton SNS 2.0 Hydrogen Mtgs	x7
Lib Dem Council Leader's Mtgs	x5
GOLD	x14
North Walsham HAZ	x3
MHCLG Ministerial Briefings	x4
Development Committee	x3
Norfolk Public Sector Leaders Board	
District Leaders Mtgs	x5
Egmere Energy Mtg	
Cabinet	
Water Resources East	
North Norfolk Careers Group Mtg	
Equinor/Egmere mtg	
DCM	x3
Parish Council Mtgs	x9
Broadland Housing	

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CABINET MEMBERS REPORT TO COUNCIL

February 2021

COUNCILLOR NIGEL LLOYD - CABINET MEMBER FOR ENVIRONMENTAL SERVICES, CLIMATE CHANGE AND ENVIRONMENT

For the period to February 2021

1 Progress on Portfolio Matters.

Environmental Services

The Commercial and Public Protection Team have agreed the final version of the Taxi handbook with the Taxi trade, the result of a successful partnership project. The team have investigated a zoonotic infectious disease (Psittacosis) connected with a local pet shop. They have served a prohibition notice as a result to prevent bird sales, their investigation remains on going.

Food Safety inspections have been resumed and are being undertaken in line with the government's regulatory priorities.

The team have been involved in the preparation of a case file for a civil case relating to the cancellation of an outdoor music event in summer months.

In terms of corporate health and safety the team have been working on a project to conduct display screen equipment assessments for all staff working remotely, this is a large task which is currently on going.

The Environmental Services team have dealt with and arranged the removal of two dead sperm whales washed up on beaches at Weybourne in December weighing 12.7 tons and one on Sheringham beach in January weighing 13.8 tons.

The team are continuing with the mobilisation and management of the Serco contract which has included; IT implementation and testing web forms, data cleansing to enable better functioning of the system, progression of designs for advertising panels on refuse collection vehicles, agreeing and implementing health and safety crew monitoring inspection forms and dealing with Covid related absence amongst Serco workforce.

The team are currently developing a litter strategy to support a funding bid up to £25,0000 for new litter bins.

Annual collection calendars for refuse and recycling have been delivered to all properties in the district.

Environmental Services are also currently developing a pollinator action plan/biodiversity strategy.

Progress has been made with a new community fridge in Stalham and a further site has also been identified in Sheringham.

The Environmental Protection team successfully prosecuted an individual for

fly tipping in Roughton resulting in a fine of £2,640, costs awarded in full totalling £3,425 and a victim Surcharge £170.

In terms of the private sector housing, the team have been busy over the winter months responding to complaints relating to housing conditions such as damp and mould growth. They have also issued a large House in Multiple Occupation Licence for residential accommodation linked to a business in North Norfolk.

The team have been involved in the investigation of several significant land drainage cases at Edingthorpe and Roughton.

The team continue to sample private water supplies and have recently completed the annual return to the Drinking Water Inspectorate which demonstrates that despite Covid-19 they have undertaken the appropriate level of sampling visits.

Investigations of Statutory Nuisances continue and the team have issued two noise abatement notices for amplified music.

The wintery weather and heavy rainfall mean that the Civil Contingencies team have been busy responding to flood alerts and weather warnings across the District. They also continue to play a vital role in the Council's response to Covid -19.

The severe weather conditions seen over the week commencing the 8th February meant that bin collections were not able to be undertaken as it was not safe for crews. Due to the number of days lost to the weather it was not possible to catch up collections and therefore the decision was made to undertake the following weeks collections as scheduled and take additional waste from customers who had their collections missed on the next collections for that bin colour.

Covid Impacts

The wider Environmental Health Team continue to play an integral role in the Council's response to the Covid -19 pandemic, the team have been involved with the investigation of outbreaks at larger food manufacturers in the district. They have offer advice on exiting the November lockdown, the move to tier 2 restrictions in December and then tier 4 and another national lockdown. Environmental Health staff supported and provided advice on these restrictions particularly in the lead up to Christmas. Time was spent with several large visitor attractions in the district ensuring that they could operate in a Covid secure way and that their risk assessments were suitable and sufficient.

Where advice and guidance has been ignored The Commercial and Public Protection team have served one fixed penalty for breaches of Covid restrictions.

Officers were involved in joint patrols with the Norfolk Constabulary over the festive period including New Year's Day and New Year's Eve ensuring that there were no large gatherings occurring. The team also worked closely with the Police and a local land owner to ensure that visitor to the Horsey seals were deterred after reports of large numbers and a lack of social distancing.

Three Covid Support Officers and a coordinator have been employed to offer advice and guidance to business and reassurance to the public. They have a presence right across the district. Most recently they have focused their attention on compliance in supermarkets and larger retailers. They have been tackling the reluctance for some of the public and staff in businesses not to wearing face coverings. On the whole compliance is very good in North Norfolk. These officers are also involved with the programme of enhanced contact tracing, this involves making contact with the contacts of Covid positive cases, ordering support to enable them to isolate effectively.

Climate Change and Environment

The new members of staff in the team have been leading on the implementation of projects and formulating the Council's Environment Charter. The following is a summary of recent activities

Tree Planting initiative

Clearly the planned planting events, reported to the last meeting have had to be deferred but revised arrangements are being considered. The project team has been making contact with third parties with whom the Council will work to implement tree planting initiatives. A tree planting strategy will be prepared in order to set out how the tree planting target will be met.

Electric Vehicle Charge Points (EVCPs)

Progress on the installation of EVCPs remains hampered by technical difficulties involving third parties. The installations in Holt, Wells, Cromer, Fakenham and Sheringham are fully operational although it is clearly too soon to report on 'normal' levels of usage. The North Walsham installation is awaiting the resolution of access to a suitable power connection before it can commence.

Options for installing EVCPs at the new Sheringham Leisure Centre are being evaluated.

Energy production

The feasibility study into the potential for Bacton Gas Terminal to become a major location for the production of hydrogen energy, as the U.K. transitions to a "net zero" carbon energy economy, is progressing with consultants and the Council sits on the Project Group, which meets fortnightly.

2 Forthcoming Activities and Developments.

Staff, Members and interested stakeholders will be invited to be involved in the formulation of the Environment Charter prior to its adoption in the spring.

3	Meetings attended
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Norfolk Waste partnership Serco Officers and Directors
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CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR E SEWARD - CABINET MEMBER FOR RESOURCES

For the period December 2020 to February 2021

1 Progress on Portfolio Matters.

Final Local Government Finance Settlement – The provisional local government finance settlement was announced on 18 December 2020. The final settlement announcement was made on 4 February 2021 and confirmed the details contained within the provisional settlement which have now been built in to the budget papers presented this evening.

February Reports – a number of reports are being considered in February as follows:

- Budget and Council Tax setting – to set the Council's budget for 2021/22 and the Council's share of Council Tax for the year.
- Treasury Management Strategy – sets the strategy for the management of the Council's cash balances.
- Capital Strategy – a report which outlines the sustainability of the Council's capital programme and asset investment plans. This report also contains the debt management and MRP statement.
- Investment Strategy – a new annual item which outlines the risks of the Council's investment types and how these are mitigated, as well as the proportionality of the investments.

COVID 19 –Finance and Revenues colleagues continue to work with the Economic Development team on eligibility criteria and distribution of local business grants. A significant number of businesses have now received payment.

2 Forthcoming Activities and Developments.

- Budget Monitoring Report Period 10/COVID update
- Consultation regarding the reform of the New Homes Bonus has commenced and will run for an 8-week period from the 10 February 2021.

3 Meetings attended

Nothing further to report.

CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR LUCY SHIRES CABINET MEMBER FOR ORGANISATIONAL RESOURCES

For the period December 2020 to February 2021

1 Progress on Portfolio Matters.

Work continues on the implementation of migration to Microsoft M365. Specialist consultancy is being engaged to assist with the highly technical elements of the project and training is being identified for members of the Council's IT team.

The rollout of equipment to support mobile and home working continues and over 75% of Council Staff now have an NNDC supplied device to allow them the same facilities when working remotely as when working in the Office. The remainder of staff use a variety of their own equipment to connect to the Councils systems but with slightly reduced capabilities.

The IT teams continue to assist with the submission, processing and payments of the Covid 19 related grants.

The web form to allow customers to report all types of missed bin has recently gone live and progress with a number of other webforms related to the waste contract has been made. These are all designed to improve the ability of users to access customer service provided by Serco.

The rollout of the obsolete mobile phones is continuing and will be complete by the end of March 2021.

The new Planning System is now live and resolution of initial "teething" problems is progressing well. This has taken a significant effort working with the planning service and with the software provider but this work is now reaching the point where it will reduce considerably.

The Citizen Mobile app's development is now complete. Work is progressing to link it with the Councils back office systems. When this is complete the Application will be made available to volunteers to complete the testing before it is launched on the relevant "App Stores" to make it available to users of Android and Apple mobile devices.

Work continues on support for the end of year process with upgrades to the

Revenues and Benefits and HR system to incorporate legislative/central government changes to business rules. Following this extensive support has been provided to test the new systems and extract and load the necessary data.

2 Forthcoming Activities and Developments.

The Citizen Mobile App will be made available to selected users to trial and any necessary changes, enhancements or fixes to be implemented before a full go live in April/May 2021.

Further webforms will be rolled out allowing members of the public to access facilities provided by the new Waste Management Contract including the booking of bulky waste collections.

A number of back office systems are due to be upgraded in the coming period including the Legal Case Management System, The Asset Management System, and the Finance System.

3 Meetings attended

Nil

CABINET MEMBERS REPORT TO COUNCIL

24 February 2021

COUNCILLOR L SHIRES - CABINET MEMBER FOR ORGANISATIONAL RESOURCES

For the period to February 2021

1 Progress on Portfolio Matters.

Reprographics:

Signage has been produced for the vaccination stations in the district to assist with parking and access.

Digital Mail Room:

North Norfolk Information Centre: Remains closed to the public and will reopen on the easing of the current lockdown restrictions.

Corporate Support: The team have remained onsite throughout the pandemic to provide essential support to enable the majority of staff to work from home by scanning, indexing and printing off items as required so all services are able to deliver on organisational needs and in line with the Corporate Plan.

Covid-19 Support: The team continue to support colleagues enabling them to work from home. The team play their role in supporting communities with food parcel deliveries, emergency petty cash for the Covid Marshalls, ordering and distributing PPE to staff and adapting to changing needs as they occur.

Support to Planning: The Digital Mailroom Team supported the implementation of the Uniform project in planning and succeeded in uploading three weeks of work within a few days by forward prioritising planning the needs and smartening the process required to do so. The Digital Mailroom continue to support colleagues in Planning to manage the data in their new IT software system.

Customer Services:

Covid-19 Helpline: The team continue assist vulnerable customers and businesses seeking help and advice through our dedicated Covid-19 Helpline. Calls for January were up 68% on December

Ongoing management of incoming calls for Business Grants, currently: National Lockdown Grant, Retail Grant and the Additional Restrictions Grant. Calls for January up 96% on December.

Ongoing management of incoming calls for customer vulnerability. Calls for

January up 56% on December.

Council Tax and Benefit Calls: The team continue to take the majority of customer calls freeing back office staff to process the increased workload resulting from impact of Covid-19 on individuals and businesses

Telephone Contacts: General Customer Service managed lines were 33% higher in January than December.

2 Forthcoming Activities and Developments.

Reprographics:

Election 6th May: It is anticipated that additional signage to promote Covid secure access to polling stations will be required.

Revenues and Benefits Year End: Traditionally February and March are busy months as Revenues and Benefits go through their year-end processes to notify all residents of changes to their Council Tax and benefits.

Customer Services:

Covid-19 Vaccination Centre Support: The team are in initial discussions with the NHS provide assistance by making outbound calls to book vaccination appointments for patients and also to contact patients who fail to attend their appointment.

Election 6th May: Customer Services are promoting the uptake of postal votes. One member of CS to join the elections team from 01/03 for a 2-3 month secondment.

Revenues and Benefits Year End Billing: The Customer Service team are planning for the increase in calls from customers following the issue of bills to all residents.

3 Meetings attended

**CABINET MEMBERS REPORT TO
COUNCIL**

24 February 2021

COUNCILLOR - CABINET MEMBER FOR

For the period December 2020 to February 2021

1 Progress on Portfolio Matters.

Development Management Performance

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

- Two-year average Majors to end of January stand at 77.78%, down approximately 5% since reporting at the end of October. National indicators require decisions should exceed 60%.
- Two-year average Non-major applications to end of October stand at 89.97% up by 0.07% since reporting at the end of October, (National indicators require decisions to be a minimum of 70%).

The figures are the first provided since our new Software system (UNIFORM) was introduced in November and December. It was expected that the system shutdown would elongate determination time periods. The team anticipate that the fall in performance on major applications will be picked up quickly in performance in the coming months.

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

- Majors no appeal decisions have overturned Council decisions for the 2 year reporting period.
- Non-major developments 0.97%. for that same 2-year period.

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

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

Planning Policy & Neighbourhood planning

Local Plan Review

The Planning Policy and Built Heritage Working Party (PPBH) continue to work to the targets of the local plan production timeline. Overall, the team are making good progress towards production of a final version of the Plan for consultation in the first half of 2022.

At the February meeting PPBH considered:

- Housing Targets under draft policy HOU1
- Approaches to Housing Standards (Space standards, accessibility, Water efficiency, and Sustainable construction)
- Approaches to Sustainable development (Pollution, transport, parking provision, EV charging safeguarding land for sustainable transport)

At the January meeting PPBH considered

- Local Plan Draft Settlement Boundaries for Small Growth Villages
- Designations for Open land at Wells next the Sea

At the 1st February meeting of Cabinet revised recommendations for R19 consultation on allocations at Blakeney and Mundesley were approved, along with the recreation Avoidance Mitigation Strategy (RAMS), and our new landscape and character assessment for the district.

Major projects with Conservation, Design & Landscape

Positive negotiations are proceeding on the S106 agreement for the Outline planning application for up to 950 dwellings (Use Class C3), employment development (Use Classes B1/B2/B8), a primary school and children's nursery (Use Class D1), a hotel (Use Class C1), local retail (Use Classes A1/A3/A4/A5) at north of Rudham Stile Lane & east of Water Moor Lane, Fakenham, Norfolk, NR21 9QU, for The Master Fellows & Scholars of Trinity College Cambridge. 900 homes at Fakenham. Our expectations are for conclusion within the next reporting period.

An application has been approved to enable Sands Agricultural Machinery to relocate to a purpose built new site at Catfield.

An innovative exceptions application for 16 affordable rent and 2 open market low carbon homes, at Ostend Road, Walcott is under consideration with the team currently.

Positive progress is being made with community initiative for Local Listing of the WW2 Mundesley Gun Emplacement

Building Control

Applications remain at around 80% submissions of last year's levels; a technical trainee will join the team in March. Our manager is working on short term (part time) secondment with GYBC to assist with a review of the and development of the Council's BC service.

Software Introduction

I am pleased to update that at the time of compiling that the new software system project has now been formally signed off as complete. Upgrades will

be forthcoming in late spring; I will give precise details as to any service / availability impacts once those are clarified for me.

Enforcement

Arcady, Cley: demolition of dwelling – successful mediation appeal hearing deferred until may, pending submission of application to support revisions to heights, articulation and landscape strategy.

High Kelling; Archery / air rifle: written representation appeal confirmed, inspectors visit date to be confirmed.

The Muster Itteringham – public inquiry appeal to be heard on 8 March. Creation of dwelling from annex.

The Shannoeks Hotel, Sheringham: Compulsory Purchase Order; Public Inquiry date deferred, final stage negotiation regarding voluntary agreement with owners (timetable of works) to negate need for public inquiry.

Staffing

Major Projects – James Mann has stated in post as Team leader (January), Russell Stock and Katherine Rawlins will join the team as Senior Officers have joined the team this month.

Planning Policy – A senior officer has tendered resignation, a recruitment campaign has commenced.

2 Forthcoming Activities and Developments.

Planning Policy & Build Heritage Working Party – 22nd March 2021

Development Committee – 11th March 2021

Development committee site inspection - none planned

3 Meetings attended

Planning Policy & Build Heritage Working party – 6th Dec 2020
18th Jan 2021
22nd Feb 2021

Development Committee – 10th Dec 2020
14th Jan 2021
28th Jan 2021
11th Feb 2021

Working with SME companies for development. 19th Jan 2021

Norfolk strategic planning (duty to co operate. 25th Jan 2021

In phase briefing. 27th Jan 2021

Cabinet and business planning 1st Feb 2021

Police and Crime Panel. 2nd Feb 2021

Introduction to the new national model design code. 4th Feb 2021

Overview and scrutiny and dealing with empty shops. 10th Feb 2021

Housing Delivery. 19th Feb 2021

Plus Parish councils, portfolio and individual casework meetings.

Agenda item 13 – Budget and Council Tax Setting 2021/22

2021/22 Revised Cabinet budget proposals – Council Tax Freeze

A council tax freeze is now being proposed by Cabinet for the 2021/22 financial year. This amendment is to be made at Full Council on Wednesday 24 February 2021 and will be subject to seconding and the normal voting procedures.

Revised recommendations to support consideration of this item are provided below along with the following revised papers;

- 1) **Revised Appendix A** - 2021/22 General Fund Summary. This will replace the current Appendix A found at page 137 of your agenda;
- 2) **Section 4 (Council Tax Setting for 2021/22)** to replace pages 123 to 135 within the current agenda;

If the freeze is approved the following recommendations will need to be considered and voted on and replace those within the current Full Council agenda. For clarity, as recommendations 1,2,3 and 7 have changed for the budget and recommendations 10 and 11 for council tax setting these will need to be recommended for amendment and voted on separately.

Revised recommendations;

- 1) *The 2021/22 revenue budget as outlined within revised Appendix A within this report which has been amended to reflect no increase in the District Council's precept; **(revised Appendix A (General Fund Summary) - showing the reduction in council tax income and associated reduction in surplus from £744,806 to £542,058)***
- 2) *The new surplus of £542,058 be transferred to the Business Rates Reserve (£342,058) and the Delivery Plan Reserve (£200,000);*
- 3) *The £2m Property Company Reserve be reallocated to the newly established Delivery Plan Reserve (£1.5m) and Treasury Reserve (£0.5m);*
- 4) *The statement of and movement on the reserves as detailed at Appendix C within this report;*
- 5) *The updated Capital Programme and financing for 2021/22 to 2023/24 (as detailed at Appendix C1 within the 2021/22 Budget Report - February 2021 Cabinet Agenda);*
- 6) *The new capital bids recommended for approval (as detailed within appendix C2 within the 2021/22 Budget Report - February 2021 Cabinet Agenda);*
- 7) *That Members note the current financial projections for the period 2022/23 to 2024/25 **(revised Appendix A (General Fund Summary))**;*
- 8) *The updated 2021/22 Rate Relief Policy as set out in section 5 is approved.*

- 9) *The Policy Framework for the Earmarked Reserves and the Optimum Level of the General Reserve 2021/22 to 2024/25 (Appendix B within this report);*
- 10) *That Members undertake the Council Tax and statutory calculations set out at section 4, and set the Council Tax for 2021/22 **(a new Section 4 (Council Tax Setting for 2021/22) to replace pages 123 to 135 within the current agenda)**;*
- 11) *The demand on the Collection Fund for 2021/22 is as follows:*
 - a. **£6,253,465** for District purposes
 - b. £2,573,788 for Parish/Town Precepts;

This reflects the new recommended council tax freeze for the District element for an average Band D property.

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	4,999,582	4,537,117	4,401,285	3,664,303
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	4,677,067
2,893,948	Finance and Assets	3,883,103	3,994,666	3,582,608	3,633,548	3,579,188	2,923,586
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	17,845,494	18,667,906	18,592,582	17,008,127
2,390,634	Parish Precepts	2,520,143	2,520,143	2,573,788	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)	Refcus	(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
	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	18,238,462	18,535,823	17,948,368	17,806,371
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	(129,414)	(175,090)	(122,663)	(15,676)
(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)	(25,104)	(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
0	Major Repairs Reserve	0	0	89,859	280,000	280,000	280,000
(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
(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	17,124,308	17,682,061	17,929,144	18,141,789
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)	(2,573,788)	(2,579,591)	(2,631,183)	(2,683,807)
(6,087,003)	Collection Fund – District	(6,305,671)	(6,305,671)	(6,253,465)	(6,513,757)	(6,769,073)	(7,061,060)
(5,995,311)	Retained Business Rates	(7,504,661)	(7,504,661)	(7,381,242)	(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)	(17,666,366)	(15,671,946)	(15,602,202)	(16,058,893)
0	(Surplus)/Deficit	0	0	(542,058)	2,010,115	2,326,942	2,082,896

4. COUNCIL TAX SETTING FOR 2021/22

- 4.1 The following pages represent the information required for Members to set the Council Tax for the year commencing 1 April 2021.
- 4.2 Norfolk County Council met on the 22nd February 2021 and agreed to increase the Council Tax by 3.99%. The Norfolk Police and Crime Panel met on the 2nd February 2021 and agreed the Norfolk Police and Crime Commissioner's proposals for a 5.68% increase in Council Tax. The figures used in this report are based on the assumption that there will be no increase for North Norfolk District Council (excluding town and parish council precepts), £56.43 for Norfolk County Council, and a £14.94 increase for the Norfolk Police & Crime Commissioner.
- 4.3 The Localism Act 2011 makes provision for council tax referendums to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. These excessiveness principles are set each year and the Secretary of State has decided that for 2021/22 an increase above the amount for 2020/21 will be excessive, and a referendum must be held, in the following circumstances; for Norfolk County Council if the increase is 2% or more with a further 3% precept for adult social care); for the Norfolk Police and Crime Commissioner if the increase is more than £15 or 2%; and for North Norfolk District Council if the increase is both 2% or more, and more than £5.
- 4.4 The excessiveness principles apply in 2021/22 to billing authorities and major precepting authorities, but not to local precepting authorities (town and parish councils).
- 4.5 The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 contain rules for the calculation of the Council Tax Base, which is an amount required by the Local Government Finance Act 1992 to be used in the calculation of the tax by the Council as the billing authority, and Norfolk County Council and the Norfolk Police and Crime Commissioner as major precepting authorities, and in the calculation of the precept payable by the Council to the County Council and Norfolk Police and Crime Commissioner. The Council Tax Base was calculated as follows for the year 2021/22.

The number of dwellings in each Council Tax band taking into account the multipliers, discounts, exemptions, rate of collection and Council Tax Support:-

- a) for the whole Council area as 40,959 (Item T in the formula in Section 31B of the Local Government Finance Act 1992) being calculated by the Council, in accordance with Regulation 3 of The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as its Council Tax base for the year;
- b)

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Alby With Thwaite	98.01	Little Barningham	50.09
Aldborough and Thurgarton	236.15	Little Snoring	231.53
Antingham	119.30	Ludham	504.74
Ashmanhaugh	67.94	Matlaske	63.66
Aylmerton	214.94	Melton Constable	211.20

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Baconsthorpe	83.85	Morston	58.50
Bacton	517.67	Mundesley	1,165.67
Barsham	98.70	Neatishead	236.09
Barton Turf	239.54	North Walsham	4,131.54
Beckham East/West	115.40	Northrepps	401.81
Beeston Regis	394.22	Overstrand	466.13
Binham	187.89	Paston	95.73
Blakeney	551.27	Plumstead	49.60
Bodham	171.07	Potter Heigham	415.43
Briningham	65.24	Pudding Norton	76.16
Brinton	122.75	Raynham	165.17
Briston	867.35	Roughton	342.55
Brumstead	24.65	Runton (East & West)	722.11
Catfield	326.33	Ryburgh	233.84
Cley	329.08	Salthouse	122.98
Colby	190.48	Scottow	293.73
Corpusty and Saxthorpe	282.28	Sculthorpe	278.61
Cromer	3,018.76	Sea Palling	207.49
Dilham	146.73	Sheringham	3,162.87
Dunton	54.35	Sidestrand	44.85
East Ruston	190.18	Skeyton	90.09
Edgefield	208.01	Sloley	96.76
Erpingham	256.51	Smallburgh	190.65
Fakenham	2,620.74	Southrepps	336.61
Felbrigg	78.80	Stalham	1,153.64
Felmingham	194.04	Stibbard	140.38
Field Dalling	139.01	Stiffkey	132.36
Fulmodeston	180.48	Stody	91.32
Gimingham	146.42	Suffield	60.59
Great Snoring	85.26	Sustead	90.19
Gresham	168.22	Sutton	392.14
Gunthorpe	152.01	Swafield	114.25
Hanworth	97.02	Swanton Abbott	147.81
Happisburgh	308.16	Swanton Novers	86.33
Helhoughton	148.58	Tattersett	279.58
Hempstead	75.83	Thornage	93.64
Hempton	187.51	Thorpe Market	119.76
Hickling	418.57	Thurning	33.78
High Kelling	304.33	Thursford	109.18
Hindolveston	209.78	Trimingham	139.28
Hindringham	235.87	Trunch	364.32
Holkham	83.16	Tunstead	261.56
Holt	1,814.38	Upper Sheringham	105.83
Honing	123.75	Walcott	218.34
Horning	599.95	Walsingham	360.72
Horsey	32.05	Warham	92.94

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Hoveton	837.69	Wells-Next-The-Sea	1,141.25
Ingham	154.88	Westwick	29.80
Ingworth	40.69	Weybourne	333.89
Itteringham	63.16	Wickmere	58.31
Kelling	99.20	Wighton	109.40
Kettlestone	93.06	Witton	130.58
Knapton	157.71	Wiveton	81.48
Langham	221.85	Wood Norton	107.04
Lessingham	228.73	Worstead	322.40
Letheringsett With Glandford	131.18		

being the amounts calculated by the Council, in accordance with Regulation 6 of The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items (parish precepts) may relate.

4.6 That the following amounts be now **CALCULATED** by the Council for the year 2021/22 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992 and the relevant regulations and directions as follows:-

- a) £55,541,459 being the aggregate of the amounts which the Council estimates for the expenditure items set out in Section 31A(2) of the Act.
- b) £46,671,454 being the aggregate of the amounts which the Council estimates for the income items set out in Section 31A(3) of the Act.
- c) £8,870,005 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- d) £216.55 being the amount at (c) above divided by the amount at 4.5(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- e) £2,573,788 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act.
- f) £153.72 being the amount at (d) above less the result given by dividing the amount at (e) above by the amount at 4.5 (a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item (Parish precept) relates.

g)

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Alby with Thwaite	184.32	Letheringsett with Glandford	168.96
Aldborough and Thurgarton	194.37	Little Barningham	170.68

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Antingham	183.05	Little Snoring	193.88
Ashmanhaugh	212.62	Ludham	172.93
Aylmerton	186.75	Matlaske	161.57
Baconsthorpe	219.31	Melton Constable	222.42
Bacton	186.55	Mundesley	199.18
Barsham	177.78	Neatishead	188.74
Barton Turf	182.94	North Walsham	257.38
Beckham East/West	181.88	Northrepps	195.65
Beeston Regis	185.42	Overstrand	215.93
Binham	186.71	Paston	221.24
Blakeney	231.72	Plumstead	209.16
Bodham	203.40	Potter Heigham	189.82
Briningham	176.71	Pudding Norton	219.37
Brinton	178.15	Raynham	193.29
Briston	214.37	Roughton	182.91
Catfield	190.49	Runton (East & West)	174.90
Cley	195.69	Ryburgh	198.17
Colby	237.89	Salthouse	195.19
Corpusty and Saxthorpe	216.48	Scottow	201.38
Cromer	247.65	Sculthorpe	182.73
Dilham	187.79	Sea Palling	220.74
East Ruston	186.58	Sheringham	261.89
Edgefield	185.56	Sidestrand	187.16
Erpingham	197.38	Skeyton	165.93
Fakenham	234.36	Sloley	184.95
Felbrigg	195.59	Smallburgh	183.72
Felmingham	163.25	Southrepps	203.48
Field Dalling	184.76	Stalham	241.69
Fulmodeston	197.23	Stibbard	194.17
Gimingham	204.94	Stiffkey	192.94
Great Snoring	212.36	Stody	202.99
Gresham	198.30	Suffield	178.47
Gunthorpe	166.87	Sustead	183.98
Hanworth	177.42	Sutton	194.52
Happisburgh	168.15	Swafeld	201.86
Helhoughton	190.53	Swanton Abbott	194.31
Hempstead	193.06	Swanton Novers	250.15
Hempton	249.71	Tattersett	165.14
Hickling	175.48	Thornage	181.17
High Kelling	175.01	Thorpe Market	203.82
Hindolveston	213.90	Thursford	192.18
Hindringham	187.55	Trimingham	233.35
Holkham	189.79	Trunch	210.87

PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE	PART OF THE COUNCIL'S AREA	COUNCIL TAX BASE
Holt	230.48	Tunstead	178.57
Honing	171.49	Upper Sheringham	201.73
Horning	185.83	Walcott	192.80
Horsey	185.85	Walsingham	220.25
Hoveton	220.94	Warham	218.27
Ingham	170.50	Wells-next-the-Sea	223.81
Ingworth	223.27	Weybourne	209.78
Itteringham	194.88	Wickmere	213.74
Kelling	192.02	Wighton	190.28
Kettlestone	195.62	Witton	180.79
Knapton	193.34	Wiveton	202.81
Langham	197.10	Wood Norton	182.07
Lessingham	171.20	Worstead	179.89

being the amounts given by adding to the amount at 4.6(f) above to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 4.5(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h)

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Alby with Thwaite	122.88	143.36	163.84	184.32	225.29	266.25	307.21	368.65
Aldborough and Thurgarton	129.58	151.17	172.77	194.37	237.56	280.75	323.95	388.74
Antingham	122.03	142.37	162.71	183.05	223.73	264.41	305.09	366.11
Ashmanhaugh	141.74	165.37	188.99	212.62	259.87	307.12	354.37	425.24
Aylmerton	124.50	145.25	166.00	186.75	228.25	269.75	311.25	373.50
Baconsthorpe	146.20	170.57	194.94	219.31	268.04	316.78	365.52	438.62
Bacton	124.37	145.10	165.83	186.55	228.01	269.47	310.93	373.11
Barsham	118.52	138.27	158.02	177.78	217.29	256.79	296.30	355.56
Barton Turf	121.96	142.28	162.61	182.94	223.59	264.25	304.90	365.88
Beckham East/West	121.25	141.46	161.67	181.88	222.30	262.71	303.13	363.76
Beeston Regis	123.61	144.22	164.82	185.42	226.63	267.84	309.04	370.85
Binham	124.47	145.22	165.97	186.71	228.21	269.70	311.19	373.43
Blakeney	154.48	180.22	205.97	231.72	283.21	334.70	386.20	463.44
Bodham	135.60	158.20	180.80	203.40	248.60	293.81	339.01	406.81
Briningham	117.80	137.44	157.07	176.71	215.98	255.25	294.52	353.42
Brinton	118.77	138.56	158.36	178.15	217.75	257.34	296.93	356.31
Briston	142.91	166.73	190.55	214.37	262.01	309.65	357.29	428.75
Catfield	126.99	148.16	169.32	190.49	232.82	275.15	317.48	380.98
Cley	130.46	152.20	173.95	195.69	239.18	282.67	326.16	391.39

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Colby	158.59	185.03	211.46	237.89	290.76	343.62	396.49	475.79
Corpusty and Saxthorpe	144.32	168.37	192.42	216.48	264.58	312.69	360.80	432.96
Cromer	165.10	192.62	220.13	247.65	302.69	357.72	412.76	495.31
Dilham	125.19	146.06	166.92	187.79	229.52	271.26	312.99	375.59
East Ruston	124.38	145.12	165.85	186.58	228.04	269.50	310.97	373.16
Edgefield	123.71	144.33	164.95	185.56	226.80	268.04	309.28	371.13
Erpingham	131.58	153.52	175.45	197.38	241.24	285.10	328.97	394.76
Fakenham	156.24	182.28	208.32	234.36	286.44	338.52	390.60	468.73
Felbrigg	130.39	152.13	173.86	195.59	239.06	282.53	325.99	391.19
Felmingham	108.83	126.97	145.11	163.25	199.53	235.81	272.09	326.50
Field Dalling	123.17	143.70	164.23	184.76	225.81	266.87	307.93	369.52
Fulmodeston	131.48	153.40	175.31	197.23	241.06	284.89	328.71	394.46
Gimingham	136.62	159.39	182.17	204.94	250.48	296.02	341.57	409.88
Great Snoring	141.57	165.17	188.76	212.36	259.55	306.74	353.94	424.72
Gresham	132.20	154.23	176.27	198.30	242.37	286.43	330.50	396.60
Gunthorpe	111.25	129.79	148.33	166.87	203.96	241.04	278.12	333.75
Hanworth	118.28	137.99	157.71	177.42	216.85	256.28	295.71	354.85
Happisburgh	112.10	130.78	149.47	168.15	205.52	242.88	280.25	336.30
Helhoughton	127.02	148.19	169.36	190.53	232.87	275.21	317.55	381.07
Hempstead	128.70	150.16	171.61	193.06	235.96	278.87	321.77	386.12
Hempton	166.47	194.22	221.96	249.71	305.20	360.69	416.19	499.42
Hickling	116.99	136.49	155.99	175.48	214.48	253.48	292.48	350.97
High Kelling	116.67	136.12	155.57	175.01	213.91	252.80	291.69	350.03
Hindolveston	142.60	166.36	190.13	213.90	261.43	308.96	356.50	427.80
Hindringham	125.03	145.87	166.71	187.55	229.23	270.90	312.58	375.10
Holkham	126.53	147.61	168.70	189.79	231.97	274.14	316.32	379.59
Holt	153.65	179.26	204.87	230.48	281.69	332.91	384.13	460.96
Honing	114.33	133.38	152.44	171.49	209.60	247.71	285.82	342.99
Horning	123.88	144.53	165.18	185.83	227.12	268.42	309.71	371.66
Horsey	123.90	144.55	165.20	185.85	227.15	268.46	309.76	371.71
Hoveton	147.29	171.84	196.39	220.94	270.04	319.14	368.24	441.89
Ingham	113.67	132.61	151.56	170.50	208.39	246.28	284.17	341.01
Ingworth	148.84	173.65	198.46	223.27	272.88	322.50	372.11	446.54
Itteringham	129.92	151.57	173.23	194.88	238.19	281.50	324.80	389.77
Kelling	128.01	149.35	170.69	192.02	234.69	277.37	320.04	384.05
Kettlestone	130.41	152.15	173.89	195.62	239.10	282.57	326.04	391.25
Knapton	128.89	150.38	171.86	193.34	236.31	279.28	322.24	386.69
Langham	131.40	153.30	175.20	197.10	240.91	284.71	328.51	394.21
Lessingham	114.13	133.16	152.18	171.20	209.25	247.30	285.34	342.41
Letheringsett with Glandford	112.64	131.41	150.19	168.96	206.51	244.06	281.61	337.93
Little Barningham	113.79	132.75	151.72	170.68	208.62	246.55	284.48	341.37
Little Snoring	129.25	150.80	172.34	193.88	236.97	280.05	323.14	387.77
Ludham	115.28	134.50	153.71	172.93	211.36	249.79	288.21	345.86
Matlaske	107.71	125.66	143.62	161.57	197.47	233.38	269.29	323.14

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Melton Constable	148.28	172.99	197.70	222.42	271.84	321.27	370.70	444.84
Mundesley	132.79	154.92	177.05	199.18	243.45	287.71	331.97	398.37
Neatishead	125.82	146.80	167.77	188.74	230.68	272.63	314.57	377.48
North Walsham	171.59	200.18	228.78	257.38	314.58	371.77	428.97	514.77
Northrepps	130.43	152.17	173.91	195.65	239.13	282.60	326.08	391.30
Overstrand	143.95	167.94	191.94	215.93	263.91	311.90	359.89	431.86
Paston	147.49	172.07	196.66	221.24	270.40	319.57	368.73	442.48
Plumstead	139.44	162.68	185.92	209.16	255.64	302.12	348.60	418.32
Potter Heigham	126.55	147.64	168.73	189.82	232.01	274.19	316.37	379.65
Pudding Norton	146.24	170.62	194.99	219.37	268.12	316.86	365.61	438.74
Raynham	128.86	150.33	171.81	193.29	236.24	279.19	322.15	386.58
Roughton	121.94	142.26	162.58	182.91	223.56	264.20	304.85	365.82
Runton	116.60	136.03	155.47	174.90	213.77	252.64	291.51	349.81
Ryburgh	132.11	154.13	176.15	198.17	242.21	286.25	330.28	396.34
Salthouse	130.12	151.81	173.50	195.19	238.56	281.94	325.31	390.38
Scottow	134.25	156.63	179.00	201.38	246.13	290.88	335.63	402.76
Sculthorpe	121.82	142.13	162.43	182.73	223.34	263.95	304.56	365.47
Sea Palling	147.16	171.69	196.22	220.74	269.80	318.86	367.91	441.49
Sheringham	174.59	203.69	232.79	261.89	320.09	378.28	436.48	523.78
Sidestrand	124.77	145.57	166.36	187.16	228.75	270.34	311.94	374.32
Skeyton	110.62	129.05	147.49	165.93	202.80	239.67	276.55	331.86
Sloley	123.30	143.85	164.40	184.95	226.05	267.15	308.25	369.90
Smallburgh	122.48	142.89	163.30	183.72	224.54	265.37	306.20	367.44
Southrepps	135.65	158.26	180.87	203.48	248.69	293.91	339.13	406.96
Stalham	161.12	187.98	214.83	241.69	295.40	349.11	402.82	483.38
Stibbard	129.44	151.02	172.59	194.17	237.32	280.47	323.62	388.34
Stiffkey	128.63	150.06	171.50	192.94	235.82	278.70	321.57	385.89
Stody	135.33	157.88	180.44	202.99	248.10	293.21	338.32	405.99
Suffield	118.98	138.81	158.64	178.47	218.13	257.79	297.46	356.95
Sustead	122.65	143.10	163.54	183.98	224.87	265.76	306.64	367.97
Sutton	129.68	151.29	172.90	194.52	237.74	280.97	324.20	389.04
Swafield	134.57	157.00	179.43	201.86	246.71	291.57	336.43	403.72
Swanton Abbott	129.54	151.13	172.72	194.31	237.49	280.67	323.85	388.62
Swanton Novers	166.76	194.56	222.35	250.15	305.74	361.33	416.92	500.30
Tattersett	110.09	128.44	146.79	165.14	201.84	238.54	275.24	330.28
Thornage	120.78	140.91	161.04	181.17	221.44	261.70	301.96	362.35
Thorpe Market	135.88	158.52	181.17	203.82	249.11	294.40	339.70	407.64
Thursford	128.12	149.47	170.83	192.18	234.89	277.60	320.31	384.37
Trimingham	155.57	181.50	207.42	233.35	285.21	337.07	388.93	466.71
Trunch	140.58	164.01	187.44	210.87	257.73	304.59	351.45	421.74
Tunstead	119.04	138.88	158.72	178.57	218.25	257.93	297.61	357.14
Upper Sheringham	134.48	156.90	179.31	201.73	246.55	291.38	336.21	403.46
Walcott	128.53	149.96	171.38	192.80	235.65	278.49	321.34	385.61
Walsingham	146.83	171.30	195.78	220.25	269.19	318.14	367.08	440.50
Warham	145.51	169.77	194.02	218.27	266.78	315.29	363.79	436.55

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Wells-next-the-Sea	149.21	174.08	198.94	223.81	273.55	323.29	373.03	447.63
Weybourne	139.85	163.16	186.47	209.78	256.40	303.02	349.64	419.57
Wickmere	142.49	166.24	189.99	213.74	261.24	308.74	356.24	427.48
Wighton	126.85	147.99	169.14	190.28	232.56	274.85	317.13	380.56
Witton	120.52	140.61	160.70	180.79	220.96	261.14	301.31	361.58
Wiveton	135.20	157.74	180.27	202.81	247.88	292.95	338.01	405.62
Wood Norton	121.38	141.61	161.84	182.07	222.53	262.99	303.45	364.14
Worstead	119.93	139.92	159.90	179.89	219.87	259.85	299.83	359.79
All Other Parts of the Council's Area	102.48	119.56	136.64	153.72	187.88	222.04	256.20	307.44

being the amounts given by multiplying (as appropriate) the amounts at 4.6(f) or 4.6(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 4.7 That it be **NOTED** that for the year 2021/22 the Norfolk County Council and the Office of the Police & Crime Commissioner for Norfolk have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Norfolk County Council	981.96	1,145.62	1,309.28	1,472.94	1,800.26	2,127.58	2,454.90	2,945.88
Norfolk Police and Crime Commissioner	185.34	216.23	247.12	278.01	339.79	401.57	463.35	556.02

- 4.8 That, having calculated the aggregate in each case of the amounts at 4.6(h) and 4.7 above, the Council, in accordance with Section 30 and 36 of the Local Government Finance Act 1992, **HEREBY SETS** the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:-

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Alby with Thwaite	1,290.18	1,505.21	1,720.24	1,935.27	2,365.34	2,795.40	3,225.46	3,870.55
Aldborough and Thurgarton	1,296.88	1,513.02	1,729.17	1,945.32	2,377.61	2,809.90	3,242.20	3,890.64
Antingham	1,289.33	1,504.22	1,719.11	1,934.00	2,363.78	2,793.56	3,223.34	3,868.01
Ashmanhaugh	1,309.04	1,527.22	1,745.39	1,963.57	2,399.92	2,836.27	3,272.62	3,927.14
Aylmerton	1,291.80	1,507.10	1,722.40	1,937.70	2,368.30	2,798.90	3,229.50	3,875.40

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Baconsthorpe	1,313.50	1,532.42	1,751.34	1,970.26	2,408.09	2,845.93	3,283.77	3,940.52
Bacton	1,291.67	1,506.95	1,722.23	1,937.50	2,368.06	2,798.62	3,229.18	3,875.01
Barsham	1,285.82	1,500.12	1,714.42	1,928.73	2,357.34	2,785.94	3,214.55	3,857.46
Barton Turf	1,289.26	1,504.13	1,719.01	1,933.89	2,363.64	2,793.40	3,223.15	3,867.78
Beckham East/West	1,288.55	1,503.31	1,718.07	1,932.83	2,362.35	2,791.86	3,221.38	3,865.66
Beeston Regis	1,290.91	1,506.07	1,721.22	1,936.37	2,366.68	2,796.99	3,227.29	3,872.75
Binham	1,291.77	1,507.07	1,722.37	1,937.66	2,368.26	2,798.85	3,229.44	3,875.33
Blakeney	1,321.78	1,542.07	1,762.37	1,982.67	2,423.26	2,863.85	3,304.45	3,965.34
Bodham	1,302.90	1,520.05	1,737.20	1,954.35	2,388.65	2,822.96	3,257.26	3,908.71
Briningham	1,285.10	1,499.29	1,713.47	1,927.66	2,356.03	2,784.40	3,212.77	3,855.32
Brinton	1,286.07	1,500.41	1,714.76	1,929.10	2,357.80	2,786.49	3,215.18	3,858.21
Briston	1,310.21	1,528.58	1,746.95	1,965.32	2,402.06	2,838.80	3,275.54	3,930.65
Catfield	1,294.29	1,510.01	1,725.72	1,941.44	2,372.87	2,804.30	3,235.73	3,882.88
Cley	1,297.76	1,514.05	1,730.35	1,946.64	2,379.23	2,811.82	3,244.41	3,893.29
Colby	1,325.89	1,546.88	1,767.86	1,988.84	2,430.81	2,872.77	3,314.74	3,977.69
Corpusty and Saxthorpe	1,311.62	1,530.22	1,748.82	1,967.43	2,404.63	2,841.84	3,279.05	3,934.86
Cromer	1,332.40	1,554.47	1,776.53	1,998.60	2,442.74	2,886.87	3,331.01	3,997.21
Dilham	1,292.49	1,507.91	1,723.32	1,938.74	2,369.57	2,800.41	3,231.24	3,877.49
East Ruston	1,291.68	1,506.97	1,722.25	1,937.53	2,368.09	2,798.65	3,229.22	3,875.06
Edgefield	1,291.01	1,506.18	1,721.35	1,936.51	2,366.85	2,797.19	3,227.53	3,873.03
Erpingham	1,298.88	1,515.37	1,731.85	1,948.33	2,381.29	2,814.25	3,247.22	3,896.66
Fakenham	1,323.54	1,544.13	1,764.72	1,985.31	2,426.49	2,867.67	3,308.85	3,970.63
Felbrigg	1,297.69	1,513.98	1,730.26	1,946.54	2,379.11	2,811.68	3,244.24	3,893.09
Felmingham	1,276.13	1,488.82	1,701.51	1,914.20	2,339.58	2,764.96	3,190.34	3,828.40
Field Dalling	1,290.47	1,505.55	1,720.63	1,935.71	2,365.86	2,796.02	3,226.18	3,871.42
Fulmodeston	1,298.78	1,515.25	1,731.71	1,948.18	2,381.11	2,814.04	3,246.96	3,896.36
Gimingham	1,303.92	1,521.24	1,738.57	1,955.89	2,390.53	2,825.17	3,259.82	3,911.78
Great Snoring	1,308.87	1,527.02	1,745.16	1,963.31	2,399.60	2,835.89	3,272.19	3,926.62
Gresham	1,299.50	1,516.08	1,732.67	1,949.25	2,382.42	2,815.58	3,248.75	3,898.50
Gunthorpe	1,278.55	1,491.64	1,704.73	1,917.82	2,344.01	2,770.19	3,196.37	3,835.65
Hanworth	1,285.58	1,499.84	1,714.11	1,928.37	2,356.90	2,785.43	3,213.96	3,856.75
Happisburgh	1,279.40	1,492.63	1,705.87	1,919.10	2,345.57	2,772.03	3,198.50	3,838.20
Helhoughton	1,294.32	1,510.04	1,725.76	1,941.48	2,372.92	2,804.36	3,235.80	3,882.97
Hempstead	1,296.00	1,512.01	1,728.01	1,944.01	2,376.01	2,808.02	3,240.02	3,888.02
Hempton	1,333.77	1,556.07	1,778.36	2,000.66	2,445.25	2,889.84	3,334.44	4,001.32
Hickling	1,284.29	1,498.34	1,712.39	1,926.43	2,354.53	2,782.63	3,210.73	3,852.87
High Kelling	1,283.97	1,497.97	1,711.97	1,925.96	2,353.96	2,781.95	3,209.94	3,851.93
Hindolveston	1,309.90	1,528.21	1,746.53	1,964.85	2,401.48	2,838.11	3,274.75	3,929.70
Hindringham	1,292.33	1,507.72	1,723.11	1,938.50	2,369.28	2,800.05	3,230.83	3,877.00
Holkham	1,293.83	1,509.46	1,725.10	1,940.74	2,372.02	2,803.29	3,234.57	3,881.49
Holt	1,320.95	1,541.11	1,761.27	1,981.43	2,421.74	2,862.06	3,302.38	3,962.86
Honing	1,281.63	1,495.23	1,708.84	1,922.44	2,349.65	2,776.86	3,204.07	3,844.89

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Horning	1,291.18	1,506.38	1,721.58	1,936.78	2,367.17	2,797.57	3,227.96	3,873.56
Horseley	1,291.20	1,506.40	1,721.60	1,936.80	2,367.20	2,797.61	3,228.01	3,873.61
Hoveton	1,314.59	1,533.69	1,752.79	1,971.89	2,410.09	2,848.29	3,286.49	3,943.79
Ingham	1,280.97	1,494.46	1,707.96	1,921.45	2,348.44	2,775.43	3,202.42	3,842.91
Ingworth	1,316.14	1,535.50	1,754.86	1,974.22	2,412.93	2,851.65	3,290.36	3,948.44
Itteringham	1,297.22	1,513.42	1,729.63	1,945.83	2,378.24	2,810.65	3,243.05	3,891.67
Kelling	1,295.31	1,511.20	1,727.09	1,942.97	2,374.74	2,806.52	3,238.29	3,885.95
Kettlestone	1,297.71	1,514.00	1,730.29	1,946.57	2,379.15	2,811.72	3,244.29	3,893.15
Knapton	1,296.19	1,512.23	1,728.26	1,944.29	2,376.36	2,808.43	3,240.49	3,888.59
Langham	1,298.70	1,515.15	1,731.60	1,948.05	2,380.96	2,813.86	3,246.76	3,896.11
Lessingham	1,281.43	1,495.01	1,708.58	1,922.15	2,349.30	2,776.45	3,203.59	3,844.31
Letheringsett with Glandford	1,279.94	1,493.26	1,706.59	1,919.91	2,346.56	2,773.21	3,199.86	3,839.83
Little Barningham	1,281.09	1,494.60	1,708.12	1,921.63	2,348.67	2,775.70	3,202.73	3,843.27
Little Snoring	1,296.55	1,512.65	1,728.74	1,944.83	2,377.02	2,809.20	3,241.39	3,889.67
Ludham	1,282.58	1,496.35	1,710.11	1,923.88	2,351.41	2,778.94	3,206.46	3,847.76
Matlaske	1,275.01	1,487.51	1,700.02	1,912.52	2,337.52	2,762.53	3,187.54	3,825.04
Melton Constable	1,315.58	1,534.84	1,754.10	1,973.37	2,411.89	2,850.42	3,288.95	3,946.74
Mundesley	1,300.09	1,516.77	1,733.45	1,950.13	2,383.50	2,816.86	3,250.22	3,900.27
Neatishead	1,293.12	1,508.65	1,724.17	1,939.69	2,370.73	2,801.78	3,232.82	3,879.38
North Walsham	1,338.89	1,562.03	1,785.18	2,008.33	2,454.63	2,900.92	3,347.22	4,016.67
Northrepps	1,297.73	1,514.02	1,730.31	1,946.60	2,379.18	2,811.75	3,244.33	3,893.20
Overstrand	1,311.25	1,529.79	1,748.34	1,966.88	2,403.96	2,841.05	3,278.14	3,933.76
Paston	1,314.79	1,533.92	1,753.06	1,972.19	2,410.45	2,848.72	3,286.98	3,944.38
Plumstead	1,306.74	1,524.53	1,742.32	1,960.11	2,395.69	2,831.27	3,266.85	3,920.22
Potter Heigham	1,293.85	1,509.49	1,725.13	1,940.77	2,372.06	2,803.34	3,234.62	3,881.55
Pudding Norton	1,313.54	1,532.47	1,751.39	1,970.32	2,408.17	2,846.01	3,283.86	3,940.64
Raynham	1,296.16	1,512.18	1,728.21	1,944.24	2,376.29	2,808.34	3,240.40	3,888.48
Roughton	1,289.24	1,504.11	1,718.98	1,933.86	2,363.61	2,793.35	3,223.10	3,867.72
Runton	1,283.90	1,497.88	1,711.87	1,925.85	2,353.82	2,781.79	3,209.76	3,851.71
Ryburgh	1,299.41	1,515.98	1,732.55	1,949.12	2,382.26	2,815.40	3,248.53	3,898.24
Salhouse	1,297.42	1,513.66	1,729.90	1,946.14	2,378.61	2,811.09	3,243.56	3,892.28
Scottow	1,301.55	1,518.48	1,735.40	1,952.33	2,386.18	2,820.03	3,253.88	3,904.66
Sculthorpe	1,289.12	1,503.98	1,718.83	1,933.68	2,363.39	2,793.10	3,222.81	3,867.37
Sea Palling	1,314.46	1,533.54	1,752.62	1,971.69	2,409.85	2,848.01	3,286.16	3,943.39
Sheringham	1,341.89	1,565.54	1,789.19	2,012.84	2,460.14	2,907.43	3,354.73	4,025.68
Sidestrand	1,292.07	1,507.42	1,722.76	1,938.11	2,368.80	2,799.49	3,230.19	3,876.22
Skeyton	1,277.92	1,490.90	1,703.89	1,916.88	2,342.85	2,768.82	3,194.80	3,833.76
Sloley	1,290.60	1,505.70	1,720.80	1,935.90	2,366.10	2,796.30	3,226.50	3,871.80
Smallburgh	1,289.78	1,504.74	1,719.70	1,934.67	2,364.59	2,794.52	3,224.45	3,869.34

PART OF THE COUNCIL'S AREA	VALUATION BANDS							
	A	B	C	D	E	F	G	H
Southrepps	1,302.95	1,520.11	1,737.27	1,954.43	2,388.74	2,823.06	3,257.38	3,908.86
Stalham	1,328.42	1,549.83	1,771.23	1,992.64	2,435.45	2,878.26	3,321.07	3,985.28
Stibbard	1,296.74	1,512.87	1,728.99	1,945.12	2,377.37	2,809.62	3,241.87	3,890.24
Stiffkey	1,295.93	1,511.91	1,727.90	1,943.89	2,375.87	2,807.85	3,239.82	3,887.79
Stody	1,302.63	1,519.73	1,736.84	1,953.94	2,388.15	2,822.36	3,256.57	3,907.89
Suffield	1,286.28	1,500.66	1,715.04	1,929.42	2,358.18	2,786.94	3,215.71	3,858.85
Sustead	1,289.95	1,504.95	1,719.94	1,934.93	2,364.92	2,794.91	3,224.89	3,869.87
Sutton	1,296.98	1,513.14	1,729.30	1,945.47	2,377.79	2,810.12	3,242.45	3,890.94
Swafield	1,301.87	1,518.85	1,735.83	1,952.81	2,386.76	2,820.72	3,254.68	3,905.62
Swanton Abbott	1,296.84	1,512.98	1,729.12	1,945.26	2,377.54	2,809.82	3,242.10	3,890.52
Swanton Novers	1,334.06	1,556.41	1,778.75	2,001.10	2,445.79	2,890.48	3,335.17	4,002.20
Tattersett	1,277.39	1,490.29	1,703.19	1,916.09	2,341.89	2,767.69	3,193.49	3,832.18
Thornage	1,288.08	1,502.76	1,717.44	1,932.12	2,361.49	2,790.85	3,220.21	3,864.25
Thorpe Market	1,303.18	1,520.37	1,737.57	1,954.77	2,389.16	2,823.55	3,257.95	3,909.54
Thursford	1,295.42	1,511.32	1,727.23	1,943.13	2,374.94	2,806.75	3,238.56	3,886.27
Trimingham	1,322.87	1,543.35	1,763.82	1,984.30	2,425.26	2,866.22	3,307.18	3,968.61
Trunch	1,307.88	1,525.86	1,743.84	1,961.82	2,397.78	2,833.74	3,269.70	3,923.64
Tunstead	1,286.34	1,500.73	1,715.12	1,929.52	2,358.30	2,787.08	3,215.86	3,859.04
Upper Sheringham	1,301.78	1,518.75	1,735.71	1,952.68	2,386.60	2,820.53	3,254.46	3,905.36
Walcott	1,295.83	1,511.81	1,727.78	1,943.75	2,375.70	2,807.64	3,239.59	3,887.51
Walsingham	1,314.13	1,533.15	1,752.18	1,971.20	2,409.24	2,847.29	3,285.33	3,942.40
Warham	1,312.81	1,531.62	1,750.42	1,969.22	2,406.83	2,844.44	3,282.04	3,938.45
Wells-next-the-Sea	1,316.51	1,535.93	1,755.34	1,974.76	2,413.60	2,852.44	3,291.28	3,949.53
Weybourne	1,307.15	1,525.01	1,742.87	1,960.73	2,396.45	2,832.17	3,267.89	3,921.47
Wickmere	1,309.79	1,528.09	1,746.39	1,964.69	2,401.29	2,837.89	3,274.49	3,929.38
Wighton	1,294.15	1,509.84	1,725.54	1,941.23	2,372.61	2,804.00	3,235.38	3,882.46
Witton	1,287.82	1,502.46	1,717.10	1,931.74	2,361.01	2,790.29	3,219.56	3,863.48
Wiveton	1,302.50	1,519.59	1,736.67	1,953.76	2,387.93	2,822.10	3,256.26	3,907.52
Wood Norton	1,288.68	1,503.46	1,718.24	1,933.02	2,362.58	2,792.14	3,221.70	3,866.04
Worstead	1,287.23	1,501.77	1,716.30	1,930.84	2,359.92	2,789.00	3,218.08	3,861.69
All Other Parts of the Council's Area	1,269.78	1,481.41	1,693.04	1,904.67	2,327.93	2,751.19	3,174.45	3,809.34

4.9 Excessiveness Determination

- 4.9.1 The Council's basic amount of council tax as calculated in paragraph 4.6 (f) above is the same as the relevant basic amount of council tax for 2020/21, this is less than the £5.00 increase which would require a referendum to be held.

4.9.2 The Council has determined that its relevant basic amount of Council Tax for 2021/22 is **not** excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. As the billing authority, the Council has **not** been notified by a major precepting authority that its relevant basic amount of Council Tax for 2021/22 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992.