

# Cabinet



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Friday, 5 March 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held remotely via Zoom on **Monday, 15 March 2021 at 10.00 am.**

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

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

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

*Public speaking:* If you wish to speak on an agenda item, please email [emma.denny@northnorfolk.gov.uk](mailto: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:** Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr G Hayman, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires and Mr J Toye

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



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

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

- 1. TO RECEIVE APOLOGIES FOR ABSENCE**
- 2. MINUTES** 1 - 16

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 01 February 2021 and the Special Meeting of Cabinet held on 23<sup>rd</sup> February 2021
- 3. PUBLIC QUESTIONS AND STATEMENTS**

To receive questions and statements from the public, if any.
- 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. DECLARATIONS OF INTEREST** 17 - 18

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. Members are requested to refer to the attached guidance and flowchart.
- 6. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any
- 7. RECOMMENDATIONS FROM CABINET WORKING PARTIES** 19 - 20

To receive recommendations from the Planning Policy & Built Heritage Working Party meeting held on 22 February 2021 (attached)
- 8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules
- 9. BUDGET MONITORING 2020/21 PERIOD10** 21 - 60

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2021. The report also provides an update on the financial impact of Covid-19 on the Council's Financial position.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2021 shows an £8,443,191 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £164,729 which, as per the previous COVID update, is to be funded from the General Fund reserve if required.

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

- 1) note the contents of the report and the current budget monitoring position;**
- 2) agree to fund any deficit from the General Fund reserve at the year-end if required**
- 3) Approve the capital programme funding as identified from reserves.**

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

Cabinet Member(s) Ward(s) affected  
Cllr Eric Seward  
Contact Officer, telephone number and email:  
Duncan Ellis, 01263 516330, [Duncan.ellis@north-norfolk.gov.uk](mailto:Duncan.ellis@north-norfolk.gov.uk)

## **10. PROJECT GOVERNANCE & MANAGEMENT FRAMEWORK**

61 - 70

Summary: This report seeks to outline new project governance and management processes. The proposal seeks to satisfy recommendations made within recent audit reports and reflect responsibilities of various officers within the new management structure.

Options considered: Various options for improvements to Project Management and governance were considered as part of the proposal to form a Corporate Delivery Unit (CDU). These proposals were discussed by the Senior Leadership Team and Cabinet whose comments and steer have culminated in this paper.

Conclusions: The proposals provide a robust framework for improved project management across the Council and aim to satisfy recent audit recommendations. Supported by clear

governance and reporting processes the proposal offers a solid foundation for moving forward, whilst also providing flexibility to refine and improve further as the process evolves. Training will be provided to officers and members on the process once approved.

**Recommendations:**

- 1. To approve the project management and governance processes detailed within this report.**
- 2. To agree to establish a Cabinet Working Party to oversee key projects that form the delivery of the Corporate Plan, making recommendations to Cabinet as and when required and to agree the Terms of Reference for the Working Party as outlined on page 5 of the report**
- 3. That the North Walsham Heritage Action Zone Working Party be dissolved, with oversight of the project now being undertaken by the Cabinet Working Party for Key projects**

Reasons for Recommendations:

The Council recognises the need to improve and formalise Project Management practice across the Council. The proposal will satisfy Audit recommendations NN2001 Project Management.

Cabinet Member(s) Sarah Butikofer	Ward(s) affected Potentially All
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Contact Officer, telephone number and email:  
Steve Blatch, Chief Executive

[Tel:- 01263 516232](tel:01263516232); Email:- [steve.blatch@north-norfolk.gov.uk](mailto:steve.blatch@north-norfolk.gov.uk)

**11. PURCHASE OF FURTHER TEMPORARY ACCOMMODATION UNITS - USING UNDERSPENDS**

71 - 78

Summary:

This report seeks support to use £546,270 of underspends from other housing related budgets in the 2020/21 Capital Programme to be used to fund purchase of further properties to be used as Temporary Accommodation for homeless households.

Options considered:	Do not use this underspend for purchase of Temporary Accommodation but instead carry the funding forward (in the case of Disabled Facilities Grant budget) or do not use this underspend for the purpose it was allocated (in the case of Next Steps Accommodation Programme budget).
Conclusions:	The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. Using housing related underspend to purchase further properties will enable the Council to provide quality, flexible homes for temporary accommodation. Use of Disabled Facilities Grant underspend from 2020/21 to purchase accessible homes is in line with the Council's agree Better Care Fund spending. Use of the 2020/21 underspend will not put additional pressure on the 2021/22 adaptations budget as sufficient funding is expected to meet demand. A longer term review of use Disabled Facilities Grant is planned to identify options for better ways of providing adapted homes.
Recommendations:	That Cabinet allocate £546,270 of budget in the 2020/21 capital programme to be used for future purchase of temporary accommodation. That Cabinet gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the specific properties within the overall re-allocated budget of £546,270 (with all purchases subject to an independent valuation and survey).
Reasons for Recommendations:	To provide authority for expenditure over £100,000.

**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)*

Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet, 2 March 2020 Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July
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2020  
Purchase of four units of Temporary / Move-on accommodation for  
Rough Sleepers – Purchase recommendations - Cabinet 7 December  
2020

Cabinet Member(s)                      Ward(s) affected:  
Cllr Greg Hayman                      District-wide

Contact Officer, telephone number and email:  
Nicky Debbage, Housing Strategy & Delivery Manager, 01263 516027,  
nicky.debbage@north-norfolk.gov.uk

## 12. MANAGING PERFORMANCE QUARTER 3 2020/2021

79 - 134

Summary:                      The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

Options considered:                      Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

Conclusions:                      With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4<sup>th</sup> January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 3 covering the period October to December 2020.

Recommendations:                      **To note this report, endorse the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance**

Reasons for  
Recommendations:                      To ensure the objectives of the Council are achieved.

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Bütikofer	All

Contact Officer, telephone number and email:

Steve Blatch, Chief Executive

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### **13. EXCLUSION OF PRESS AND PUBLIC**

To pass the following resolution:

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

### **14. PRIVATE BUSINESS**

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## CABINET

Minutes of the meeting of the Cabinet held on Monday, 1 February 2021 at the remotely via Zoom at 10.00 am

### Committee

#### Members Present:

Mrs A Fitch-Tillett  
Mr G Hayman  
Mr N Lloyd  
Miss L Shires

Ms V Gay  
Mr R Kershaw  
Mr E Seward  
Mr J Toye

#### Members also attending:

Mr H Blathwayt (Observer)  
Mr C Cushing (Observer)  
Mr N Pearce (Observer)  
Ms L Withington (Observer)

Mr A Brown (Observer)  
Mr N Dixon (Observer)  
Mr J Rest (Observer)

#### Officers in Attendance:

Chief Executive, Democratic Services and Governance Officer (Scrutiny), Cara Jordan, Democratic Services & Governance Officer (Regulatory), Housing Strategy and Delivery Manager, Communications & PR Manager and Chief Technical Accountant

#### Also in

#### attendance:

Press and Public

### 15 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr S Bütikofer.

### 16 MINUTES

Minutes of the meeting held on 5<sup>th</sup> December 2020 were approved as a correct record and signed by the Chairman.

### 17 PUBLIC QUESTIONS AND STATEMENTS

None received.

### 18 ITEMS OF URGENT BUSINESS

None received.

### 19 DECLARATIONS OF INTEREST

None declared.

### 20 MEMBERS' QUESTIONS

None received.

## 21 RECOMMENDATIONS FROM CABINET WORKING PARTIES

### NORTH WALSHAM HERITAGE ACTION ZONE WORKING PARTY – 9 TH DECEMBER 2020

Cllr R Kershaw introduced the recommendation and informed Members that it sought to assign Norfolk County Council as an identified partner, to assist in the design and delivery of the town centre placemaking and public realm improvement schemes. He added that it would provide significant support for implementing Traffic Regulation Orders, and would be a sensible and prudent step in moving the project forward.

The recommendation was seconded by Cllr V Gay.

#### **RESOLVED**

**That Norfolk County Council be contracted as a nominated partner to assist in the design and delivery of the North Walsham town centre place making and public realm improvement work.**

### PLANNING POLICY AND BUILT HERITAGE WORKING PARTY – 14TH DECEMBER 2020

Cllr J Toye introduced the recommendations and informed Members that they covered two months of PPBH Working Party meetings. He proposed to take the recommendations en bloc. Cllr A Fitch-Tillett seconded the recommendations and stated that she was pleased to see items 8 and 9 on landscape sensitivity and recreation avoidance. She stated that it was the Council's responsibility as the planning authority to protect areas of outstanding natural beauty, which was congruent to her work on the Norfolk Coastal Partnership. It was stated that the recreation mitigation strategy was also very important, as Cllr A Fitch-Tillett informed Members that no breeding birds were present at the Holkham estate in 2020 due to visitor disturbance, which was a significant concern for all. She added that she was pleased to see that consideration of this issue had been applied as a condition on the recent large Fakenham planning application, and was therefore very pleased to second the recommendations.

#### **ITEM 7: LOCAL PLAN - PROGRESS UPDATE ON SITE SELECTION OPTIONS - DEFERRED SITES**

#### **RESOLVED**

- 1. That site BLA04/A (land east of Langham Road) is retained as an allocation in the proposed submission Local Plan and the final policy wording is delegated to the Planning Policy Manager.**
- 2. That MUN03/A – land off Cromer Road and Church Lane (reduced to approximately 30 dwellings) is retained as an allocation in the proposed Submission Local Plan, and the final policy wording is delegated to the Planning Policy Manager, to include the need to protect the amenity of adjacent occupiers.**

#### **ITEM 8: LANDSCAPE CHARACTER ASSESSMENT AND LANDSCAPE SENSITIVITY ASSESSMENT SUPPLEMENTARY PLANNING GUIDANCE**

## **RESOLVED**

That Cabinet:

- 1. Adopts and publishes the revised 2021 Landscape Character Assessment and Landscape Sensitivity Assessment as Supplementary Planning Guidance.**
- 2. Revokes the existing 2009 North Norfolk Landscape Character Assessment in line with the legislative requirements.**
- 3. Gives delegated authority to the Head of Planning in relation to the required statutory process.**

ITEM 9: RECREATION AVOIDANCE MITIGATION STRATEGY

## **RESOLVED**

- 1. That Cabinet endorses the approach and delegates responsibility for drafting such an approach, including that of finalising the associated tariff and Policy to be included in the Local Plan to the Planning Manager.**
- 2. That Cabinet endorse Option 1 set out in the report to the Working Party in respect of the collection of the tariff.**

ITEM 10: LOCAL PLAN DRAFT POLICY APPROACHES TO THE ENVIRONMENT

## **RESOLVED**

**That Cabinet endorses the revised Policies below and delegates responsibility for drafting such an approach, including that of finalising the associated policies to the Planning Manager:**

**ENV 1: Norfolk Coast Area of Outstanding Natural Beauty & The Broads;  
ENV 2: Protection & Enhancement of Landscape & Settlement Character;  
ENV4: Biodiversity & Geology;  
ENV 5: Green Infrastructure & Public Rights of Way;  
ENV 6: Trees, Hedgerows & Development;  
ENV 9: High Quality Design; ENV 10: Protection of Amenity;  
ENV 11: Protecting and Enhancing the Historic Environment**

ITEM 11: LOCAL PLAN SITE ALLOCATIONS: NORTH WALSHAM

## **RESOLVED**

That Cabinet:

- 1. Endorses the identified sites for inclusion in the Local Plan.**
- 2. Delegates the final policy wording to the Planning Policy Manager.**
- 3. Discounts all other sites at this stage.**
- 4. Agrees the green open space designations shown on the site assessment maps.**

ITEM 12: BROWNFIELD LAND REGISTER UPDATE

**RESOLVED**

1. That the register is published as required by the Town and Country Planning (Brownfield Land Register) Regulations 2017 and that Part 2 of the Register is not undertaken.

PLANNING POLICY & BUILT HERITAGE WORKING PARTY – 18 JANUARY 2021

LOCAL PLAN DRAFT SETTLEMENT BOUNDARIES FOR SMALL GROWTH VILLAGES:

**RESOLVED**

1. That Cabinet approves the settlement boundaries for the Small Growth Villages shown in Appendix 1 as a basis for Regulation 19 consultation and for inclusion in the Local Plan.
2. That delegated authority is given to the Planning Policy Manager to produce proposed boundaries for Sea Palling, Walcott and Potter Heigham in accordance with the methodology.

LOCAL PLAN OPEN LAND AREA DESIGNATIONS – WELLS-NEXT-THE-SEA

**RESOLVED**

1. That Cabinet approves the additional Open Land Area Designation for site WEL22 (Wells East Quay) for inclusion in the Local Plan.

**22 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

CAR PARK INCOME DATA - JULY - SEPTEMBER 2019 AND 2020

Cllr N Dixon – Overview & Scrutiny Chairman introduced the recommendations and informed Members that the recommendations made on the 2021/22 budget should also include that ‘savings options be identified within the in-year budget’, as well as the Medium Term Financial Strategy.

Cllr E Seward referred to the parking income recommendations, and stated that he agreed that the Council should increase its promotion of the parking permits. He added that he was content with the additional recommendations.

Cllr L Shires referred to the season ticket parking permits, and stated that following the Overview and Scrutiny meeting, she had spoken to the Assistant Director for Organisational Resources, who was now working to improve access to pricing data on the NNDC website.

On the budget recommendations, Cllr E Seward agreed that it would be helpful for the Council to have greater clarity on future financial support, and proposed to accept the recommendations. Cllr L Shires seconded the recommendations.

**RESOLVED**

- 1. That promotion of the Council's annual and seasonal parking permits is increased.**
- 2. That consideration is given to reviewing potential opportunities for new car parking sites, where appropriate.**
- 3. That consideration is given to offering limited free parking arrangements to encourage support of the District's high streets.**

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

#### **RESOLVED**

- 1. That the Council continues to lobby for greater certainty on future levels of funding support from Central Government.**
- 2. That efforts are continued to identify potential savings options within the 2021/22 Budget and Medium Term Financial Strategy.**

#### **23 UPDATE ON THE DISTRICT COUNCIL'S RESPONSE TO THE CORONAVIRUS PANDEMIC**

The CE introduced the item and stated that with high and rising cases of Covid-19 over the Christmas and new year period, the Government had announced a new lockdown on the 4<sup>th</sup> January, which would be formally reviewed on the week of the 22<sup>nd</sup> February. It was noted that the Prime Minister had stated that Schools in England would not reopen until at least the 8<sup>th</sup> March, suggesting that the current lockdown would continue for a further five weeks. The CE stated that it was hoped that during this time, case numbers would continue to fall, reducing pressure on hospitals and health services, whilst allowing good progress to be made on the rollout of the vaccination programme. It was reported that North Norfolk had seen some of the lowest levels of infection in the country during the first peak of the pandemic, throughout the summer and into the autumn. The CE stated that until the 14<sup>th</sup> December, the District had not seen more than 100 cases per day. Beyond this date however, cases had risen rapidly both locally and nationally, with 442 cases recorded on the 4<sup>th</sup> January. This equated to an infection rate of 421.6 cases per 100k, with the countywide infection rate at 505 per 100k, compared to a national rate of 680.5 per 100k. The CE reported that since then cases had fallen steadily with 169 cases or 161.2 per 100k on the 26<sup>th</sup> January, against a Norfolk rate of 323.7 per 100k, whilst the England rate was 309.5. It was noted that North Norfolk was the only District in the county to report an infection rate below 200 per 100k since the new year. The CE reported that the cumulative total of cases since March 2020 now stood at 2659 in North Norfolk as of the 31<sup>st</sup> January, giving a total of 2536 per 100k, compared to Norfolk's average of 3919 and the England average of 5936 per 100k. This meant that North Norfolk continued to have one of the lowest cumulative rates of infection of any local authority area in the country, at 304 of 314 local authority areas in England.

The CE stated that the total number of Covid deaths in North Norfolk as of the 31<sup>st</sup> January was 153 deaths since the start of the pandemic, giving a rate of 145.9 per 100k, compared to a Norfolk average of 156 per 100k and an England average of 166 per 100k. It was stated that North Norfolk was 195<sup>th</sup> of 314 local authority areas in England, which was potentially the result of having an older demographic. The CE stated that the Council continued to promote Government messages to stay at

home, protect the NHS and save lives. It was noted that these messages had been promoted particularly in areas where the infection rate was higher, and that Covid marshals had been deployed to provide support and guidance in town centres, as well as making food and prescription deliveries in emergency situations.

The CE reported that the Economic Growth Team had continued to administer an additional £25m of Government grants to businesses, and the Council had been recognized as part of independent research by the New Anglia LEP for paying out more grants than any other authority in Norfolk. He added that the Team had also launched the additional restrictions discretionary business grant scheme on the 11<sup>th</sup> January, which had paid out over £143k to 139 businesses, with eligibility being broadened further to provide support to additional businesses. It was reported that staff in the Benefits Team continued to make payments under the test and trace scheme, with people on low incomes that had either tested positive or were having to self-isolate.

On Covid testing, the CE reported that test facilities continued to be run on Council owned car parks in Cromer and Fakenham, to avoid residents having to travel for a test, where possible. It was noted that that the Cromer testing site was opening four days per week, and the Fakenham site on two days per week. The CE referred to the vaccine programme, and reported that Fakenham Medical Practice was the first site in North Norfolk to offer vaccinations to people over 80, as well as health and social care staff from 14<sup>th</sup> December, with vaccination centres opening in Sheringham, North Walsham and Hoveton from mid-January. He added that from 6<sup>th</sup> February a new large scale vaccination centre would operate from North Walsham Community Centre, and the Council were supporting this by suspending parking charges in the New Road car park for people attending appointments. The CE stated that visitors would therefore be encouraged to use alternate car parks from the end of the week.

The CE reported that the Council continued to operate its Gold civil contingency arrangements to develop and agree the local response, as well as working together with the Norfolk Resilience Forum. It was noted that Cllr R Kershaw was representing the Council at these meetings on behalf of the Leader during her absence. In anticipation of a busy summer ahead, consideration was already being given as how to best open up the District, whilst keeping visitors safe as the vaccination programme continued.

### Questions and Discussion

- i. Cllr R Kershaw stated that it was good news to hear that North Walsham Community Centre would become a vaccine hub, and thanked officers for making the necessary arrangements.
- ii. Cllr J Toye stated his thanks to officers for their continued efforts to address the challenges presented by Covid-19.
- iii. Cllr L Withington stated that Cromer testing site did not show up as available on the booking website during weekends, which meant that Sheringham residents were having to travel to Norwich for a test. She asked if this was a result of booking availability or an issue with the system. The CE replied that there were two issues, the first being that the mobile site in Cromer only operated on Tuesdays, Thursdays, Fridays and Saturdays, and trying to book on a different day could potentially cause the system to show that no bookings were available. He added that he could chase this issue up to see if it could be

resolved. On vaccinations, the CE stated that under the current arrangements residents in Cromer and surrounding areas were required to go to North Walsham to receive their vaccinations, though transport options were available if required. He added that representations would continue to be made for the creation of a vaccination site in Cromer.

## **24 DELEGATED DECISIONS**

Cllr E Seward introduced the report and informed Members that the decisions related primarily to actions taken in response to Covid-19.

The recommendation was proposed by Cllr R Kershaw and seconded by Cllr J Toye.

### **RESOLVED**

**To receive and note the report and the register of officer decisions taken under delegated powers.**

## **25 2021/22 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2022-25**

Cllr E Seward introduced the report and informed Members that they were asked to agree to recommend to Council the budget for 2021-22 and the Medium Term Financial Strategy for 2022-25. He added that the budget had been prepared under challenging circumstances as a result of Covid-19, and at present, the levels of future Government support to mitigate this impact remained unknown. It was stated that the budget presented for 2021-22 was balanced and that it maintained existing services without cuts, or the use of reserves to plug deficits. Cllr E Seward noted that the Council was not increasing charges where possible, and that the programme to improve facilities would continue, with the expected opening of the new Sheringham Leisure Centre in August, the refurbishment of widely used toilets, and the continuation of the tree planting programme. It was noted that this was being done with less than a £5 rise in Council Tax for most residents, and that it was the expectation of Central Government that all local authorities would increase taxes to offset future deficits. Cllr E Seward noted that deficits had been forecasted for future years, and that these were largely the result of uncertainty around funding support. He added that as a financially prudent authority, the Council had to plan for a continued reduction in Government support, and therefore proposals on how to address this were included. Cllr E Seward stated that he did not expect the funding reductions to be as significant as forecasted, but the Council had to have contingency plans in place. He added that as the billing authority, it was likely that the average band D property would see an annual Council Tax increase of approximately £70, though 90% of this was for other Councils, including the police authority. It was noted that the budget would go to Council on the 24<sup>th</sup> February for final approval, and could be subject to change prior to that date.

### Questions and Discussion

- i. Cllr J Rest referred to appendix A1 and asked whether there was an income figure available for the solar panel FIT payments. The CTA replied that this appendix showed the main variances only, and as the last figure for FIT payments was approximately £10k, it would not be included in this section of the report, but could be found within the Property Services budget.
- ii. Cllr N Dixon noted that the Overview and Scrutiny Committee had already seen the budget and submitted recommendations, though it was yet to see a

full MTFs, which was expected at the February meeting. He then referred to the recommendations on page 19, and noted that whilst the report suggested inclusion of the MTFs, he did not see a recommendation relating to approval of this. It was suggested that an additional recommendation could be included to recommend approval of the MTFs to Full Council.

- iii. Cllr N Dixon referred to page 21, and noted that within the executive summary, reference was made to information that did not appear to be included in the report. The CTA replied that this information could be found in table 1 in section 5.1 of the report. It was noted that the table provided updated figures for the budget, whereas future years were covered in appendix A. Cllr N Dixon noted that he saw predictions and forecasts, but did not see an identifiable strategy. The CTA replied that due to the impact and financial pressures of Covid-19, whilst there was usually a separate MTFs report presented in the autumn, a decision had been taken to merge it with the budget report. She added that many Councils took this approach, and noted that the reports were reasonably similar, as the budget provided an update of figures from the previous year's MTFs, as shown in section 9 in conjunction with appendix E. Cllr N Dixon stated that whilst he saw projections and forecasts, he could not see a strategy identified to mitigate future forecasted deficits. Cllr E Seward stated that the Council would be required to set a balanced budget for 2022, and as a result would be proposing savings plan to achieve this, including the use of zero base budgeting, and asking each department to consider the impact of a 10% reduction in service budgets. He added that the main concern, was the uncertainty that remained around future levels of Government support.
- iv. Cllr J Toye referred to comments on the solar panel FIT payments, and said that it was important to remember that the Council's electricity use would have fallen significantly as a result of Covid-19, and the subsequent savings should be taken into account, if not already identified.
- v. Cllr C Cushing referred to page 76 and noted that the internal and external borrowing figures were difficult to differentiate, and asked for clarification of the external borrowing figures. Cllr E Seward replied that the external borrowing related to the Sheringham Leisure Centre project and the purchase of new waste collection vehicles. The CTA stated that the internal and external borrowing was not fully separated to allow the Council extra flexibility with its borrowing. She added that if required, she could provide a full breakdown of the external borrowing figures. Cllr C Cushing said that he assumed that external borrowing would be more expensive, then referred to comments in the report suggesting the Council could use private finance initiatives, and asked how this would fit into financial strategy. It was noted that the question referred to the next agenda item and would be answered at the appropriate time.
- vi. It was confirmed, following a point raised by Cllr N Dixon that the Council Tax projections for the next four years would be amended to reflect the correct years.
- vii. The recommendations were proposed by Cllr E Seward and seconded by Cllr L Shires with an additional recommendation for Council to approve the MTFs.

## **RESOLVED**

**That Cabinet agree and where necessary recommend to Full Council:**



1. The 2021/22 revenue budget as outlined at appendix A1;
2. The demand on the Collection Fund for 2021/22, subject to any amendments as a result of final precepts still to be received be: a. £6,456,213 for District purposes b. £2,529,011 (subject to confirmation of the final precepts) for Parish/Town Precepts;
3. The statement of and movement on the reserves as detailed at appendix D;
4. The updated Capital Programme and financing for 2021/22 to 2023/24 as detailed at appendix C1;
5. The capital bids contained within Appendix C2;
6. That the Council adopts the changes to the LCTS scheme as detailed in section 5.3, subject to the outcome of the public consultation;
7. That the balance on the Property Investment Fund of £999,476 be transferred to the new Earmarked Reserve – the Major Repairs Reserve
8. That Members note the current financial projections for the period to 2024/25;
9. That Full Council approve the Medium Term Financial Strategy.

## **26 CAPITAL STRATEGY 2021/2022**

Cllr E Seward introduced the report and stated that he was happy to propose the recommendation. Cllr J Toye seconded the recommendation.

In response to Cllr C Cushing's question on the role Private Finance Initiatives, the CTA stated that this was only included as a potential option, and to date there had not been any previous use or consideration of PFI funding.

### **RESOLVED**

**That Cabinet recommends to Full Council that;**

**The Capital Strategy and Prudential Indicators for 2021-22 are approved.**

## **27 INVESTMENT STRATEGY 2021/2022**

Cllr E Seward introduced the report and stated that he was happy to propose the recommendation for Council to approve the Investment Strategy. Cllr V Gay seconded the recommendation.

### **RESOLVED**

**That Cabinet recommends to Full Council that:**

**That the Council be asked to RESOLVE that The Investment Strategy is approved.**

## **28 TREASURY MANAGEMENT STRATEGY 2021-22**

Cllr E Seward introduced the report and proposed the recommendation for Council to approve the Treasury Management Strategy. Cllr N Lloyd seconded the proposal.

### **RESOLVED**

**To recommend to Council that:**

**That the Council be asked to RESOLVE that The Treasury Management Strategy Statement is approved.**

## **29 NORTH NORFOLK COUNCIL TAX HARDSHIP POLICY**

Cllr G Hayman introduced the report and informed Members that the Council distributed funds on behalf of the Government. He added that the methodology of the distribution was included in the report, and proposed the recommendations. Cllr L Shires seconded the recommendations.

### **RESOLVED**

**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.**

## **30 NORTH NORFOLK DISTRICT COUNCIL - COMMUNICATIONS DELIVERY PLAN**

The CM introduced the report and noted that it had been through several workshops and subject to review by the Overview and Scrutiny Committee. He added that the aims of the strategy were to build the audience of the Council's social media channels, improve communication with residents, improve internal communications, provide better coverage of meetings and introduce an internal graphic design resource.

### Questions and Discussion

- i. Cllr J Rest referred to comments on improving internal communications, and asked whether officer's numbers could be identified when calling out of the Council as many people were reluctant to answer hidden numbers. Cllr L Shires stated that this issue was being discussed, though the solution was slightly more technical than expected. The CE added that the issue had been discussed by CLT and would hopefully be addressed in the near future.
- ii. It was proposed by Cllr R Kershaw and seconded by Cllr J Toye to approve the Communications Delivery Plan.

## **RESOLVED**

**To approve the draft communications delivery plan.**

### **31 PROVIDING MORTGAGE LOAN FUNDING FOR HOMES FOR WELLS**

Cllr E Seward introduced the report and stated that any potential questions on the content of the exempt appendix would require the meeting to be moved into private business.

Cllr G Hayman stated that the report was part of the Council's efforts to increase the availability of affordable homes across the District, by using partners and registered providers. He added that the loan would enable the provider to double the number of homes available, which they would acquire from a previous provider. It was noted that the proposal was an exciting innovation for the Council, that would increase the availability of affordable homes, whilst presenting very low risk. Cllr G Hayman proposed the recommendation. Cllr N Lloyd seconded the recommendation and stated that the proposals supported the aims of the Corporate Plan and sought to alleviate the issues caused by a large number of second homes in the area.

#### Questions and Discussion

- i. Cllr J Rest asked whether it was known who the asset lock of Homes for Wells was with and whether this information could be shared. It was confirmed that a written response would be given.
- ii. Cllr N Dixon referred to comments in the report that suggested that Homes for Wells were not able to raise the funds required from their usual funding sources, and asked whether it was known why this was the case. It was confirmed that a written response would be supplied to all Members together with a response to the previous question.

## **RESOLVED**

**To support the proposal to offer mortgage loan finance for Homes for Wells to allow Homes for Wells to purchase of four homes to let to key workers in Wells.**

The meeting ended at 11.00 am.

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Chairman

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# Public Document Pack

## CABINET

Minutes of the meeting of the Cabinet held on Tuesday, 23 February 2021 at the remotely via Zoom at 4.00 pm

### Committee

#### Members Present:

Mrs A Fitch-Tillett  
Mr G Hayman  
Mr N Lloyd  
Mr J Toye

Ms V Gay  
Mr R Kershaw  
Mr E Seward

#### Members also attending:

#### Officers in Attendance:

Chief Executive, Democratic Services Manager, Head of Finance and Asset Management/Section 151 Officer, Democratic Services and Governance Officer (Scrutiny) and Cara Jordan

#### Also in attendance:

Press and Public

### 34 APOLOGIES

Apologies were received from Cllr S Butikofer and Cllr L Shires.

### 35 DECLARATIONS OF INTEREST

None received.

### 36 PROPERTY ACQUISITION LAND AT NORTH WALSHAM

The Portfolio Holder for Economic Growth and Sustainability, Cllr R Kershaw, introduced this item. He explained that an opportunity had arisen to acquire land at a key gateway to North Walsham town centre, which would support the North Walsham Heritage Action Zone place-making scheme.

He said that purchase of the land would improve access to the town centre via the adjacent loke. The Council already owned the adjacent site (Bank Loke car park) and this purchase would offer scope for improvement that could enhance the locality and services provided by the Council.

Cllr V Gay said that she was fully supportive of the proposals. One of the key objectives of the HAZ project was to improve the entry ways into the market place and this entrance was currently unattractive and could be improved considerably. She seconded the proposal.

Cllr A Fitch- Tillett said that she supported the proposals but sought reassurance that there would be an opportunity for the Council to get some funds back if possible.

Cllr R Kershaw replied that this proposal was to just for to purchase the land for the Heritage Action Zone scheme and any other proposals would have to come back to Cabinet for consideration.

It was proposed by Cllr R Kershaw, seconded by Cllr V Gay and

### **RESOLVED**

**To acquire the land, and instruct the Director for Resources to do so at his discretion, in consultation with the NWHSHAZ Working Party, subject to all reasonable due diligence and legal advice.**

Reasons for the decision:

To augment the High Street HAZ place making project in North Walsham

### **37 USE OF S106 COMMUTED SUMS TO SUPPORT DELIVERY OF AFFORDABLE HOMES IN NORTH NORFOLK**

The Portfolio Holder for Housing & Benefits, Cllr G Hayman, introduced this item. He said that this was an exciting proposal to allocate £900k of existing Section 106 commuted sums for the provision of enabling grants to registered providers to deliver new affordable homes in North Norfolk. It was anticipated that the funding would help deliver five housing schemes providing approximately 181 affordable homes. He explained that the Section 106 monies held could only be used to fund the delivery of affordable homes. He concluded by saying that the proposals helped deliver the Corporate Plan objective 'Local Homes for Local Need'.

The Housing Strategy & Delivery Manager drew members' attention to the potential 'Extra Care' housing scheme in North Walsham. Almost £690k of the s106 receipts had been generated by a recent development in North Walsham and by supporting the extra care scheme, the housing would not only be delivered near to the site which had generated the funds but would also support the Corporate Plan objective to support the delivery of 500 units of 'Housing with care' units.

The Chairman said that he welcomed the proposals. He added that there were some outstanding planning issues regarding some of the proposals and it was important to ensure that these were addressed before the projects progressed too much further.

Cllr R Kershaw said that he supported the proposals. As local member for Warham, he said that the scheme was welcomed by residents of the village.

It was proposed by Cllr G Hayman, seconded by Cllr J Toye and

### **RESOLVED to**

**Allocate £900k of the existing s106 monies held to support Registered Provider deliver new affordable housing schemes. Provision to be made in the capital programme for five specific housing schemes within the S106 Enabling Budget with £450k allocated in 2021/22, £275k in 2022/23 and £175k in 2023/24.**

Reasons for the decision:

To provide authority for expenditure over £100,000 (key decision threshold)

**38 EXCLUSION OF PRESS AND PUBLIC**

**39 PRIVATE BUSINESS**

The meeting ended at 16.16pm.

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Chairman

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## Declarations of Interest at Meetings

When declaring an interest at a meeting, Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.

Does the interest directly:

1. Affect yours, or your spouse / partner's financial position?
2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner?
3. Relate to a contract you, or your spouse / partner have with the Council
4. Affect land you or your spouse / partner own
5. Affect a company that you or your partner own, or have a shareholding in

If the answer is "yes" to any of the above, it is likely to be pecuniary.

Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.

Does the interest indirectly affect or relate to any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?

If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.

Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

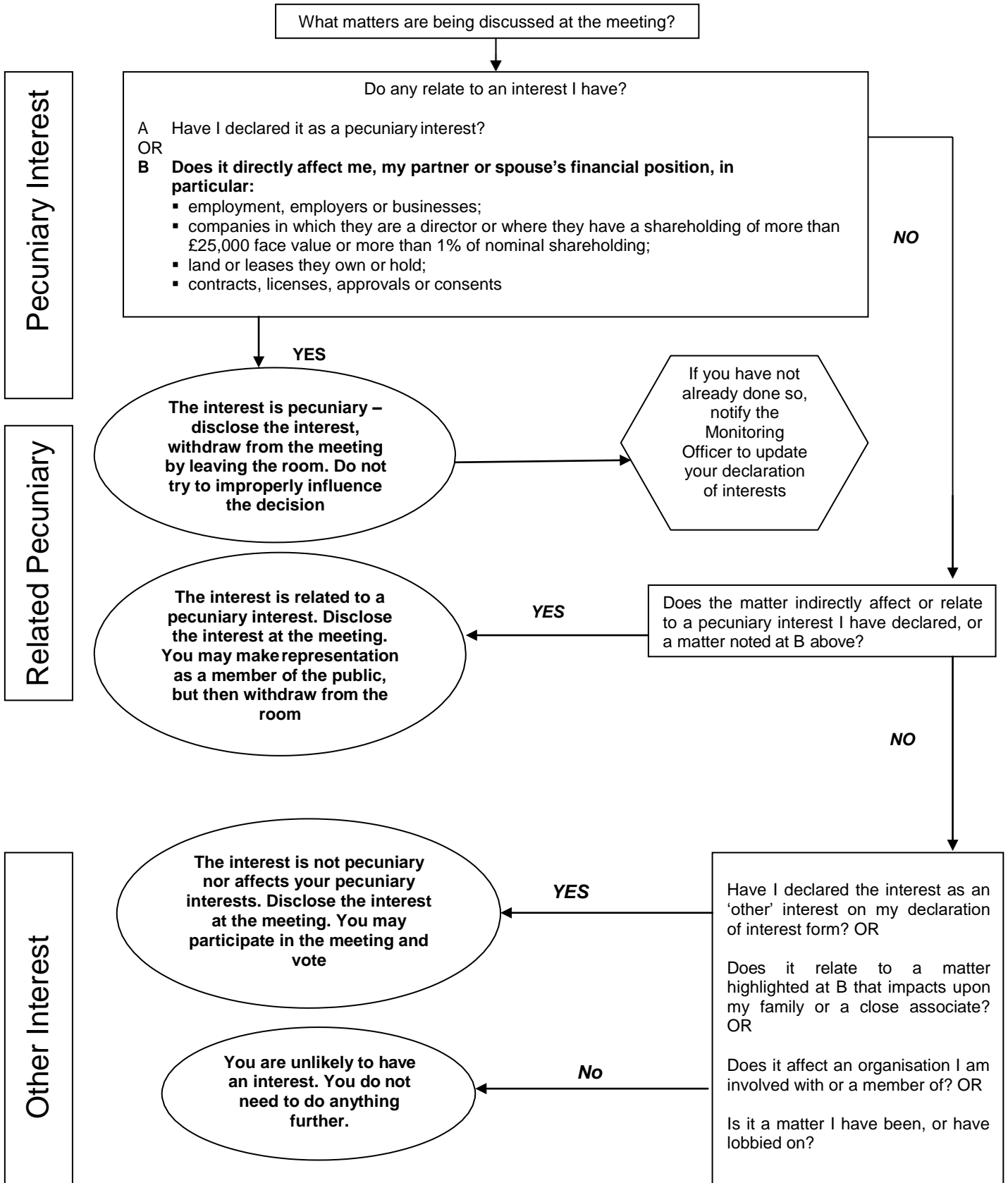
**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

**PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE**

**DEVELOPMENT COMMITTEE MEMBERS SHOULD ALSO REFER TO THE PLANNING PROTOCOL**

# Declarations of Interest at Meetings

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



## **Recommendations from the Planning Policy & Built Heritage Working Party meeting held on 22<sup>nd</sup> February 2021**

### **Local Plan Draft Policy HOU1: Housing Targets**

Resolved to recommend to Cabinet:

- A. That the Authority uses the 2016 based National Household Projections as the starting point for deriving a Local Plan Housing Target
- B. That the Plan includes a target to deliver a minimum of 460 dwellings on average in each year of the Plan period.
- C. That the Plan includes policies and proposals which will ensure that more than the minimum target, and up to 560 new dwellings per year, could be delivered.
- D. That Working Party recommends revised Policy HOU1 to Cabinet.

### **Local Plan Draft Policy Approaches to Housing Standards**

Resolved to recommend that Cabinet:

Endorses the revised Policies below, recommending to Cabinet and delegating responsibility for drafting such an approach, including that of finalising the associated policies to the Planning Manager:

HOU8: Accessible and Adaptable Properties;  
HOU9: Minimum Space Standards;  
HOU10: Water Efficiency;  
HOU11: Sustainable Construction, Energy Efficiency & Carbon Reduction.

### **Local Plan Draft Policy Approaches to Sustainable Development**

Resolved to recommend that Cabinet:

Endorses the revised Policies below, delegating responsibility for drafting such an approach, including that of finalising the associated policies to the Planning Policy Manager:

SD13: Pollution & Hazard Prevention and Minimisation;  
SD14: Transport Impact of New Development;  
SD15: Parking Provision;  
SD16: Electric Vehicle Charging;  
SD17: Safeguarding Land for Sustainable Transport.

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## BUDGET MONITORING REPORT 2020/21 – PERIOD 10

**Summary:** This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2021. The report also provides an update on the financial impact of Covid-19 on the Council's Financial position.

**Options considered:** Not applicable.

**Conclusions:** The overall position at the end of January 2021 shows an £8,443,191 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year overspend of £164,729 which, as per the previous COVID update, is to be funded from the General Fund reserve if required.

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

- 1) **note the contents of the report and the current budget monitoring position;**
- 2) **agree to fund any deficit from the General Fund reserve at the year-end if required**
- 3) **Approve the capital programme funding as identified from reserves.**

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

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

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

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

- 1.1 This report compares the actual expenditure and income position at the end of January 2021 to the Updated budget for 2020/21. The original Base Budget as agreed by Full Council in February 2020 has been updated to reflect approved budget virements.
- 1.2 The report also provides an update on the impact of the Covid-19 pandemic on the council's financial position and likely outturn budget impact.
- 1.3 The coronavirus COVID-19 pandemic continues to represent a significant challenge for the District Council which will continue to impact on the Council's resources and budget during 2020/21 and future years. This report sets out the current high level forecasts relating to the COVID-19 pandemic taking account of the latest central government support package.

## 2. Budget Monitoring Position – Summary

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

<b>Table 1 - Summary of Full Year Effects 2020/21</b>	<b>Estimated Movement From Updated Budget</b>
	<b>£</b>
Service Areas (Table 2) (non Covid-19)	59,927
Savings resulting from changes to working practices	(120,000)
Covid-19 Expenditure and Grant Allocations	0
Covid-19 Income Impact	1,414,367
Investment Interest/Borrowing Interest	(439,565)
Business rates	0
Fees & charges support grant	(750,000)
<b>Total</b>	<b>164,729</b>

- 2.2 The table highlights that the current forecasts as at January 2021 this position has improved from the £421k forecast as part of period 6 monitoring. As previously agreed this is to be funded from reserves if further efficiencies cannot be found before the year end.

## 2.3 Budget Monitoring Position – Revenue

- 2.3 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 31 January 2021 and highlights a year to date variance of £8,443,191 underspend against the profiled updated budget. Of this underspend £5,021,515 is in relation to net cost service variances with the remainder relating to non-service specific budgets. Where appropriate to do so COVID-19 expenditure and grants have been allocated to services, to understand the net impact of this on the Council's base budget monitoring, an extract of the General Fund Summary adjusting for this position is shown below.

**General Fund Summary P10 2020-21**  
**Adjusted Net Cost of Service**

Service Area	2020-21	Budget YTD	Actuals YTD	Variance	Covid	Adjusted
	Updated			YTD	Related	
	Budget			YTD	Expenditure/	Non Covid
	£	£	£	£	Income	£
Corporate Leadership Team/Corporate	277,015	188,111	122,407	(65,704)	16,850	(82,553)
Community & Economic Development	4,728,178	2,923,227	3,490,488	567,261	354,187	213,074
Customer Services & ICT	912,091	597,926	825,569	227,643	144,550	83,093
Environmental Health	3,898,574	2,825,308	2,737,451	(87,857)	20,483	(108,340)
Finance and Assets	3,985,045	(5,942,178)	(11,699,570)	#####	(5,802,890)	45,498
Legal and Democratic Services	1,637,068	1,709,238	1,733,182	23,944	(9,004)	32,948
Planning	2,302,200	1,928,299	1,998,888	70,589	6,824	63,765
<b>Net Cost of Services</b>	<b>17,740,171</b>	<b>4,229,931</b>	<b>(791,584)</b>	<b>#####</b>	<b>(5,269,000)</b>	<b>247,485</b>

2.4 Full variances across all service areas are detailed as part of Appendix B included with this report. The following table outlines the more significant variances compared to the updated budget along with the likely full year effect which are not attributed to the pandemic. Variances that are directly attributed to COVID-19 are considered in more detail later in this report. Income related variances are also discussed in more detail.

<b>Table 2 – Service Variances</b>	<b>Over/ (Under) Spend to Date against Updated Budget</b>	<b>Estimated Full Year Variance Against Updated Budget</b>
	<b>As Per General Fund Summary</b>	<b>(Excluding Covid-19 Impacts)</b>
	£	£
<b>CLT and Corporate</b>		
<b>Human Resources and Payroll</b> – Employee related expenditure including new appointment advertising costs. Professional and consultancy fees. These costs have been offset by savings in the corporate training programme which are being analysed separately	£20,541	£32,465
<b>Registration Services</b> – Staffing costs following a restructure of the team. Some of this saving will be used to fund staffing costs ahead of elections in May - there is potentially a full year effect saving. Costs associated with the running of the European & General Election - to be funded from the Electoral Claims Unit.	£58,262	(£20,000)
<b>Corporate Leadership Team</b> – (£95,276) - Lower salaries and on costs as a result of staff vacancies. Some of this will be offset by the restructure. The balance consists of minor variances.	(£108,169)	(£85,000)

<b>Communications</b> - (£16,471) – Staff turnover savings due to vacancies. (£13,800) - Marketing. (£4,750) - Digital promotion - to be used for promotion of social posts to boost engagement/audience.	(£36,338)	(£25,000)
<b>Economic and Community Development</b>		
<b>Car Parking</b> – £60,722 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief  £514,994 - Car park income lower due to Covid-19, included under income impacts.	£423,759	£60,722
<b>Markets</b> – Lower fee income from market rentals as a result of Covid-19 restrictions and social distancing measures.	£25,853	£0
<b>Leisure Complexes</b> – (£93,282) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £356,700 - Higher management fees as agreed by Cabinet - these represent contributions towards key workers and furloughed staff along with loss of income. £5,000 - Consultancy costs.	£275,171	£5,000
<b>Other Sports</b> – (£24,008) - Mammoth Marathon entry fees and sponsorship. This will be carried forward as the Marathon is now anticipated in May 2022.	(£18,304)	£0
<b>Foreshore (Community)</b> - £5,200 - Contract extension for the period 1st to 5th April 2020. (£73,633) - New cleansing contract costs, bills of quantity. (£52,960) - Beach Lifeguard Management Fee. (£9,890) - Lower costs of memorial seat repairs.	(£129,048)	(£54,760)
<b>Business Growth Staffing</b> – New project manager post funded from capital, this will be adjusted as part of Capital financing at year end.	£23,397	£0
<b>Housing Strategy</b> – (£7,384) Employee costs due to vacant hours. (£4,132) Transport costs. (£12,427) Supplies and services, professional fees not yet incurred, this mainly relates to viability works funded from the New Homes Bonus reserve.	(£25,614)	(£7,500)
<b>Health and Communities</b> - (£9,232) - Arts grants. (£10,766) - A new Service Level Agreement is currently being discussed with the Citizens Advice Bureau. £27,568 - Fixed term staff funded by grants. (£9,000) - Grants awarded by the Big Society panel during prior years not yet claimed.	(£46,439)	£0
<b>Coastal Management</b> – Staffing costs - to be funded from Reserves and contributions at year end.	£37,161	£0
<b>Customer Services and ICT</b>		



<p><b>ICT – Support Services</b> - £173,824 - Computer Software Licences. There is an £8k one-off item for an upgrade to the GIS system. There is a £99k growth in the software licensing of Microsoft products following the withdrawal of the government framework. Current estimates are that the increase will be around £107,000. £45,551 - Computer maintenance. There are one-off costs for mandatory software upgrades, leading to a full year effect of £35,746. (£38,917) - Computer Lines / Modems - Delay in delivery of network upgrade - this will be complete by March 2021.</p> <p>Computer Purchases, Hardware - expenditure is directly in support of providing laptops etc. as a part of the requirement to work at home as a consequence of the Covid 19 Response. The total cost of Covid measures to date is £93,730. This has been allocated against the Covid grant.</p>	£237,542	£150,000
<p><b>Homelessness</b> – Grant allocation not yet offset by expenditure due to Covid pressures.</p>	(£39,205)	£0
<b>Environmental Health</b>		
<p><b>Commercial Services</b> – Vacant post within the team.</p>	(£23,041)	(£23,000)
<p><b>Public Protection</b> –. Licence fee income is down as a result of restrictions in place during the Covid-19 lockdown.</p>	£40,910	£0
<p><b>Environmental Health Service Management</b> – Temporary staffing costs offset by other staff savings across the wider department.</p>	£33,193	£0
<p><b>Combined Enforcement Team</b> – Vacant Team Leader post currently being used to fund temporary staffing within the department.</p>	(£33,630)	£0
<p><b>Waste Collection and Disposal</b> – (£20,018) Outstanding accruals from 2019/20 for services provided and no invoices yet received. £56,828 Waste collection costs higher than profiled budget. Contract extension costs of £26,998 to Kier. (£35,772) Lower contract payments for the processing of recyclables.</p> <p>Additional income from garden waste and bulky waste collections.</p>	(£46,915)	(£47,000)
<p><b>Cleansing</b> – £7,641 Contractor extension costs to Kier; (£44,475) Contractor costs to Serco based on bill of quantities.</p>	(£35,830)	(£36,000)
<b>Finance and Assets</b>		
<p><b>Industrial Estates</b> – Change of lease agreement, rental income not yet invoiced.</p>	£29,846	£0
<p><b>Revenue Services</b> – The variance to date shows the net position on Business support and Discretionary grants, no full year effect is anticipated as grants continue to be made to businesses and there is an expectation that unspent monies will be repaid to the Ministry for Housing Communities and Local Government (MHCLG).</p>	(£5,927,657)	£0

<p>Due to pressures on the service relating to processing the grant payments additional external support has been agreed using Civica on Demand. This has been funded from the Covid support grant.</p> <p>Although not highlighting as a variance at P10 there is an estimated reduction in income from costs awarded of £100,000. This is as a result of reduced recovery action being taken during the pandemic, this is include within the income impact figures.</p>		
<p><b>Benefits Subsidy</b> – Current net position on Test and Trace payments (grant less expenditure)</p>	(£53,705)	£0
<p><b>Admin Buildings</b> – £67,033 Higher repair and maintenance costs - Legionella corrective works at various sites, PAT testing and emergency lighting and the removal of Portacabins at New Road, North Walsham. £22,676 of which relates to Covid-19 measures and will be funded by the grant. (£44,345) Lower running costs - outstanding invoices for rent at Kings Arms St. North Walsham; lower gas and electricity costs at Cromer and Fakenham. £6.235 Management fee - termination of Caterserve contract.</p>	£52,783	£20,000
<p><b>Property Services</b> – (£17,127) Vacant post held in the service offset by costs for advertising and overtime. £7,872 Works in default to be funded from the Enforcement Board. £145,825 various works identified as supporting Covid-19 measures and Return to the High Street Safely Fund (RHSSF) to be funded by relevant grants.</p>	£146,870	£0
<p><b>Public Conveniences</b> – £29,250 - Higher repair and maintenance expenditure associated with Legionella risk assessments and corrective works, emergency lighting and fixed wire testing and repairs. (£18,990) Underspend in running costs for water and electricity (facilities closed during the pandemic) and offset by higher NNDR and cleansing costs.</p>	£3,207	£15,000
<p><b>Investment Properties</b> – Option appraisals and structural surveys. Outstanding debtor accruals - invoices yet to be raised for recharge of insurance premiums and utility charges.</p>	£25,154	£20,000
<p><b>Corporate and Democratic Core</b> – £7,413 Payment to Local Enterprise Partnership (LEP) re Enterprise Zones. £7,623 Prior year's external audit costs.</p> <p>£46,671 Additional Covid-19 costs funded from the Central Government Grant. These include a Countywide mailshot and Community food bank contribution.</p>	(£3,485)	£15,000
<b>Legal and Democratic Services</b>		
<p><b>Members Services</b> – Year to date savings in training and travel costs as a result of the pandemic and forced changes to working practices. Underspend In Chairman's Civic expenditure. These savings are predicted to deliver a Full Year Effect of £16,000, this has been included within estimate shown at 2.5.</p>	(£23,426)	£0
<p><b>Legal Services</b> – £27,651 Employee Costs. £30,181 Income</p>	£51,691	£0

generated from legal fees. No full year is anticipated as the net position will be funded from the legal earmarked reserve.		
<b>Planning</b>		
<b>Development Management</b> – £16,992 Turnover and pay award. (£7,335) Transport costs. £3,228 Costs awarded. £5,228 Professional Advice. £12,695 Agency costs - some funded from Covid-19 grant as the implementation of the new planning system (Uniform) was directly affected by the pandemic. The variance at period 10 relates predominantly to Planning fee income. During the initial lockdown period planning income drastically reduced, although there are signs that this is starting to improve - a full year variance of £120,000 is still predicted.	£82,826	£20,000
<b>Planning Policy</b> – (£24,030) Staff turnover savings resulting from a vacant post. (£47,446) Delays in Local Plan profiled expenditure.	(£32,959)	(£30,000)
<b>Conservation, Design and Landscape</b> - Accruals relating to prior year contributions in relation to Historic Environment Service not yet made. Spending profile of conservation area appraisal.	(£27,040)	£0
<b>Major Developments</b> – £56,504 Professional and legal services relating to planning application appeals.	£57,470	60,000
<b>Building Control</b> – £35,821 Building Control fee income down due to Covid-19 restrictions, The full year effect of the pandemic is estimated to have a 10% reduction in full year fee income.	£25,479	£0
<b>Head of Planning</b> – Departmental generic training and public transport is budgeted for here. The anticipated full year effect relates to various supplies and services.	(£22,774)	(£10,000)
<b>TOTALS</b>	<b>(£4,964,160)</b>	<b>£59,927</b>

- 2.5 As a result of the rapid transformation of the workplace and home working becoming the new normal, new ways of digitally delivering meetings and training have delivered savings across most service areas. Individually these savings are not significant enough to include in the table above but corporately they could be significant. The table below shows the current level of savings for travel and training along with an estimated saving that could be generated by outturn (this movement has been excluded from the full year effect figures above).

	<b>Full Year Budget</b>	<b>Year to Date Budget</b>	<b>Actuals YTD</b>	<b>YTD Variance</b>	<b>Estimated Full Year Effect</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Travel Allowances and Public Transport	149,456	123,130	76,161	(46,969)	(50,000)
Training	174,472	145,650	73,365	(72,285)	(70,000)
<b>Total</b>	<b>323,928</b>	<b>268,780</b>	<b>149,526</b>	<b>(119,254)</b>	<b>(120,000)</b>

### 3. Covid-19 Position – Impact on Budget Monitoring Position P10

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

3.2 In response to the pandemic, the council has received a number of grants from Central Government, many of these are targeted at providing direct support to local businesses in sectors greatly affected by the Covid-19 restrictions but it has also acknowledged the ongoing service delivery pressures facing district councils. The table below highlights the current grants and expenditure being allocated against them. No Full Year effects have been assumed for this grant income as it will be matched by expenditure or repaid.

#### Summary of Grant Position - Main Covid-19 grants received by the Authority as at P10 2020/21 (assume no Full Year Effect as additional expenditure or pay back)

	Grant Allocation at P10 2020-21 £	Expenditure at P10 2020-21 £	Current variance £
Covid Grant from MHCLG - 4 Tranches	1,703,210	787,242	(915,968)
<b><u>Business Support Grants</u></b>			
Small Business Grants/Discretionary	65,502,000	55,958,000	(9,544,000)
Local Restrictions/Tier 2/Tier 4 grants	9,484,945	7,751,041	(1,733,904)
Additional Restrictions Support	931,273	143,500	(787,773)
National Lockdown	7,900,821	6,838,929	(1,061,892)
Closed Business Lockdown	<u>15,795,000</u>	<u>13,672,000</u>	(2,123,000)
<b>Total Business Support</b>	<b>99,614,039</b>	<b>84,363,470</b>	<b>(15,250,569)</b>
Tourism Sector Support package (TSSP) Other/Grants	330,029	215,671	(114,358)
Reopening the High Street Fund	93,332	63,973	(29,359)
Test and Trace - Standard/Disc/Administration	105,473	59,973	(45,500)
Other funding including New Burdens and Enforcement Surge	74,995	42,354	(32,641)
	<u>101,921,078</u>	<u>85,532,683</u>	<u>(16,388,395)</u>

3.3 North Norfolk District Council has received four tranches of support grant from the Ministry for Housing Communities and Local Government (MHCLG) totaling £1,703,210. The expenditure allocated against this grant is closely monitored and monthly updates are submitted to MHCLG. The grant has not currently been allocated to specific service budgets and therefore the expenditure is currently showing as a variance at net cost of service level. The support grant income is identified on the General Fund Summary under Local Taxation and Government Grant. The main areas of expenditure set against this grant include, officer overtime, additional ICT to enable homeworking, Leisure contract support, Homelessness Rough Sleeper placements and Covid-19 compliance. Since our last monitoring report to the MHCLG the council has been notified that we have been awarded the full £200,000 funding from the National Leisure Recovery Fund. This funding is provided by Government, via Sport England to help support local authorities and leisure providers to recover from the effects of the Covid pandemic. This will reduce the sum currently committed from the support grant.

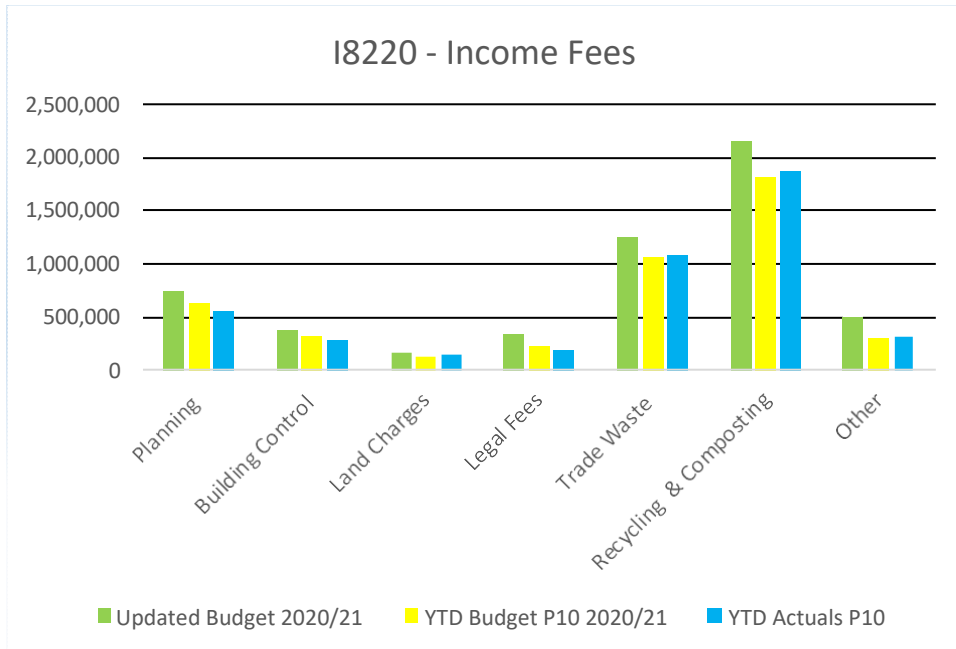
- 3.4 The most significant area of Covid-19 support that the council is undertaking is the provision of business support. A number of different grants have been made available for businesses across the District to draw down. The schemes relating to the original allocation of £65,502,000 have now closed and it is anticipated that once reconciliation work is complete and the final figures verified the unallocated balance will be repaid to MHCLG. The other streams are still in operation but the same process of payback for unallocated balances is likely.
- 3.5 A number of more specific grants have been received by the Council to provide greater support to specific sectors including businesses particularly effected by the pandemic such as Tourism and individuals who may be experiencing financial hardship as a result of enforced Covid-19 measures such as self-isolating. Further funding has been allocated to help the public and businesses understand the latest Covid-19 regulations, and increase compliance and enforcement checks on businesses throughout the district.
- 3.6 Covid-19 Update on Income Variances**
- 3.7 As previously highlighted, the greatest financial impact that faces the council is income reductions, the position at Period 10 shows a deficit of £574,136 against the year to date profiled budget.
- 3.8 At Period 3 it was noted that the government had announced a support package relating to losses from fees and charges income, although there were some areas specifically excluded such as commercial rents and investment income.
- 3.9 The first claim for the period April to July was submitted in October for £435k, this has been received and is shown on the General Fund Summary under government Grants and Local Taxation. A further claim was completed in December for the period August to November but due to favorable income levels during these months nothing further was claimed.
- 3.10 In terms of the overall claims position we are estimating that the total potential eligible claim for 2020/21 will still amount to a total of c£1m as previously quoted which would mean grant income of total grant of £0.75m based on the intervention rate of 75%. Taking into account monies already received we could expect to draw down a further £315k.
- 3.11 A breakdown of variances by main income streams is shown below. It is worth highlighting that whilst the current shortfall is £574,136 the Council is still anticipating that the full impact on 2020/21 budgets will be a shortfall of £1,414,367. A breakdown of this can be seen at Chart 3 below. The current position has been influenced by favorable variances against budget headings not included in the claim such as recycling. Another factor effecting the year to date position is the way income is accounted for within some services. For example, trade waste income is charged by invoicing and this process credits the service when the invoice is raised and not when the cash is physically received. As such the overall position cannot be quantified until all refunds and credits for suspended services have been applied to businesses accounts. Where this is the case anticipated full year variances have been provided by service managers working with their accountants.

**I822 - Income Fees and Charges**

**I8220 - Income - Fees**

	<b>Updated Budget 2020/21</b>	<b>YTD Budget P10 2020/21</b>	<b>YTD Actuals 2020-21 P10</b>	<b>YTD Variance</b>
<b>Planning</b>	(751,500)	(626,250)	(554,843)	71,407
<b>Building Control</b>	(380,000)	(316,660)	(280,624)	36,036
<b>Land Charges</b>	(162,190)	(135,160)	(148,385)	(13,225)
<b>Legal Fees</b>	(329,896)	(216,644)	(186,523)	30,121
<b>Trade Waste</b>	(1,255,000)	(1,071,750)	(1,080,595)	(8,845)
<b>Recycling &amp; Composting</b>	(2,144,861)	(1,809,400)	(1,873,051)	(63,651)
<b>Other</b>	(508,278)	(287,918)	(313,209)	(25,291)
	<b><u>(5,531,725)</u></b>	<b><u>(4,463,782)</u></b>	<b><u>(4,437,230)</u></b>	<b><u>26,552</u></b>

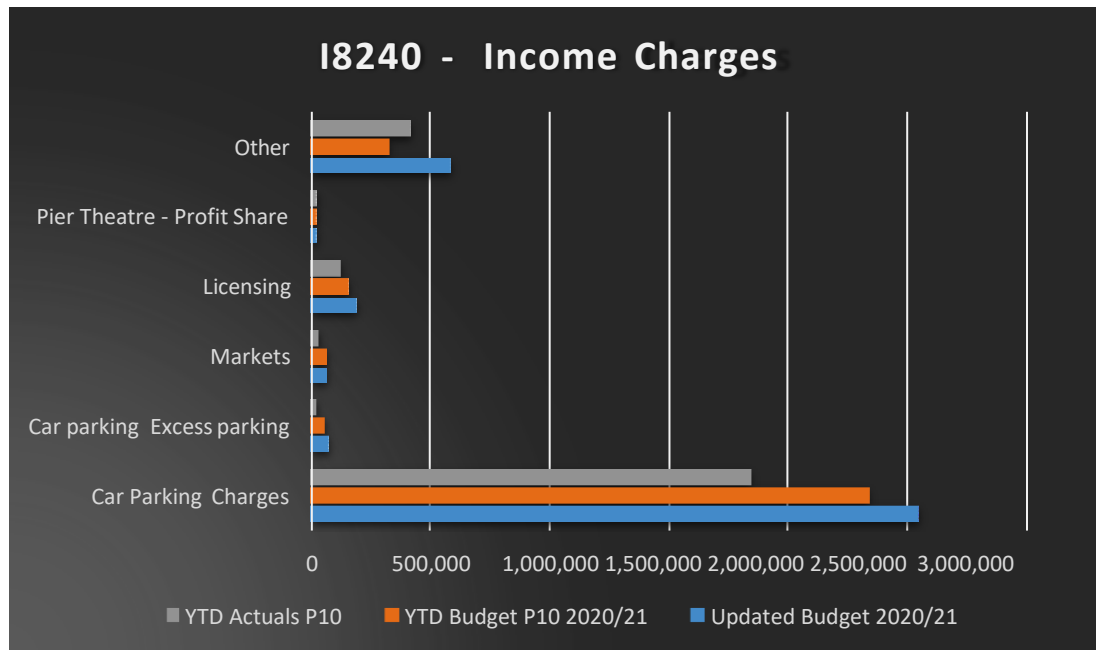
**Chart 1**



**I8240 - Income - Charges**

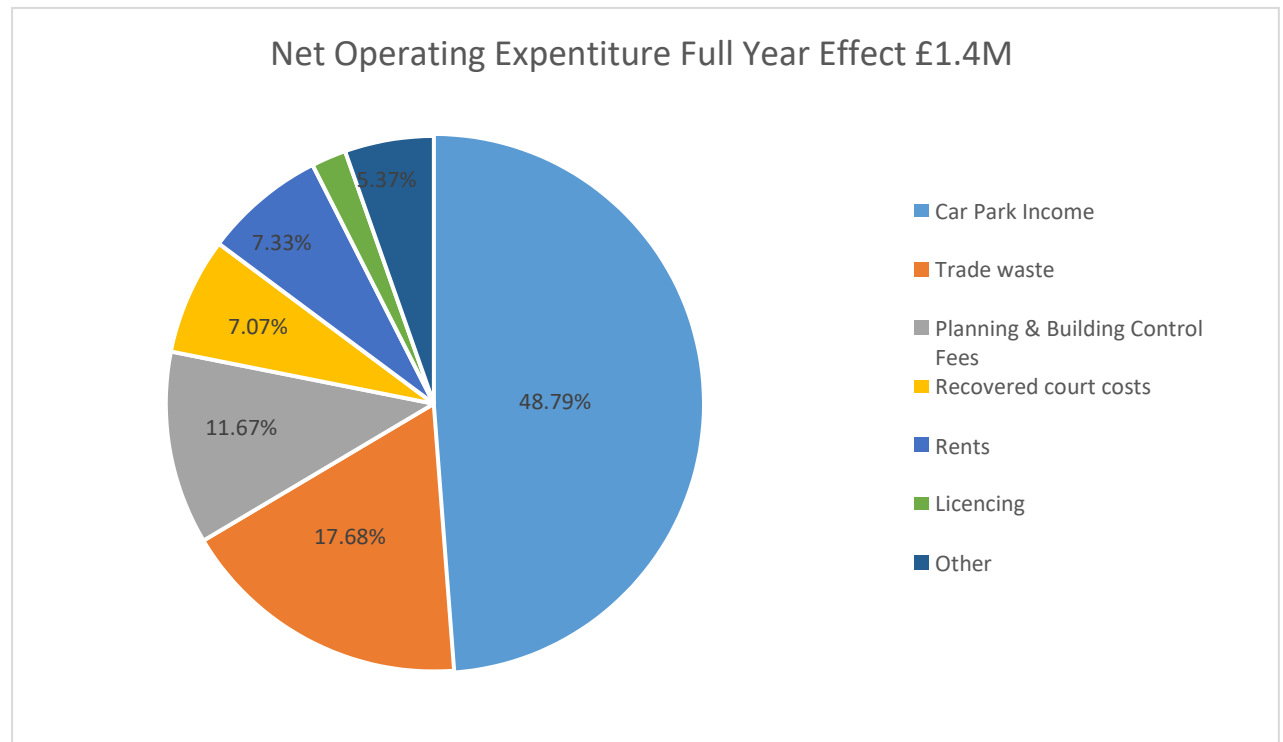
	<b>Updated Budget 2020/21</b>	<b>YTD Budget P10 2020/21</b>	<b>YTD Actuals P10 2020-21</b>	<b>YTD Variance</b>
<b>Car Parking Charges</b>	(2,544,900)	(2,339,359)	(1,838,767)	500,592
<b>Car parking Excess parking</b>	(70,490)	(58,740)	(20,746)	37,994
<b>Markets</b>	(63,654)	(60,954)	(32,452)	28,502
<b>Licensing</b>	(188,500)	(157,080)	(120,359)	36,721
<b>Pier Theatre - Profit Share</b>	(20,000)	(20,000)	(19,361)	639
<b>Other</b>	(587,110)	(326,709)	(415,404)	(88,695)
	<b><u>(3,474,654)</u></b>	<b><u>(2,962,842)</u></b>	<b><u>(2,447,089)</u></b>	<b><u>515,753</u></b>

**Chart 2**



The balance that makes up the year to date income variance on I82 - Customer and Client Receipts of £574,136 is in relation to rents and miscellaneous receipts and sales and has a net negative impact of £31,830 at P10.

**Chart 3**



**4. Non Service Variances to Period 10 2020/21**

**4.1 Investment Interest**

The interest budget for 2020/21 anticipates that a total of £1,323,300 will be earned from treasury investments and a loan for service purposes to Broadland Housing Association. Overall an average balance of £40.1m is assumed, at an average interest rate of 3.3%.

At the end of period 10, a total of £1,178,475 has been earned, resulting in a favourable variance against the year to date budget of £75,727. The average rate of interest achieved was 2.55% from an average balance available for investment of £55.3m. At the end of the year a favourable variance against the budget of £83,992 is anticipated. This is due to dividends from pooled funds being higher than budgeted, performing well despite the impact of COVID. Conversely, the returns from investing surplus cash in money markets has been significantly lower than expected, the interest rates now at 0.01%, down from a high of 0.45% in April. This has been partly mitigated by increased investment balances due to additional payments received from central government in response to COVID. There are significant risks to this forecast in the current uncertain economic environment, where negative interest rates are a potential future possibility.

A total of £32m has been invested in pooled funds which are valued at £32.8m at the end of period 10; a gain of £0.8m on the original investment. This is an improvement of £2.7m from the position at 31<sup>st</sup> March, where pooled funds were valued at £30.1m due to the impact of the global pandemic on equity funds.

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

#### **4.2 Borrowing Interest**

The budget for 2020/21 anticipates that £10,000 would be paid in interest for short-term borrowing for cash flow purposes. At period 10, a total of £1,633 has been paid resulting in a favourable variance against the budget of £6,700. There has been a lower requirement for short-term borrowing due to increased cash inflows associated with COVID related central government payments. At the end of the year a favourable variance against the budget of £7,473 is anticipated.

Interest for long-term borrowing has been budgeted for £348,100 for financing the re-provision of Splash Leisure Centre and purchase of waste vehicles. No borrowing in relation to these projects have been made to date and this is the same position expected at the end of the financial year. This will be continually reviewed, with treasury management decisions made based on achieving best value for money.

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

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

The COVID pandemic is having adverse effects on collection rates for Non Domestic Rates, but this will not impact income recognised in the General Fund until next financial year. Due to the potential severity of this, MHCLG have confirmed that authorities will be able to spread the surplus or deficit on the Collection Fund over three years. This is not however an option for the Council as we will not be eligible to



spread the NNDR deficit as our Collection Fund deficit was caused due to the retail relief, and not due to non-collection.

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

## 5 Budget Monitoring Position – Capital

5.1 Total Capital expenditure at the end of period 10, amounted to £9,813,570 across all projects. The Capital Programme has been updated to reflect changes agreed up to the end of January 2021 and can be found at Appendix C. Since the last report to Cabinet the following changes have been made:

- Property Investment Company – £2,000,000 has been removed from the capital programme in response to the new PWLB lending rules.
- Cromer West Prom Chalet Ramps - £61,345 has been removed from the capital programme as the project was not viable, due to lack of buy-in by chalet holders.
- Provision of Temporary Accommodation - £60,560 additional budget has been added for the refurbishment of 2a Stirling Road, Sculthorpe for temporary accommodation use. This was approved by Cabinet and funded by capital receipts. The refurbishment in total will cost £80,000; the remainder is met by savings within the original approved programme.
- The following 2020/21 budgets have been re-profiled into future years to reflect programme of work revisions, or known delays associated with further decision making or the impact of COVID:

<b>Scheme</b>	<b>Budget Re-profiled</b>
Fakenham Connect	(£69,668)
North Walsham Heritage Action Zone	(£277,000)
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	(45,500)
Splash Gym Equipment	(£502,534)
North Walsham Artificial Grass Pitch	(£848,868)
Splash Leisure Centre Re-provision	(£2,370,264)
Waste vehicles	(£1,388,157)

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

- Cromer Pier Steelworks and Improvements to Pavilion Theatre – An additional £424,900 is requested to meet expected final costs for the current programme due to urgent work requirements. This will be financed by the Capital Project

(£104,939) and Asset Management (£319,961) reserves. A further paper will be brought to Cabinet to consider the most recent survey results and to approve the future work programme and its associated procurement and financing.

- Administration Buildings (Cromer Office Works) – A further £148,200 is requested to cover anticipated final costs for this project, financed by the Asset Management Reserve. This has been due to further essential emergency works that have been uncovered as part of the project which were unforeseen when the scheme was initially commenced.

## **6 Conclusion**

- 6.1 The revenue budget is showing an estimated full year overspend for the current financial year of £164,729. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.
- 6.2 The previous Budget monitoring report secured reserve funding to support with the anticipated £400k deficit which has reduced to £165k based on current forecasts. The use of the General Fund reserve will be a last resort, the Council will continue to try and address any forecast deficit by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding which is not sustainable in the medium term. Should the Council not be able to make these adjustments in year then a transfer from the General Fund reserve will be required to balance the budget at year end.

## **7 Financial Implications and Risks**

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

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

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

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

## General Fund Summary 2020-21 Base Budget

Service Area	2020-21	2020-21	Budget YTD	Actuals YTD	Variance YTD	Commitments	Remaining Budget
	Base Budget	Updated Budget					
	£	£	£	£	£	£	£
Corporate Leadership Team/Corporate	314,973	277,015	188,111	122,407	(65,704)	21,823	132,785
Community & Economic Development	4,456,448	4,728,178	2,923,227	3,490,488	567,261	714,255	523,435
Customer Services & ICT	769,811	912,091	597,926	825,569	227,643	322,604	(236,082)
Environmental Health	3,902,129	3,898,574	2,825,308	2,737,451	(87,857)	1,382,354	(221,231)
Finance and Assets	3,883,103	3,985,045	(5,942,178)	(11,699,570)	(5,757,391)	533,000	15,151,614
Legal and Democratic Services	1,606,069	1,637,068	1,709,238	1,733,182	23,944	24,007	(120,121)
Planning	2,379,017	2,302,200	1,928,299	1,998,888	70,589	196,582	106,730
<b>Net Cost of Services</b>	<b>17,311,550</b>	<b>17,740,171</b>	<b>4,229,931</b>	<b>(791,584)</b>	<b>(5,021,515)</b>	<b>3,194,625</b>	<b>15,337,131</b>
Parish Precepts	2,520,143	2,520,143	2,520,143	2,520,143	0	0	0
Capital Charges	(1,819,204)	(1,819,204)	(1,516,000)	(1,516,010)	(10)	0	(303,194)
Refcus	(842,667)	(842,667)	0	0	0	0	(842,667)
Interest Receivable	(1,310,977)	(1,310,977)	(1,092,476)	(1,178,741)	(86,265)	0	(132,236)
External Interest Paid	358,100	358,100	298,416	1,641	(296,775)	0	356,459
Revenue Financing for Capital:	4,892,728	5,565,300	0	0	0	0	5,565,300
IAS 19 Pension Adjustment	260,290	260,290	0	0	0	0	260,290
<b>Net Operating Expenditure</b>	<b>21,369,963</b>	<b>22,471,156</b>	<b>4,440,014</b>	<b>(964,551)</b>	<b>(5,404,565)</b>	<b>3,194,625</b>	<b>20,241,083</b>
<b>Contribution to/(from) the Earmarked Reserves</b>							
Capital Projects Reserve	(636,302)	(1,198,857)	0	0	0	0	(1,198,857)
Asset Management	(27,000)	(52,000)	0	0	0	0	(52,000)
Benefits	(253,801)	(284,800)	0	0	0	0	(284,800)
Building Control	(44,441)	(44,441)	0	0	0	0	(44,441)
Business Rates Reserve	(27,068)	(157,058)	0	0	0	0	(157,058)
Coast Protection	(37,958)	(37,958)	0	0	0	0	(37,958)
Communities	(242,000)	(325,000)	0	0	0	0	(325,000)
Delivery Plan	2,379,266	2,345,289	0	0	0	0	2,345,289
Economic Development & Tourism	(10,000)	(10,000)	0	0	0	0	(10,000)
Elections	40,000	40,000	0	0	0	0	40,000
Environmental Health	0	(150,000)	0	0	0	0	(150,000)
Environment	0	150,000	0	0	0	0	150,000
Grants	(57,086)	(73,605)	0	0	0	0	(73,605)
Housing	(488,585)	(575,641)	0	0	0	0	(575,641)
Legal	(25,426)	(25,446)	0	0	0	0	(25,446)
New Homes Bonus Reserve	(225,460)	(25,773)	0	0	0	0	(25,773)
Organisational Development	(97,885)	(136,512)	0	0	0	0	(136,512)
Pathfinder	(20,500)	(20,500)	0	0	0	0	(20,500)
Planning Revenue	50,000	8,242	0	0	0	0	8,242
Property Investment Fund	(1,000,000)	(999,476)	0	0	0	0	(999,476)
Property Company	(2,000,000)	(2,000,000)	0	0	0	0	(2,000,000)
Restructuring/Invest to save	(732,950)	(1,005,516)	0	0	0	0	(1,005,516)
Contribution to/(from) the General Reserve	(116,528)	(95,865)	0	0	0	0	(95,865)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,796,239</b>	<b>17,796,239</b>	<b>4,440,014</b>	<b>(964,551)</b>	<b>(5,404,565)</b>	<b>0</b>	<b>15,566,166</b>
Collection Fund – Parishes	(2,520,143)	(2,520,143)	(2,100,120)	(2,242,928)	(142,808)	0	(277,215)
Collection Fund – District	(6,305,671)	(6,305,671)	(5,254,720)	(5,520,798)	(266,078)	0	(784,873)
Retained Business Rates	(7,504,661)	(7,504,661)	(6,253,880)	(6,253,880)	0	0	(1,250,781)
Revenue Support Grant	(89,799)	(89,799)	(74,832)	(67,350)	7,482	0	(22,449)
New Homes bonus	(892,194)	(892,194)	(743,495)	(892,194)	(148,699)	0	0
Rural Services Delivery Grant	(483,771)	(483,771)	(483,771)	(483,771)	0	0	0
Covid Grants not allocated to Net Cost of Services	0	0	0	(2,053,560)	(2,053,560)	0	2,053,560
Sales ,Fees and Charges Support	0	0	0	(434,963)	(434,963)	0	434,963
<b>Income from Government Grant and Taxpayers</b>	<b>(17,796,239)</b>	<b>(17,796,239)</b>	<b>(14,910,818)</b>	<b>(17,949,444)</b>	<b>(3,038,626)</b>	<b>0</b>	<b>(2,335,318)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>(10,470,804)</b>	<b>(18,913,995)</b>	<b>(8,443,191)</b>	<b>0</b>	<b>13,230,848</b>

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## Service Area Summaries P10 2020/21

### Clt / Corporate

Level 6 Cost Centre Code	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R260	Human Resources & Payroll	0	0	20,541	20,541	6,370	(26,910)
R400	Registration Services	314,973	219,650	277,912	58,262	19	37,042
R460A	Corporate Leadership Team	0	40	(108,129)	(108,169)	13,145	94,983
R481E	Communications	(37,958)	(31,579)	(67,917)	(36,338)	2,289	27,670
		<b>277,015</b>	<b>188,111</b>	<b>122,407</b>	<b>(65,704)</b>	<b>21,823</b>	<b>132,785</b>

### Community, Econ Dev & Coast

Level 6 Cost Centre Code	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R112A	Health	0	0	(253)	(253)	0	253
R200	Car Parking	(1,659,069)	(1,544,635)	(1,120,876)	423,759	281,471	(819,664)
R200A	Markets	15,654	(5,638)	20,215	25,853	1,485	(6,046)
R300	Parks & Open Spaces	404,048	343,530	340,580	(2,950)	81,974	(18,506)
R301	Foreshore	231,205	165,233	161,415	(3,818)	3,349	66,442
R304	Leisure Complexes	931,485	802,547	1,077,718	275,171	30,143	(176,376)
R305	Other Sports	147,385	128,776	110,472	(18,304)	2,921	33,993
R306	Recreation Grounds	18,659	15,570	13,957	(1,613)	5,220	(518)
R309	Pier Pavilion	22,940	15,800	19,400	3,600	401	3,138
R310	Foreshore (Community)	485,655	422,713	293,665	(129,048)	139,566	52,424
R312	Woodlands Management	329,686	274,934	281,252	6,318	24,030	24,404
R314	Cromer Pier	155,202	146,204	153,211	7,007	545	1,446
R330	Economic Growth	481,521	401,582	396,435	(5,147)	38,254	46,832
R333	Tourism	62,788	52,350	50,386	(1,964)	13,000	(598)
R336	Market Town Initiatives	0	0	(9,550)	(9,550)	0	9,550
R340	Coast Management	1,222,346	941,940	942,859	919	85,496	193,991
R391	Business Growth Staffing	0	60	23,457	23,397	0	(23,457)
R391B	Economic & Comm Dev Mgt	0	10	3,046	3,036	315	(3,361)
R397	Leisure	0	30	5,770	5,740	0	(5,770)
R399	Housing Strategy	1,252,978	425,350	399,736	(25,614)	5,990	847,252
R415	Health & Communities	625,695	357,642	311,203	(46,439)	0	314,492
R472	Coastal Management	0	(20,770)	16,391	37,161	95	(16,486)
		<b>4,728,178</b>	<b>2,923,227</b>	<b>3,490,488</b>	<b>567,261</b>	<b>714,255</b>	<b>523,435</b>

## Customer Services & ICT

Level 6 Cost Centre Code	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R261	It - Support Services	76,585	(27,087)	210,455	237,542	89,242	(223,112)
R311	Tic'S	161,647	131,411	137,943	6,532	16,898	6,806
R372	Homelessness	347,613	225,229	186,023	(39,205)	143,779	17,811
R394	Customer Services Housing	53,327	44,441	52,937	8,496	178	212
R450C	Digital Transformation	251,905	209,920	220,927	11,007	14,630	16,348
R481C	Reprographics	0	10	(5,773)	(5,783)	48,558	(42,785)
R481D	Customer Services - Corporate	21,014	14,002	23,057	9,055	9,320	(11,363)
		<b>912,091</b>	<b>597,926</b>	<b>825,569</b>	<b>227,643</b>	<b>322,604</b>	<b>(236,082)</b>

## Environmental Health

Level 6 Cost	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R111A	Commercial Services	390,718	325,606	302,565	(23,041)	5,278	82,875
R114	Internal Drainage Board Levies	412,378	412,348	407,565	(4,783)	0	4,813
R115	Travellers	47,190	41,084	43,691	2,607	45,622	(42,123)
R117	Public Protection	102,045	83,058	123,968	40,910	6,455	(28,378)
R117B	Street Signage	35,155	23,960	21,371	(2,589)	0	13,784
R119A	Environmental Protection	832,331	691,960	680,051	(11,909)	19,603	132,677
R151	Env Health - Service Mgmt	0	(2,790)	30,403	33,193	13,498	(43,901)
R151B	Combined Enforcement Team	0	30	(33,600)	(33,630)	2,128	31,472
R151D	Environmental Contracts	0	(1,310)	4,106	5,416	232	(4,338)
R316	Waste Collection And Disposal	1,191,227	540,661	493,746	(46,915)	1,174,077	(476,595)
R317	Cleansing	709,710	563,580	527,750	(35,830)	115,217	66,743
R412	Environmental Strategy	29,840	26,530	24,387	(2,143)	0	5,453
R413	Community Safety	30,897	22,420	17,296	(5,124)	0	13,601
R420	Civil Contingencies	117,083	98,170	94,151	(4,019)	245	22,687
		<b>3,898,574</b>	<b>2,825,308</b>	<b>2,737,451</b>	<b>(87,857)</b>	<b>1,382,354</b>	<b>(221,231)</b>

## Finance & Assets

Level 6 Cost	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R201	Industrial Estates	(26,613)	(40,323)	(10,477)	29,846	430	(16,566)
R202	Surveyors Allotments	15,020	10,030	10,045	15	0	4,975
R203	Handy Man	9,491	53,561	53,540	(21)	0	(44,049)
R204	Parklands	3,704	(2,579)	(21,627)	(19,048)	1,464	23,867
R210	Revenue Services	631,223	(8,630,762)	(14,558,420)	(5,927,657)	14,456	15,175,186
R211	Benefits Subsidy	253,801	0	(53,705)	(53,705)	0	307,506
R214	Discretionary Payments	3,820	3,180	3,180	0	0	640
R219	Non Distributed Costs	0	195,219	201,603	6,384	0	(201,603)
R262	Administration Buildings Svs	25,946	10,748	63,531	52,783	74,155	(111,740)
R262A	Property Services	74,527	79,885	226,755	146,870	56,011	(208,239)
R262B	Head Of Finance & Assets	0	(10)	2,062	2,072	0	(2,062)
R263	Corporate Finance	0	2,390	(16,314)	(18,704)	21,739	(5,424)
R263B	Insurance & Risk Management	0	33,244	38,909	5,665	0	(38,909)
R263C	Internal Audit	0	(34,510)	(33,790)	720	51,427	(17,637)
R300A	Playgrounds	94,850	80,508	80,891	383	10,278	3,680
R302	Community Centres	18,543	14,295	13,583	(712)	4,492	468
R315	Public Conveniences	853,432	719,985	723,192	3,207	104,944	25,296
R318B	Investment Properties	136,748	113,177	138,331	25,154	36,359	(37,942)
R450	Central Costs	3,555	487	(6,670)	(7,157)	6	10,219
R450A	Corporate & Democratic Core	1,886,998	1,449,296	1,445,811	(3,485)	157,239	283,949
		<b>3,985,045</b>	<b>(5,942,178)</b>	<b>(11,699,570)</b>	<b>(5,757,391)</b>	<b>533,000</b>	<b>15,151,614</b>

## Legal & Democratic Svs

Level 6 Cost	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R211A	Benefits Administration	1,071,596	1,180,999	1,176,677	(4,322)	4,369	(109,450)
R450B	Members Services	565,472	469,304	445,878	(23,426)	3,981	115,613
R481	Legal Services	0	58,935	110,626	51,691	15,657	(126,283)
		<b>1,637,068</b>	<b>1,709,238</b>	<b>1,733,182</b>	<b>23,944</b>	<b>24,007</b>	<b>(120,121)</b>



**Planning**

6CCC - Level 6 Cost Centre	6CCN - Level 6 Cost Centre Name	Full Year Budget 1	YTD Budget 1	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
R100	Development Management	895,563	750,532	833,358	82,826	86,209	(24,004)
R101	Planning Policy	562,732	472,992	440,033	(32,959)	5,719	116,981
R102	Conservation, Design & Landsca	248,107	197,317	170,277	(27,040)	32,567	45,264
R104B	Major Developments	356,053	307,490	364,960	57,470	21,353	(30,260)
R121	Building Control	186,696	155,650	181,129	25,479	5,182	385
R152	Head Of Planning	0	581	(22,193)	(22,774)	17,121	5,072
R402	Property Information	53,049	43,737	31,324	(12,413)	28,432	(6,707)
		<b>2,302,200</b>	<b>1,928,299</b>	<b>1,998,888</b>	<b>70,589</b>	<b>196,582</b>	<b>106,730</b>

<b>17,740,171</b>	<b>4,229,931</b>	<b>(791,584)</b>	<b>(5,021,515)</b>	<b>3,194,625</b>	<b>15,337,131</b>
		-53637.11	-4283567.08		
		737,947	737,948		



## Service Area Summaries P10 2020-21

## Community, Econ Dev &amp; Coast

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remainin g Budget £	Explanation for Major Variances
<b>Health</b>							
Gross Direct Income	0	0	(253)	(253)	0	253	No Major Variances.
	<b>0</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	<b>0</b>	<b>253</b>	
<b>Car Parking</b>							
Gross Direct Costs	824,726	712,954	589,173	(123,781)	281,471	(45,918)	See <b>Note A</b> below:
Capital Charges	62	50	50	0	0	12	No Major Variances.
Gross Direct Income	(2,634,946)	(2,400,229)	(1,852,689)	547,540	0	(782,257)	£557,336 - Car park income lower than expected due to Covid. (£7,775) - Contribution towards costs in relation to setting up a new car park at Millars Walk, Fakenham. A full year effect for both of these will be £569,225.
Support Service Charges	151,089	142,590	142,590	0	0	8,499	No Major Variances.
	<b>(1,659,069)</b>	<b>(1,544,635)</b>	<b>(1,120,876)</b>	<b>423,759</b>	<b>281,471</b>	<b>(819,664)</b>	
<b>Note A:</b> £60,722 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. This will have a full year effect. £18,972 - Higher income from credit cards leading to higher charges. (£202,654) - Invoice for management fees not yet received. (£8,891) - General repair and maintenance is lower than expected. (£21,410) - Lower than anticipated costs as part of the cleansing contract. £35,178 - Rent of Land. Hire of car parks at Beach Road, Mundesley & Clink Road, Sea Palling. This is offset by higher income at these car parks. (£3,898) - Other Professional Fees. (£3,320) - Advertising - General.							
<b>Markets</b>							
Gross Direct Costs	56,318	32,806	31,675	(1,131)	1,485	23,158	No Major Variances.
Gross Direct Income	(63,654)	(57,614)	(30,630)	26,984	0	(33,024)	£26,984 - Lower income from market rents, due to Covid restrictions. This will have a full year effect of £30,000
Support Service Charges	22,990	19,170	19,170	0	0	3,820	No Major Variances.
	<b>15,654</b>	<b>(5,638)</b>	<b>20,215</b>	<b>25,853</b>	<b>1,485</b>	<b>(6,046)</b>	
<b>Parks &amp; Open Spaces</b>							
Gross Direct Costs	292,174	243,850	236,628	(7,222)	81,974	(26,428)	£9,241 - R & M Grounds - General. £4,276 - Grounds maintenance contract - Bills of quantity. (£19,269) - Cleansing contract - Bills of quantity (dog and litter bins).
Capital Charges	11,434	9,530	9,530	0	0	1,904	No Major Variances.
Gross Direct Income	(14,590)	(5,730)	(1,458)	4,272	0	(13,132)	No Major Variances.
Support Service Charges	115,030	95,880	95,880	0	0	19,150	No Major Variances.
	<b>404,048</b>	<b>343,530</b>	<b>340,580</b>	<b>(2,950)</b>	<b>81,974</b>	<b>(18,506)</b>	
<b>Foreshore</b>							
Gross Direct Costs	150,727	98,133	98,463	330	3,349	48,916	No Major Variances.
Capital Charges	109,610	91,340	91,340	0	0	18,270	No Major Variances.
Gross Direct Income	(217,362)	(181,140)	(185,288)	(4,148)	0	(32,074)	Beach hut and chalet rentals. It is projected that overall income will be £14,000 lower due to Covid. (£6,522) - Winter storage charges
Support Service Charges	188,230	156,900	156,900	0	0	31,330	No Major Variances.
	<b>231,205</b>	<b>165,233</b>	<b>161,415</b>	<b>(3,818)</b>	<b>3,349</b>	<b>66,442</b>	

<b>Leisure Complexes</b>							
Gross Direct Costs	291,515	269,197	547,168	277,971	30,143	(285,796)	See <b>Note A</b> Below:
Capital Charges	538,140	448,440	448,440	0	0	89,700	No Major Variances.
Gross Direct Income	0	0	(2,800)	(2,800)	0	2,800	No Major Variances.
Support Service Charges	101,830	84,910	84,910	0	0	16,920	No Major Variances.
	<b>931,485</b>	<b>802,547</b>	<b>1,077,718</b>	<b>275,171</b>	<b>30,143</b>	<b>(176,376)</b>	
<b>Note A:</b> (£93,282) - Rent/Hire of Buildings - no invoices received for the hire of school halls. £356,700 - Higher management fees due to Covid. as agreed at Cabinet. There is a potential full year effect of £689,081 but there is a possibility - of £200,000 grant from govt. (The National Leisure Recovery Fund) - all Authorities with outsourced leisure services have been given a share of £100 million nationally). £3,345 - Building repair and maintenance. £2,648 - Equipment purchases, Cabbell park football goals.							
<b>Other Sports</b>							
Gross Direct Costs	91,645	82,316	80,219	(2,097)	2,921	8,506	Salaries and oncosts.
Gross Direct Income	(10,000)	(8,330)	(24,537)	(16,207)	0	14,537	(£24,008) - Mammoth Marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance. Marathon anticipated May 2022. £7,801 - No fee income as a result of Covid. There will be a full year effect of £10,000.
Support Service Charges	65,740	54,790	54,790	0	0	10,950	No Major Variances.
	<b>147,385</b>	<b>128,776</b>	<b>110,472</b>	<b>(18,304)</b>	<b>2,921</b>	<b>33,993</b>	
<b>Recreation Grounds</b>							
Gross Direct Costs	13,800	11,500	9,777	(1,723)	5,220	(1,197)	No Major Variances.
Capital Charges	79	70	70	0	0	9	No Major Variances.
Gross Direct Income	(1,000)	(830)	(720)	110	0	(280)	No Major Variances.
Support Service Charges	5,780	4,830	4,830	0	0	950	No Major Variances.
	<b>18,659</b>	<b>15,570</b>	<b>13,957</b>	<b>(1,613)</b>	<b>5,220</b>	<b>(518)</b>	
<b>Pier Pavilion</b>							
Gross Direct Costs	7,780	6,480	9,441	2,961	401	(2,063)	No Major Variances.
Gross Direct Income	(20,000)	(20,000)	(19,361)	639	0	(639)	No Major Variances.
Support Service Charges	35,160	29,320	29,320	0	0	5,840	No Major Variances.
	<b>22,940</b>	<b>15,800</b>	<b>19,400</b>	<b>3,600</b>	<b>401</b>	<b>3,138</b>	
<b>Foreshore (Community)</b>							
Gross Direct Costs	416,415	365,003	235,955	(129,048)	139,566	40,894	£5,200 - Contract extension for the period 1st to 5th April 2020. (£73,633) - New cleansing contract costs, bills of quantity. (£52,960) - Beach Lifeguard Management Fee. (£9,890) - Lower costs of memorial seat repairs. All of these will produce a full year saving of £54,760.
Support Service Charges	69,240	57,710	57,710	0	0	11,530	No Major Variances.
	<b>485,655</b>	<b>422,713</b>	<b>293,665</b>	<b>(129,048)</b>	<b>139,566</b>	<b>52,424</b>	
<b>Woodlands Management</b>							
Gross Direct Costs	197,610	164,854	189,743	24,889	24,030	(16,164)	£6,295 - General Grounds maintenance. Tree safety work re Warren woods, essential works. This will have a full year effect of £13,000. £7,360 - Woodland furniture. This will be funded from earmarked reserves (Parks Improvement funding). £8,593 - Other professional fees.
Capital Charges	1,346	1,120	1,120	0	0	226	No Major Variances.
Gross Direct Income	(25,550)	(21,300)	(39,871)	(18,571)	0	14,321	(£18,750) - Higher car park income. (£4,095) - Rental income
Support Service Charges	156,280	130,260	130,260	0	0	26,020	No Major Variances.

329,686 274,934 281,252 6,318 24,030 24,404

<b>Cromer Pier</b>							
Gross Direct Costs	98,649	96,718	96,601	(117)	545	1,503	No Major Variances.
Capital Charges	5,277	4,400	4,400	0	0	877	No Major Variances.
Gross Direct Income	(28,274)	(21,204)	(14,080)	7,124	0	(14,194)	No Major Variances.
Support Service Charges	79,550	66,290	66,290	0	0	13,260	No Major Variances.
	<b>155,202</b>	<b>146,204</b>	<b>153,211</b>	<b>7,007</b>	<b>545</b>	<b>1,446</b>	
<b>Economic Growth</b>							
Gross Direct Costs	82,030	68,662	65,175	(3,487)	38,254	(21,399)	No Major Variances.
Capital Charges	50,211	41,850	41,850	0	0	8,361	No Major Variances.
Gross Direct Income	0	0	(1,659)	(1,659)	0	1,659	No Major Variances.
Support Service Charges	349,280	291,070	291,070	0	0	58,210	No Major Variances.
	<b>481,521</b>	<b>401,582</b>	<b>396,435</b>	<b>(5,147)</b>	<b>38,254</b>	<b>46,832</b>	
<b>Tourism</b>							
Gross Direct Costs	43,588	36,330	184,366	148,036	13,000	(153,778)	£121,970 Tourism support Grants £18,000 Additional support for Visit North Norfolk funded from Covid grant.
Gross Direct Income	0	0	(150,000)	(150,000)	0	150,000	Allocation of Tourism Support Package grant.
Support Service Charges	19,200	16,020	16,020	0	0	3,180	No Major Variances.
	<b>62,788</b>	<b>52,350</b>	<b>50,386</b>	<b>(1,964)</b>	<b>13,000</b>	<b>(598)</b>	
<b>Market Town Initiatives</b>							
Gross Direct Costs	0	0	(9,550)	(9,550)	0	9,550	Returned grant HTC.
	<b>0</b>	<b>0</b>	<b>(9,550)</b>	<b>(9,550)</b>	<b>0</b>	<b>9,550</b>	
<b>Coast Management</b>							
Gross Direct Costs	321,730	191,420	202,339	10,919	85,496	33,895	Timber purchases.
Capital Charges	509,716	424,760	424,760	0	0	84,956	No Major Variances.
Gross Direct Income	0	0	(10,000)	(10,000)	0	10,000	Contribution from Coastal Loss Innovative Funding & Finance project (CLIFF) towards consultancy costs.
Support Service Charges	390,900	325,760	325,760	0	0	65,140	
	<b>1,222,346</b>	<b>941,940</b>	<b>942,859</b>	<b>919</b>	<b>85,496</b>	<b>193,991</b>	
<b>Business Growth Staffing</b>							
Gross Direct Costs	269,551	224,650	248,047	23,397	0	21,504	New North Walsham project manager post funded through the capital programme.
Support Service Charges	(269,551)	(224,590)	(224,590)	0	0	(44,961)	No Major Variances.
	<b>0</b>	<b>60</b>	<b>23,457</b>	<b>23,397</b>	<b>0</b>	<b>(23,457)</b>	
<b>Economic &amp; Comm Dev Mgt</b>							
Gross Direct Costs	84,401	70,340	73,376	3,036	315	10,710	Employee costs, budgeted turnover not made.
Support Service Charges	(84,401)	(70,330)	(70,330)	0	0	(14,071)	No Major Variances.
	<b>0</b>	<b>10</b>	<b>3,046</b>	<b>3,036</b>	<b>315</b>	<b>(3,361)</b>	
<b>Leisure</b>							
Gross Direct Costs	205,421	171,200	176,360	5,160	0	29,061	£6,596 - Higher salaries and oncosts as a result of no staff turnover and the pay award being higher than budgets. A full year effect of £7,593 is anticipated.
Gross Direct Income	(700)	(580)	0	580	0	(700)	No Major Variances.
Support Service Charges	(204,721)	(170,590)	(170,590)	0	0	(34,131)	No Major Variances.
	<b>0</b>	<b>30</b>	<b>5,770</b>	<b>5,740</b>	<b>0</b>	<b>(5,770)</b>	

<b>Housing Strategy</b>							
Gross Direct Costs	408,015	340,030	316,086	(23,944)	5,990	85,939	(£7,384) Employee costs due to vacant hours. (£4,132) Transport costs. (£12,427) Supplies and services, professional fees not yet incurred.
Capital Charges	742,667	0	0	0	0	742,667	No Major Variances.
Gross Direct Income	0	0	(1,670)	(1,670)	0	1,670	No Major Variances.
Support Service Charges	102,296	85,320	85,320	0	0	16,976	No Major Variances.
	<b>1,252,978</b>	<b>425,350</b>	<b>399,736</b>	<b>(25,614)</b>	<b>5,990</b>	<b>847,252</b>	
<b>Health &amp; Communities</b>							
Gross Direct Costs	792,859	461,335	421,420	(39,915)	0	371,439	See <b>Note A</b> Below:
Gross Direct Income	(199,104)	(130,323)	(136,847)	(6,523)	0	(62,257)	(£2,533) - Grants for fixed term staff. (£5,200) - Repayment of grant paid twice.
Support Service Charges	31,940	26,630	26,630	0	0	5,310	No Major Variances.
	<b>625,695</b>	<b>357,642</b>	<b>311,203</b>	<b>(46,439)</b>	<b>0</b>	<b>314,492</b>	
<b>Note A:</b> (£15,820) - Arts grants – level of applications lower as a result of Covid. There is an anticipated full year saving of £16,000 £5,814 - A new Service Level Agreement is currently being discussed with the Citizens Advice Bureau. (£28,368) - Social prescribing grant from Norfolk County Council less salaries. will be rolled forward as an unspent grant. A saving of £8,000 is also anticipated as the level of Community Transport grant applications is lower as a result of Covid, meaning the total saving on this service will be £24,000.							
<b>Coastal Management</b>							
Gross Direct Costs	287,290	218,620	256,227	37,607	95	30,968	Staffing costs - to be funded from Reserves and contributions at year end.
Gross Direct Income	0	0	(447)	(447)	0	447	No Major Variances.
Support Service Charges	(287,290)	(239,390)	(239,390)	0	0	(47,900)	No Major Variances.
	<b>0</b>	<b>(20,770)</b>	<b>16,391</b>	<b>37,161</b>	<b>95</b>	<b>(16,486)</b>	
				0			
<b>Total Community, Econ Dev &amp; Coast</b>	<b>4,728,178</b>	<b>2,923,227</b>	<b>3,490,488</b>	<b>567,261</b>	<b>714,255</b>	<b>523,435</b>	

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## CLT/ Corporate

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Human Resources &amp; Payroll</b>							
Gross Direct Costs	377,192	314,350	337,080	22,730	6,370	33,742	See <b>Note A</b> below
Gross Direct Income	(1,000)	(830)	(3,019)	(2,189)	0	2,019	No Major Variances.
Support Service Charges	(376,192)	(313,520)	(313,520)	0	0	(62,672)	No Major Variances.
	<b>0</b>	<b>0</b>	<b>20,541</b>	<b>20,541</b>	<b>6,370</b>	<b>(26,910)</b>	
<b>Note A:</b> £12,211 - Higher salaries and oncosts as a result of no staff turnover and a higher than budgeted pay award. This will have a full year effect of £14,595. £13,409 - New appointment advertising - this is charged out to services as and when recruitment advertising takes place. £4,620 - Equipment purchases, bicycles purchased as part of the cycle scheme. £20,222 - Various professional and consultancy fees. this will have a full year effect of £17,870. (£23,945) - Corporate training not yet delivered. A roll forward will be requested to deliver coaching to the new Leadership and Management Teams in 2021/22.							
<b>Registration Services</b>							
Gross Direct Costs	246,243	169,920	155,101	(14,819)	19	91,123	Staffing costs following a restructure of the team. Some of this saving will be used to fund staffing costs ahead of elections in May - there is potentially a full year effect saving of c. £20k..
Gross Direct Income	(54,120)	(52,670)	20,411	73,081	0	(74,531)	Outstanding claims for the European and General Elections.
Support Service Charges	122,850	102,400	102,400	0	0	20,450	No Major Variances.
	<b>314,973</b>	<b>219,650</b>	<b>277,912</b>	<b>58,262</b>	<b>19</b>	<b>37,042</b>	
<b>Corporate Leadership Team</b>							
Gross Direct Costs	480,324	400,280	292,111	(108,169)	13,145	175,067	(£95,276) - Lower salaries and oncosts as a result of staff vacancies. Due to the restructure, no saving is anticipated. (£5,248) - Other professional fees. £4,212 - Marketing - General, Door to door leaflet drop re Covid. (£9,162) - Lower mileage, subsistence and conference expenses, due to Covid restrictions.
Support Service Charges	(480,324)	(400,240)	(400,240)	0	0	(80,084)	No Major Variances.
	<b>0</b>	<b>40</b>	<b>(108,129)</b>	<b>(108,169)</b>	<b>13,145</b>	<b>94,983</b>	
<b>Communications</b>							
Gross Direct Costs	257,210	214,391	179,883	(34,508)	2,289	75,038	(£16,471) - Staff vacancies, no full year saving - to be used as part of the restructure. (£13,800) - Marketing. Varying marketing/graphic design demand from other departments due to impact of COVID on normal council business. (£4,750) - Digital promotion - to be used for promotion of social posts to boost engagement/audience.
Gross Direct Income	0	0	(1,830)	(1,830)	0	1,830	Income from filming rights.
Support Service Charges	(295,168)	(245,970)	(245,970)	0	0	(49,198)	No Major Variances.
	<b>(37,958)</b>	<b>(31,579)</b>	<b>(67,917)</b>	<b>(36,338)</b>	<b>2,289</b>	<b>27,670</b>	
<b>Total CLT/ Corporate</b>	<b>277,015</b>	<b>188,111</b>	<b>122,407</b>	<b>(65,704)</b>	<b>21,823</b>	<b>132,785</b>	

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## Customer Services &amp; ICT

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>ICT - Support Services</b>							
Gross Direct Costs	1,422,079	1,094,213	1,334,415	240,202	89,242	(1,578)	See <b>Note A</b> below:
Capital Charges	79,420	66,180	66,180	0	0	13,240	No Major Variances.
Gross Direct Income	(410)	(340)	(3,000)	(2,660)	0	2,590	Grant towards staff training costs.
Support Service Charges	(1,424,504)	(1,187,140)	(1,187,140)	0	0	(237,364)	No Major Variances.
	<b>76,585</b>	<b>(27,087)</b>	<b>210,455</b>	<b>237,542</b>	<b>89,242</b>	<b>(223,112)</b>	
<b>Note A:</b> £4,006 - Higher salaries and oncosts due to higher pay award. This is offset slightly by staff reducing hours, but the full year cost is anticipated to be £7,253. £173,824 - Computer Software Licences. There is an £8k one-off item for an upgrade to the GIS system. There is a £99k growth in the software licensing of Microsoft products following the withdrawal of the government framework. Current estimates are that the increase will be around £107,000. £45,551 - Computer maintenance. There are one-off costs for mandatory software upgrades, leading to a full year effect of £35,746. (£38,917) - Computer Lines / Modems - Delay in delivery of network upgrade - this will be complete by March 2021. £56,342 - Computer Purchases, Hardware - much of this expenditure is directly in support of providing laptops etc. as a part of the requirement to work at home as a consequence of the Covid 19 Response. The total cost of Covid measures to date is £93,730. The total full year effect is £150,000.							
<b>TIC's</b>							
Gross Direct Costs	105,898	84,941	79,569	(5,372)	16,898	9,432	(£5,589) - Purchases For Resale - fewer souvenirs bought for resale (Closed as a result of Government Covid guidelines)
Capital Charges	5,729	4,770	4,770	0	0	959	No Major Variances.
Gross Direct Income	(27,000)	(22,510)	(10,605)	11,905	0	(16,395)	£11,929 - Sale of souvenirs (Closed as a result of Government Covid guidelines)
Support Service Charges	77,020	64,210	64,210	0	0	12,810	No Major Variances.
	<b>161,647</b>	<b>131,411</b>	<b>137,943</b>	<b>6,532</b>	<b>16,898</b>	<b>6,806</b>	
<b>Homelessness</b>							
Gross Direct Costs	308,520	257,081	696,956	439,876	143,779	(532,215)	£371,672 B&B temporary Accommodation charges. £96,644 Rough Sleeper temporary accommodation funded from the Covid grant. £5,086 Rent deposit expenditure. (£39,000) Professional fees funded by grants not incurred.
Capital Charges	4,856	4,050	4,050	0	0	806	No Major Variances.
Gross Direct Income	(598,103)	(562,842)	(1,041,923)	(479,081)	0	443,820	(£8,298) Rent on temporary accommodation properties. (£50,005) Recovered rent deposits. (£339,536) Recoverable costs, benefit subsidy and client contributions from B & B clients. (£75,298) Recoverable subsidy on Covid placed rough sleepers. (£7,500) Rough sleeper funding.
Support Service Charges	632,340	526,940	526,940	0	0	105,400	No Major Variances.
	<b>347,613</b>	<b>225,229</b>	<b>186,023</b>	<b>(39,205)</b>	<b>143,779</b>	<b>17,811</b>	
<b>Customer Services Housing</b>							
Gross Direct Costs	464,199	386,831	395,777	8,946	178	68,244	£13,837 Staffing, turnover and regradings. (£1,554) Transport related savings. (£3,336) Various supplies and services.
Support Service Charges	(410,872)	(342,390)	(342,840)	(450)	0	(68,032)	No Major Variances.
	<b>53,327</b>	<b>44,441</b>	<b>52,937</b>	<b>8,496</b>	<b>178</b>	<b>212</b>	
<b>Digital Transformation</b>							
Gross Direct Costs	290,519	242,110	253,117	11,007	14,630	22,772	£10,636 - Salaries and oncosts are higher than anticipated and there is a full year cost of £17,634
Capital Charges	31,500	26,250	26,250	0	0	5,250	No Major Variances.
Support Service Charges	(70,114)	(58,440)	(58,440)	0	0	(11,674)	No Major Variances.
	<b>251,905</b>	<b>209,920</b>	<b>220,927</b>	<b>11,007</b>	<b>14,630</b>	<b>16,348</b>	

<b>Reprographics</b>							
Gross Direct Costs	83,047	69,210	58,660	(10,550)	48,558	(24,171)	(£4,222) - Due to Covid the Council's activities have reduced and less production of print produced. Therefore, operating lease costs for printers are lower than expected. (£4,920) - The majority of staff are working from home, this equates to less paper being used.
Gross Direct Income	(7,500)	(6,250)	(1,483)	4,767	0	(6,017)	£4,767 - Due to Covid external revenue has fallen due to less activities being allowed to open.
Support Service Charges	(75,547)	(62,950)	(62,950)	0	0	(12,597)	No Major Variances.
	<b>0</b>	<b>10</b>	<b>(5,773)</b>	<b>(5,783)</b>	<b>48,558</b>	<b>(42,785)</b>	
<b>Customer Services - Corporate</b>							
Gross Direct Costs	718,067	594,912	609,058	14,146	9,320	99,689	See <b>Note A</b> Below:
Gross Direct Income	(22,070)	(18,390)	(23,481)	(5,091)	0	1,411	£4,209 - Postal charges re envelopes, BR postage and surcharges. (£9,980) - Income from service charges.
Support Service Charges	(674,983)	(562,520)	(562,520)	0	0	(112,463)	No Major Variances.
	<b>21,014</b>	<b>14,002</b>	<b>23,057</b>	<b>9,055</b>	<b>9,320</b>	<b>(11,363)</b>	
<b>Note A:</b> £8,163 - Salaries and oncosts higher as a result of no staff turnover; staff regradings and pay award higher than budgeted. This will lead to a full year cost of £9,552. £10,082 - Overtime paid as a result of Covid. (£6,248) - Postage costs. £9,337 - Personal protective equipment purchased for the Council as a whole due to Covid. (£4,750) - Other professional fees. (£1,891) - Stationery purchases. The full year effect of all of these is £29,134.							
<b>Total Customer Services &amp; ICT</b>	<b>912,091</b>	<b>597,926</b>	<b>825,569</b>	<b>227,643</b>	<b>322,604</b>	<b>(236,082)</b>	

## Service Area Summaries P10 2020-21

## Environmental Health

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Commercial Services</b>							
Gross Direct Costs	310,188	258,496	227,468	(31,029)	5,278	77,443	Vacant post within the team and lower mileage costs due to Covid.
Gross Direct Income	(11,250)	(9,380)	(1,393)	7,988	0	(9,858)	No income from food hygiene re-rating visits and food hygiene courses which have been suspended. This will have a full year effect of £10,000.
Support Service Charges	91,780	76,490	76,490	0	0	15,290	No Major Variances.
	<b>390,718</b>	<b>325,606</b>	<b>302,565</b>	<b>(23,041)</b>	<b>5,278</b>	<b>82,875</b>	
<b>Internal Drainage Board Levies</b>							
Gross Direct Costs	412,188	412,188	407,405	(4,783)	0	4,783	Lower inflation.
Support Service Charges	190	160	160	0	0	30	No Major Variances.
	<b>412,378</b>	<b>412,348</b>	<b>407,565</b>	<b>(4,783)</b>	<b>0</b>	<b>4,813</b>	
<b>Travellers</b>							
Gross Direct Costs	50,320	43,704	44,581	877	45,622	(39,883)	No Major Variances.
Gross Direct Income	(4,000)	(3,340)	(1,610)	1,730	0	(2,390)	No Major Variances.
Support Service Charges	870	720	720	0	0	150	No Major Variances.
	<b>47,190</b>	<b>41,084</b>	<b>43,691</b>	<b>2,607</b>	<b>45,622</b>	<b>(42,123)</b>	
<b>Public Protection</b>							
Gross Direct Costs	198,935	163,788	162,047	(1,741)	6,455	30,433	No Major Variances.
Gross Direct Income	(197,000)	(164,160)	(121,509)	42,651	0	(75,491)	Lower income received with some impact by Covid e.g. Temporary Events and Lottery Licences. This is under review with the Licensing team .
Support Service Charges	100,110	83,430	83,430	0	0	16,680	No Major Variances.
	<b>102,045</b>	<b>83,058</b>	<b>123,968</b>	<b>40,910</b>	<b>6,455</b>	<b>(28,378)</b>	
<b>Street Signage</b>							
Gross Direct Costs	12,000	4,660	2,071	(2,589)	0	9,929	No Major Variances.
Capital Charges	4,235	3,530	3,530	0	0	705	No Major Variances.
Support Service Charges	18,920	15,770	15,770	0	0	3,150	No Major Variances.
	<b>35,155</b>	<b>23,960</b>	<b>21,371</b>	<b>(2,589)</b>	<b>0</b>	<b>13,784</b>	
<b>Environmental Protection</b>							
Gross Direct Costs	687,269	552,490	553,064	574	19,603	114,602	No Major Variances.
Capital Charges	8,397	7,000	7,000	0	0	1,397	No Major Variances.
Gross Direct Income	(58,375)	(30,080)	(42,563)	(12,483)	0	(15,812)	Reimbursement of costs relating to emergency measures to a dangerous structure; sales of goat merchandise and additional licensing income for Houses in Multiple Occupation.
Support Service Charges	195,040	162,550	162,550	0	0	32,490	No Major Variances.
	<b>832,331</b>	<b>691,960</b>	<b>680,051</b>	<b>(11,909)</b>	<b>19,603</b>	<b>132,677</b>	
<b>Env Health - Service Mgmt</b>							
Gross Direct Costs	140,332	114,130	147,323	33,193	13,498	(20,489)	Staffing costs funded from a saving within the Corporate Enforcement team plus a change of senior management structure.
Support Service Charges	(140,332)	(116,920)	(116,920)	0	0	(23,412)	No Major Variances.
	<b>0</b>	<b>(2,790)</b>	<b>30,403</b>	<b>33,193</b>	<b>13,498</b>	<b>(43,901)</b>	
<b>Combined Enforcement Team</b>							
Gross Direct Costs	159,503	132,930	99,300	(33,630)	2,128	58,075	Vacant post. - used to fund temporary staffing within Environmental Health.
Support Service Charges	(159,503)	(132,900)	(132,900)	0	0	(26,603)	No Major Variances.
	<b>0</b>	<b>30</b>	<b>(33,600)</b>	<b>(33,630)</b>	<b>2,128</b>	<b>31,472</b>	

<b>Environmental Contracts</b>							
Gross Direct Costs	282,296	233,930	239,346	5,416	232	42,718	Turnover staffing costs not met.
Capital Charges	4,521	3,770	3,770	0	0	751	No Major Variances.
Support Service Charges	(286,817)	(239,010)	(239,010)	0	0	(47,807)	No Major Variances.
	<b>0</b>	<b>(1,310)</b>	<b>4,106</b>	<b>5,416</b>	<b>232</b>	<b>(4,338)</b>	
<b>Waste Collection And Disposal</b>							
Gross Direct Costs	4,138,993	3,043,235	3,070,993	27,758	1,174,077	(106,076)	See <b>Note A</b> below:
Capital Charges	48,815	40,680	40,680	0	0	8,135	No Major Variances.
Gross Direct Income	(3,447,361)	(2,918,944)	(2,993,617)	(74,673)	0	(453,744)	Additional income from garden waste and bulky waste collections. No full year effect is anticipated as any additional income will be offset by lower fee income from trade waste customers.
Support Service Charges	450,780	375,690	375,690	0	0	75,090	No Major Variances.
	<b>1,191,227</b>	<b>540,661</b>	<b>493,746</b>	<b>(46,915)</b>	<b>1,174,077</b>	<b>(476,595)</b>	
<b>Note A:</b> (£20,018) Outstanding accruals from 2019/20 for services provided and no invoices yet received. £56,828 Waste collection costs higher than profiled budget. Contract extension costs of £26,998 to Kier. (£35,772) Lower contract payments for the processing of recyclables.							
<b>Cleansing</b>							
Gross Direct Costs	690,300	556,920	520,728	(36,192)	115,217	54,355	£7,641 Contractor extension costs to Kier; (£44,475) Contractor costs to Serco based on bill of quantities.
Capital Charges	18,000	15,000	15,000	0	0	3,000	No Major Variances.
Gross Direct Income	(57,170)	(57,170)	(56,809)	362	0	(362)	No Major Variances.
Support Service Charges	58,580	48,830	48,830	0	0	9,750	No Major Variances.
	<b>709,710</b>	<b>563,580</b>	<b>527,750</b>	<b>(35,830)</b>	<b>115,217</b>	<b>66,743</b>	
<b>Environmental Strategy</b>							
Gross Direct Costs	25,000	25,000	7,857	(17,143)	0	17,143	No expenditure - Green Build event cancelled due to Covid.
Gross Direct Income	(15,000)	(15,000)	0	15,000	0	(15,000)	No income - Green Build event cancelled due to Covid.
Support Service Charges	19,840	16,530	16,530	0	0	3,310	No Major Variances.
	<b>29,840</b>	<b>26,530</b>	<b>24,387</b>	<b>(2,143)</b>	<b>0</b>	<b>5,453</b>	
<b>Community Safety</b>							
Gross Direct Costs	30,647	22,210	17,086	(5,124)	0	13,561	Vacant post.
Support Service Charges	250	210	210	0	0	40	No Major Variances.
	<b>30,897</b>	<b>22,420</b>	<b>17,296</b>	<b>(5,124)</b>	<b>0</b>	<b>13,601</b>	
<b>Civil Contingencies</b>							
Gross Direct Costs	87,743	73,690	69,671	(4,019)	245	17,827	No Major Variances.
Support Service Charges	29,340	24,480	24,480	0	0	4,860	No Major Variances.
	<b>117,083</b>	<b>98,170</b>	<b>94,151</b>	<b>(4,019)</b>	<b>245</b>	<b>22,687</b>	
						0	
<b>Total Environmental Health</b>	<b>3,898,574</b>	<b>2,825,308</b>	<b>2,737,451</b>	<b>(87,857)</b>	<b>1,382,354</b>	<b>(221,231)</b>	

## Finance &amp; Assets

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Industrial Estates</b>							
Gross Direct Costs	15,517	12,207	6,849	(5,358)	430	8,238	Lower insurance premiums.
Capital Charges	46,240	38,530	38,530	0	0	7,710	No Major Variances.
Gross Direct Income	(134,600)	(129,600)	(94,396)	35,204	0	(40,204)	Rental income not invoiced due to a change of Lease - the assignment is with the solicitor awaiting completion.
Support Service Charges	46,230	38,540	38,540	0	0	7,690	No Major Variances.
	<b>(26,613)</b>	<b>(40,323)</b>	<b>(10,477)</b>	<b>29,846</b>	<b>430</b>	<b>(16,566)</b>	
<b>Surveyors Allotments</b>							
Gross Direct Costs	3,000	0	25	25	0	2,975	No Major Variances.
Gross Direct Income	(50)	(40)	(50)	(10)	0	0	No Major Variances.
Support Service Charges	12,070	10,070	10,070	0	0	2,000	No Major Variances.
	<b>15,020</b>	<b>10,030</b>	<b>10,045</b>	<b>15</b>	<b>0</b>	<b>4,975</b>	
<b>Handy Man</b>							
Gross Direct Costs	3,251	2,731	2,710	(21)	0	541	No Major Variances.
Gross Direct Income	(54,730)	0	0	0	0	(54,730)	No Major Variances.
Support Service Charges	60,970	50,830	50,830	0	0	10,140	No Major Variances.
	<b>9,491</b>	<b>53,561</b>	<b>53,540</b>	<b>(21)</b>	<b>0</b>	<b>(44,049)</b>	
<b>Parklands</b>							
Gross Direct Costs	34,767	28,976	23,137	(5,839)	1,464	10,166	Lower electricity costs - delays in receipt of invoices from supplier.
Capital Charges	432	360	360	0	0	72	No Major Variances.
Gross Direct Income	(64,055)	(59,055)	(72,264)	(13,209)	0	8,209	(£14,500) Sale of pitch - to be used as a capital receipt at year end.
Support Service Charges	32,560	27,140	27,140	0	0	5,420	No Major Variances.
	<b>3,704</b>	<b>(2,579)</b>	<b>(21,627)</b>	<b>(19,048)</b>	<b>1,464</b>	<b>23,867</b>	
<b>Revenue Services</b>							
Gross Direct Costs	66,192,154	56,761,968	85,004,402	28,242,435	14,456	(18,826,705)	£10,369 Overtime funded from Covid grant. £28,594 Civica on Demand support funded from Covid. £28,190,470 Covid - Small Business Support and Lockdown grants.
Gross Direct Income	(65,944,911)	(65,712,760)	(99,882,852)	(34,170,092)	0	33,937,941	Covid Funding for Business Support Grants - there is an expectation that a reconciliation will be made and unspent allocations will be repaid to Ministry Housing Communities and Local Government (MHCLG).
Support Service Charges	383,980	320,030	320,030	0	0	63,950	No Major Variances.
	<b>631,223</b>	<b>(8,630,762)</b>	<b>(14,558,420)</b>	<b>(5,927,657)</b>	<b>14,456</b>	<b>15,175,186</b>	
<b>Benefits Subsidy</b>							
Gross Direct Costs	21,979,945	0	33,825	33,825	0	21,946,120	£33,500 Test and Trace Payments, funded by grant.
Gross Direct Income	(21,726,144)	0	(87,529)	(87,529)	0	(21,638,615)	(£79,000) Test and Trace grant payments.
	<b>253,801</b>	<b>0</b>	<b>(53,705)</b>	<b>(53,705)</b>	<b>0</b>	<b>307,506</b>	
<b>Discretionary Payments</b>							
Support Service Charges	3,820	3,180	3,180	0	0	640	No Major variances.
	<b>3,820</b>	<b>3,180</b>	<b>3,180</b>	<b>0</b>	<b>0</b>	<b>640</b>	
<b>Non Distributed Costs</b>							
Gross Direct Costs	0	195,219	201,603	6,384	0	(201,603)	£9,331 - Actuarial strain costs for staff retiring early.
	<b>0</b>	<b>195,219</b>	<b>201,603</b>	<b>6,384</b>	<b>0</b>	<b>(201,603)</b>	
<b>Administration Buildings Svs</b>							
Gross Direct Costs	575,759	372,181	402,802	30,621	74,155	98,802	See <b>Note A</b> below:
Capital Charges	75,862	63,220	63,220	0	0	12,642	No Major Variances.
Gross Direct Income	(344,158)	(190,063)	(167,901)	22,162	0	(176,257)	Service charges are lower as fewer tenants.
Support Service Charges	(281,517)	(234,590)	(234,590)	0	0	(46,927)	No Major Variances.
	<b>25,946</b>	<b>10,748</b>	<b>63,531</b>	<b>52,783</b>	<b>74,155</b>	<b>(111,740)</b>	
<b>Note A: £67,033 Higher repair and maintenance costs - Legionella corrective works at various sites, PAT testing and emergency lighting and the removal of Portacabins at New Road, North Walsham. (£44,345) Lower running costs - outstanding invoices for rent at Kings Arms St. North Walsham; lower gas and electricity costs at Cromer and Fakenham. £6,235 Management fee - termination of Caterserve contract.</b>							

<b>Property Services</b>							
Gross Direct Costs	697,321	590,535	738,710	148,175	56,011	(97,400)	See <b>Note A</b> below:
Capital Charges	3,002	2,500	2,500	0	0	502	No Major Variances.
Gross Direct Income	(10,000)	0	(805)	(805)	0	(9,195)	Outstanding debtor accruals offset by sale proceeds from land at Weybourne.
Support Service Charges	(615,796)	(513,150)	(513,650)	(500)	0	(102,146)	No Major Variances.
	<b>74,527</b>	<b>79,885</b>	<b>226,755</b>	<b>146,870</b>	<b>56,011</b>	<b>(208,239)</b>	

**Note A:** (£25,718) Staffing costs - vacant post held in the service offset by costs for advertising and Covid related overtime. £7,872 Works in default to be funded from the Enforcement Board. £139,982 Repair and maintenance and purchase of equipment and consumables relating to Covid and the Return to the High Street Safely Fund (RHSSF). £23,687 Professional fees and consultancy costs.

<b>Head Of Finance &amp; Assets</b>							
Gross Direct Costs	109,836	91,540	93,612	2,072	0	16,224	No Major Variances.
Support Service Charges	(109,836)	(91,550)	(91,550)	0	0	(18,286)	No Major Variances.
	<b>0</b>	<b>(10)</b>	<b>2,062</b>	<b>2,072</b>	<b>0</b>	<b>(2,062)</b>	
<b>Corporate Finance</b>							
Gross Direct Costs	446,119	374,150	355,446	(18,704)	21,739	68,935	(£22,828) Employee savings due to vacant hours. £4,207 additional ICT costs.
Support Service Charges	(446,119)	(371,760)	(371,760)	0	0	(74,359)	No Major Variances.
	<b>0</b>	<b>2,390</b>	<b>(16,314)</b>	<b>(18,704)</b>	<b>21,739</b>	<b>(5,424)</b>	

<b>Insurance &amp; Risk Management</b>							
Gross Direct Costs	199,704	199,704	205,037	5,333	0	(5,333)	Legal Fees
Gross Direct Income	(650)	(540)	(208)	332	0	(442)	No Major Variances.
Support Service Charges	(199,054)	(165,920)	(165,920)	0	0	(33,134)	No Major Variances.
	<b>0</b>	<b>33,244</b>	<b>38,909</b>	<b>5,665</b>	<b>0</b>	<b>(38,909)</b>	

<b>Internal Audit</b>							
Gross Direct Costs	75,000	28,000	28,720	720	51,427	(5,147)	No Major Variances.
Support Service Charges	(75,000)	(62,510)	(62,510)	0	0	(12,490)	No Major Variances.
	<b>0</b>	<b>(34,510)</b>	<b>(33,790)</b>	<b>720</b>	<b>51,427</b>	<b>(17,637)</b>	

<b>Playgrounds</b>							
Gross Direct Costs	57,110	49,048	49,431	383	10,278	(2,600)	No Major Variances.
Support Service Charges	37,740	31,460	31,460	0	0	6,280	No Major Variances.
	<b>94,850</b>	<b>80,508</b>	<b>80,891</b>	<b>383</b>	<b>10,278</b>	<b>3,680</b>	

<b>Community Centres</b>							
Gross Direct Costs	9,893	7,075	6,363	(712)	4,492	(962)	No Major Variances.
Support Service Charges	8,650	7,220	7,220	0	0	1,430	No Major Variances.
	<b>18,543</b>	<b>14,295</b>	<b>13,583</b>	<b>(712)</b>	<b>4,492</b>	<b>468</b>	

<b>Public Conveniences</b>							
Gross Direct Costs	586,309	497,375	499,897	2,522	104,944	(18,532)	See <b>Note A</b> below:
Capital Charges	179,646	149,710	149,710	0	0	29,936	No Major Variances.
Gross Direct Income	0	0	(454)	(454)	0	454	No Major Variances.
Support Service Charges	87,477	72,900	74,040	1,140	0	13,437	No Major Variances.
	<b>853,432</b>	<b>719,985</b>	<b>723,192</b>	<b>3,207</b>	<b>104,944</b>	<b>25,296</b>	

**Note A:** £44,873 - Higher repair and maintenance costs associated with Legionella risk assessments and corrective works, emergency lighting and fixed wire testing and repairs. (£51,463) Underspend in running costs for water and electricity offset by higher NNDR costs. £7,784 Higher cleansing contractor costs due to Covid.

<b>Investment Properties</b>							
Gross Direct Costs	146,039	123,527	133,395	9,868	36,359	(23,715)	Option appraisals and structural surveys.
Capital Charges	46,674	38,900	38,900	0	0	7,774	No Major Variances.
Gross Direct Income	(210,105)	(177,720)	(162,434)	15,286	0	(47,671)	Outstanding debtor accruals - invoices yet to be raised for recharge of utility charges.
Support Service Charges	154,140	128,470	128,470	0	0	25,670	No Major Variances.
	<b>136,748</b>	<b>113,177</b>	<b>138,331</b>	<b>25,154</b>	<b>36,359</b>	<b>(37,942)</b>	

<b>Central Costs</b>							
Gross Direct Costs	91,205	73,507	66,350	(7,157)	6	24,849	(£12,920) - Budget for general events etc. £2,900 - Data protection fee.
Support Service Charges	(87,650)	(73,020)	(73,020)	0	0	(14,630)	No Major Variances.
	<b>3,555</b>	<b>487</b>	<b>(6,670)</b>	<b>(7,157)</b>	<b>6</b>	<b>10,219</b>	

<b>Corporate &amp; Democratic Core</b>							
Gross Direct Costs	611,448	469,666	519,322	49,656	157,239	(65,112)	See <b>Note A</b> Below:
Capital Charges	100,000	0	0	0	0	100,000	No Major Variances.
Gross Direct Income	0	0	(53,141)	(53,141)	0	53,141	(£52,641) - Grants - Other (Surge Enforcement funding).
Support Service Charges	1,175,550	979,630	979,630	0	0	195,920	No Major Variances.
	<b>1,886,998</b>	<b>1,449,296</b>	<b>1,445,811</b>	<b>(3,485)</b>	<b>157,239</b>	<b>283,949</b>	

**Note A:** (£3,346) - Salaries and oncosts lower than expected. (£6,210) - Treasury consultancy charges. (£9,298) - Other professional fees. £27,266 - Countywide mailshot - COVID 19. £22,245 - Foodbank and other donations (Covid). £7,623 - Prior years grant audit by external auditors. The balance consists of minor variances.

<b>Total Finance &amp; Assets</b>	<b>3,985,045</b>	<b>(5,942,178)</b>	<b>(11,699,570)</b>	<b>(5,757,391)</b>	<b>533,000</b>	<b>15,151,614</b>	
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## Service Area Summaries P10 2020-21

## Legal &amp; Democratic Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Benefits Administration</b>							
Gross Direct Costs	932,477	778,047	832,623	54,576	4,369	95,485	£18,100 Budgeted employee turnover savings not made, career grade movements. £32,511 Additional overtime funded from Covid grant and test and trace administrative grant. £7,713 Additional hardship software funded from the Covid grant.
Gross Direct Income	(349,121)	(3,928)	(62,826)	(58,898)	0	(286,295)	(£21,771) Various unbudgeted grants received from the Department for Works and Pensions (DWP). (£26,473) Test and Trace Administration Grant. (£10,654) New Burdens Hardship funding received from MHCLG.
Support Service Charges	488,240	406,880	406,880	0	0	81,360	No Major Variances.
	<b>1,071,596</b>	<b>1,180,999</b>	<b>1,176,677</b>	<b>(4,322)</b>	<b>4,369</b>	<b>(109,450)</b>	
<b>Members Services</b>							
Gross Direct Costs	507,462	420,934	397,178	(23,756)	3,981	106,303	See <b>Note A</b> Below:
Gross Direct Income	(400)	(330)	0	330	0	(400)	No Major Variances.
Support Service Charges	58,410	48,700	48,700	0	0	9,710	No Major Variances.
	<b>565,472</b>	<b>469,304</b>	<b>445,878</b>	<b>(23,426)</b>	<b>3,981</b>	<b>115,613</b>	
<b>Note A:</b> (£5,920) - General Training (Members) - This budget is underspent this year due to the pandemic. Training was put on hold initially and is now restarting on a remote basis. (£11,590) - Travelling allowances - general - Members are not travelling to the office to attend meetings currently, so are not claiming travel expenses at the usual level. (£8,186) - Chairman's Civic Expenditure. (£5,184) - Telephone reimbursements. £11,772 - Members Allowances - due to a change in the SRA payments to the Chair of Standards and the Leader of the Opposition - following the recommendations of the Independent Remuneration Panel (approved by Council in Feb 2020). All of this will lead to a full year saving of £16,000.							
<b>Legal Services</b>							
Gross Direct Costs	646,462	539,409	564,159	24,750	15,657	66,646	£27,651 - Salaries and oncosts. (£6,427) - Client disbursements. Demand led. Court fees and land registry fees. £9,556 - Other Professional Fees. Any overspend will be funded from the legal reserve.
Gross Direct Income	(329,946)	(216,684)	(189,743)	26,941	0	(140,203)	£30,181 - Income from legal fees. No variance is anticipated because any balance will be transferred to the Legal reserve. (£3,203) - Other recoverable charges. Recharged disbursements (land registry fees etc.) Any reduction in income will be funded from the legal reserve.
Support Service Charges	(316,516)	(263,790)	(263,790)	0	0	(52,726)	No Major Variances.
	<b>0</b>	<b>58,935</b>	<b>110,626</b>	<b>51,691</b>	<b>15,657</b>	<b>(126,283)</b>	
						0	
<b>Total Legal &amp; Democratic Svs</b>	<b>1,637,068</b>	<b>1,709,238</b>	<b>1,733,182</b>	<b>23,944</b>	<b>24,007</b>	<b>(120,121)</b>	

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## Service Area Summaries P10 2020-21

## Planning

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Development Management</b>							
Gross Direct Costs	1,062,973	890,022	920,668	30,646	86,209	56,096	£16,992 Turnover and pay award. (£7,335) Transport costs. £3,228 Costs awarded. £5,228 Professional Advice. £12,695 Agency costs - some funded from Covid grant as the implementation of the new planning system (Uniform) was directly affected by the pandemic.
Capital Charges	36,000	30,000	30,000	0	0	6,000	No Major Variances.
Gross Direct Income	(801,700)	(668,090)	(615,910)	52,180	0	(185,790)	Income - see Covid impact analysis in report.
Support Service Charges	598,290	498,600	498,600	0	0	99,690	No Major Variances.
	<b>895,563</b>	<b>750,532</b>	<b>833,358</b>	<b>82,826</b>	<b>86,209</b>	<b>(24,004)</b>	
<b>Planning Policy</b>							
Gross Direct Costs	469,656	395,392	362,599	(32,793)	5,719	101,338	(£28,692) Employee turnover savings as a result of vacant posts . (£8,977) Slippage in Local Plan - this will be offset by year end reserve funding.
Gross Direct Income	0	0	(167)	(167)	0	167	No Major Variances.
Support Service Charges	93,076	77,600	77,600	0	0	15,476	No Major Variances.
	<b>562,732</b>	<b>472,992</b>	<b>440,033</b>	<b>(32,959)</b>	<b>5,719</b>	<b>116,981</b>	
<b>Conservation, Design &amp; Landscape</b>							
Gross Direct Costs	171,277	133,277	106,237	(27,040)	32,567	32,474	(£10,731) Profile conservation area appraisals funded from the general reserve. (£14,750) Contributions to NCC re Historic Environment Service (HES).
Support Service Charges	76,830	64,040	64,040	0	0	12,790	No Major Variances.
	<b>248,107</b>	<b>197,317</b>	<b>170,277</b>	<b>(27,040)</b>	<b>32,567</b>	<b>45,264</b>	
<b>Major Developments</b>							
Gross Direct Costs	277,293	241,860	306,507	64,647	21,353	(50,567)	£2,197 Relocation expenses. £11,872 New appointment advertising. £56,504 Professional services planning appeals (£2,782) Transport costs.
Gross Direct Income	0	0	(7,177)	(7,177)	0	7,177	(£2,197) Recovered costs for past employees, (£4,980) costs awarded to council following appeal.
Support Service Charges	78,760	65,630	65,630	0	0	13,130	No Major Variances.
	<b>356,053</b>	<b>307,490</b>	<b>364,960</b>	<b>57,470</b>	<b>21,353</b>	<b>(30,260)</b>	
<b>Building Control</b>							
Gross Direct Costs	451,956	376,660	366,318	(10,342)	5,182	80,456	(£6,603) Transport related savings. (£5,525) Employee costs.
Gross Direct Income	(390,000)	(324,990)	(289,169)	35,821	0	(100,831)	Income shortfall as a result of Covid.
Support Service Charges	124,740	103,980	103,980	0	0	20,760	No Major Variances.
	<b>186,696</b>	<b>155,650</b>	<b>181,129</b>	<b>25,479</b>	<b>5,182</b>	<b>385</b>	
<b>Head Of Planning</b>							
Gross Direct Costs	132,755	111,201	88,427	(22,774)	17,121	27,207	(£8,228) Generic training for department, (£2,708) Transport costs. (£9,748) Misc. supplies and service savings.
Support Service Charges	(132,755)	(110,620)	(110,620)	0	0	(22,135)	No Major Variances.
	<b>0</b>	<b>581</b>	<b>(22,193)</b>	<b>(22,774)</b>	<b>17,121</b>	<b>5,072</b>	
<b>Property Information</b>							
Gross Direct Costs	184,959	153,637	153,273	(364)	28,432	3,254	No Major Variances.
Gross Direct Income	(182,190)	(151,830)	(163,878)	(12,048)	0	(18,312)	Fee income.
Support Service Charges	50,280	41,930	41,930	0	0	8,350	No Major Variances.
	<b>53,049</b>	<b>43,737</b>	<b>31,324</b>	<b>(12,413)</b>	<b>28,432</b>	<b>(6,707)</b>	
<b>Total Planning</b>	<b>2,302,200</b>	<b>1,928,299</b>	<b>1,998,888</b>	<b>70,589</b>	<b>196,582</b>	<b>106,730</b>	

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Scheme	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Original Budget 2020/21	Updated Budget 2020/21	Current Expenditure 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24
	£		£		£	£	£	£
<b>Boosting Business Sustainability and Growth</b>								
Rocket House	77,084	37,465	39,619	0	0	39,619	0	0
Local Property Investment Fund	1,000,000	524	999,476	999,476	678,600	0	0	0
Property Investment Company	0	0	2,000,000	0	0	0	0	0
Purchase of New Car Park Vehicles	60,000	45,000	15,000	15,000	0	0	0	0
Deep History Coast	869,777	854,777	15,000	15,000	11,967	0	0	0
Fair Meadow House Improvements	50,000	16,650	33,350	33,350	0	0	0	0
Fair Meadow House Annexe	55,000	0	55,000	55,000	0	0	0	0
Collectors Cabin	25,000	933	24,067	24,067	0	0	0	0
Cornish Way	170,000	2,426	167,574	30,000	4,907	137,574	0	0
Fakenham Connect	100,000	332	99,668	30,000	0	69,668	0	0
Bacton Car Park	60,000	592	29,408	59,408	57,103	0	0	0
North Walsham Heritage Action Zone	3,120,000	175	1,949,825	194,325	14,988	1,754,750	863,500	307,250
Public Convenience Improvements	600,000	197,577	402,423	402,423	10,576	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	55,000	0	0
Purchase of Property Services Vehicles	17,744	0	0	0	17,744	0	0	0
	<b>6,259,605</b>	<b>1,156,449</b>	<b>5,885,411</b>	<b>1,858,050</b>	<b>795,885</b>	<b>2,056,611</b>	<b>863,500</b>	<b>307,250</b>
<b>Local Homes for Local Need</b>								
Disabled Facilities Grants	Annual programme,	Annual programme,	992,094	992,094	545,832	1,000,000	1,000,000	0
Parkland Improvements	100,000	13,124	86,876	86,876	0	0	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	184,823	0	0	0	0
Shannoeks Hotel	477,887	53,152	424,735	424,735	0	0	0	0
Laundry Loke - Victory Housing	100,000	0	100,000	100,000	0	0	0	0
Community Housing Fund	2,098,261	574,384	569,543	569,543	0	477,167	477,167	0
Provision of Temporary Accommodation	670,560	173,613	436,387	496,947	413,304	0	0	0
Fakenham Extra Care	215,500	171,024	44,476	44,476	0	0	0	0
	<b>4,337,708</b>	<b>1,475,974</b>	<b>2,838,933</b>	<b>2,899,493</b>	<b>959,136</b>	<b>1,477,167</b>	<b>1,477,167</b>	<b>0</b>
<b>Climate, Coast and the Environment</b>								
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,388,576	28,957	28,957	0	0	0	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,370,732	7,817	7,817	16,239	0	0	0
Cromer West Prom Chalets	655	655	61,345	0	0	0	0	0
Cromer Coast Protection Scheme	8,822,001	5,305,817	1,772,878	30,000	0	1,743,092	1,743,092	0
Coastal Erosion Assistance	90,000	41,203	48,797	48,797	0	0	0	0
Coastal Adaptations	247,493	0	410	247,493	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,595,843	50,000	0	1,572,607	1,545,843	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,315,883	1,215,883	100,000	100,000	428,539	0	0	0
Sea Palling Ramp	10,000	349	9,651	9,651	0	0	0	0
Bacton and Walcott Coastal Management Scheme	21,784,866	21,376,122	408,744	408,744	233,269	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	45,500	0	0
	<b>38,333,480</b>	<b>30,751,887</b>	<b>4,079,942</b>	<b>931,459</b>	<b>678,047</b>	<b>3,361,199</b>	<b>3,288,935</b>	<b>0</b>
<b>Quality of Life</b>								
Holt Country Park Play Area	52,000	47,454	4,546	4,546	4,944	0	0	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	27,467	0	0
Fakenham Gym	62,500	0	62,500	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	376,698	636,302	133,768	133,768	502,534	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0	848,868	0	0
Splash Leisure Centre Repronion	12,697,000	2,829,974	8,237,551	5,867,287	3,667,066	3,999,739	0	0
	<b>14,712,001</b>	<b>3,265,291</b>	<b>9,817,235</b>	<b>6,068,101</b>	<b>3,805,778</b>	<b>5,378,609</b>	<b>0</b>	<b>0</b>
<b>Customer Focus and Financial Sustainability</b>								
Administrative Buildings	1,565,678	1,515,678	50,000	50,000	170,431	0	0	0
Council Chamber and Committee Room Improvements	89,000	80,588	8,412	8,412	598	0	0	0
Environmental Health IT System Procurement	150,090	132,119	17,971	17,971	7,000	0	0	0
Purchase of Bins	646,895	406,895	80,000	80,000	103,214	80,000	80,000	0
User IT Hardware Refresh	275,000	106,622	58,378	58,378	8,356	55,000	55,000	0

<u>Scheme</u>	Scheme Total Current Estimate	Pre 31/3/20 Expenditure	Original Budget 2020/21	Updated Budget 2020/21	Current Expenditure 2020/21	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24
	£		£		£	£	£	£
Storage Hardware	60,000	42,433	17,567	17,567	0	0	0	0
Members IT	65,000	41,467	23,543	23,543	0	0	0	0
Back Scanning of Files	200,000	166,790	33,210	33,210	35,798	0	0	0
Electric Vehicle Charging Points	248,600	119,424	129,176	129,176	35,845	0	0	0
Waste vehicles	4,500,000	0	4,500,000	3,111,843	3,011,843	1,388,157	0	0
Housing Options System	20,000	650	19,350	19,350	0	0	0	0
Backup Network Upgrade	14,000	0	14,000	14,000	0	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	60,000	0	0
Fire Wall Replacements	36,000	0	36,000	36,000	32,488	0	0	0
HR Information System - Implementation	0	0	108,100	0	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	15,000	0	0	0	0
Revenue & Benefits IT System Licences	101,000	0	101,000	101,000	101,000	0	0	0
Revenues & Benefits Civica (Open Revenues) System	0	0	100,000	0	0	0	0	0
Citizen App	45,000	0	45,000	45,000	43,150	0	0	0
Concerto Asset Management System	25,000	0	0	25,000	25,000	0	0	0
	<b>8,116,264</b>	<b>2,612,656</b>	<b>5,416,708</b>	<b>3,785,450</b>	<b>3,574,724</b>	<b>1,583,157</b>	<b>135,000</b>	<b>0</b>
<b>TOTAL EXPENDITURE</b>	<b>71,759,057</b>	<b>39,262,258</b>	<b>28,038,229</b>	<b>15,542,553</b>	<b>9,813,570</b>	<b>13,856,744</b>	<b>5,764,602</b>	<b>307,250</b>
<b>Capital Programme Financing</b>								
Grants			5,565,313	1,724,092	779,101	5,505,699	4,678,935	92,500
Affordable Housing Contributions								
Other Contributions			0	0	0	0	0	0
Asset Management Reserve			267,242	115,000	57,602	207,242	0	0
Revenue Contribution to Capital (RCCO)			0	0	17,744	0	0	0
Capital Project Reserve			1,198,857	696,323	592,314	502,534	0	0
Other Reserves			4,016,442	2,016,442	732,326	477,167	477,167	0
Capital Receipts			5,252,823	3,011,567	955,574	1,776,204	608,500	214,750
Internal / External Borrowing			11,737,551	7,979,130	6,678,909	5,387,897	0	0
<b>TOTAL FINANCING</b>			<b>28,038,229</b>	<b>15,542,553</b>	<b>9,813,570</b>	<b>13,856,744</b>	<b>5,764,602</b>	<b>307,250</b>

## Project Governance & Management Framework

**Summary:** This report seeks to outline new project governance and management processes. The proposal seeks to satisfy recommendations made within recent audit reports and reflect responsibilities of various officers within the new management structure.

**Options considered:** Various options for improvements to Project Management and governance were considered as part of the proposal to form a Corporate Delivery Unit (CDU). These proposals were discussed by the Senior Leadership Team and Cabinet whose comments and steer have culminated in this paper.

**Conclusions:** The proposals provide a robust framework for improved project management across the Council and aim to satisfy recent audit recommendations. Supported by clear governance and reporting processes the proposal offers a solid foundation for moving forward, whilst also providing flexibility to refine and improve further as the process evolves. Training will be provided to officers and members on the process once approved.

- Recommendations:**
1. **To approve the project management and governance processes detailed within this report.**
  2. **To agree to establish a Cabinet Working Party to oversee key projects that form the delivery of the Corporate Plan, making recommendations to Cabinet as and when required and to agree the Terms of Reference for the Working Party as outlined on page 5 of the report**
  3. **That the North Walsham Heritage Action Zone Working Party be dissolved, with oversight of the project now being undertaken by the Cabinet Working Party for Key projects**

**Reasons for Recommendations:** The Council recognises the need to improve and formalise Project Management practice across the Council. The proposal will satisfy Audit recommendations NN2001 Project Management.

Cabinet Member(s) Sarah Butikofer	Ward(s) affected Potentially All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive <a href="tel:01263516232">Tel:- 01263 516232</a> Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a>	

## 1. Introduction

Following receipt of a number of Internal Audit Position Papers and audit reports prepared during 2019 and 2020 containing recommendations that the Council's approach to project management should be strengthened, consideration has been given to the development of a new project management and governance framework.

Our response to the recommendations made in the Project Management Audit Position Paper NN2001 in October 2019 was as follows:

### ***Response to Audit***

*Following the audit recommendations<sup>1</sup> the Council has been reviewing its approach to the way it manages projects and performance, this includes:*

- *How it prioritises projects against delivery of the Corporate Plan*
- *How all projects (but particularly large projects) are managed*
- *How and when budgets are agreed*
- *What performance measures are appropriate and useful*
- *Clear definition for Project Managers regarding; the expectations of Senior Management and Members, minimum documentation requirements, reporting frequency etc*
- *Clear governance arrangements required for large projects (including project roles)*
- *Clear and transparent levels of project reporting*
- *Defined/Managed Corporate Programme management*
- *Training and development of officers to improve project management skills*
- *Commitment from Senior management to a project management framework*

To this end in 2019 an officer working group was set up to explore the opportunities for the creation of a Corporate Delivery Unit to help ensure a strategic and structured approach to managing these processes moving forward. In August 2020 the Chief Executive proposed a new management structure for the authority which would seek to strengthen project management and governance arrangements including defining the roles of key officers and members, the creation of a Corporate Delivery Unit to support strategic planning and implementation of the recommendations made by Internal Audit to improve project governance and management across the Council.

## 2. The Proposals

The officer working group has worked on creating a new framework which aims to meet the audit recommendations and reflect political and management aspirations and requirements. The following summarises the proposed processes to help ensure improved project management, governance and reporting across the Council.

### **Obtaining Project approval**

#### **1) Completion of project proposal and determination of project size**

The initial stages of any project starts with the completion of a **Project Proposal**. This document seeks to determine the scope and potential budget of a proposed project. It

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<sup>1</sup>Listed in Appendix 1

encourages the writer to think about potential risks, timeframes, consultees etc. but just as importantly, should provide sufficient information to inform a decision regarding its outcomes and deliverability. The proposer determines the size of a project using a simple Q&A matrix. Examples of complete project proposals will be available to help those who have not completed one before. We would estimate it should take no longer than 1 hour to complete the form.

## 2) Project Check by CDU

Project Proposals are submitted to the CDU to be checked as follows:

- Completeness – have all questions been answered?
- Content – are the responses reasonable, considered and give sufficient information? Is there anything obviously unclear or omitted?
- Budgets – do the figures given look realistic? Have staff costs been taken into account etc. Have Finance colleagues been consulted?

The CDU will then run medium and large projects through 'a sieve'. This system gives a score to measure a project's deliverability and impact, including how it supports the delivery of the Corporate Plan.

### 2a Projects review by the Corporate Leadership Team (CLT)

Small projects (as defined at the Project Proposal stage) will be approved / rejected /parked by CLT or be requested to be elevated to Medium project status. Small projects are anticipated to be covered by existing budgets. Other projects will receive a light touch review to ensure they are suitable for discussion at Business Planning Group.

## 3) Business Planning Group (BPG)

All projects will progress to the Business Planning Group to consider but priority is likely to be given to those that score highly through the sieve.

The BPG does not 'approve' any projects but will:

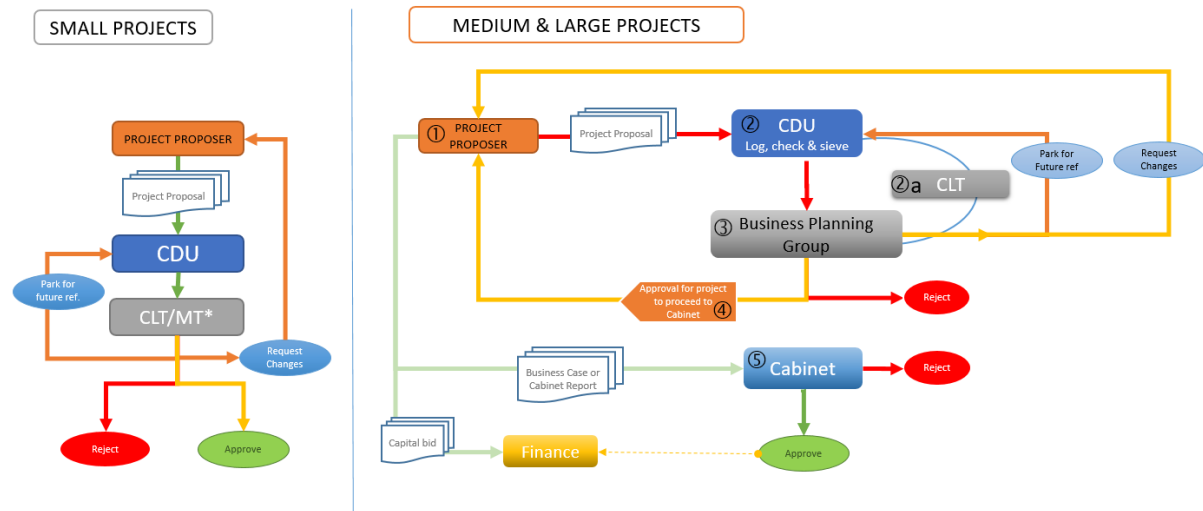
- a) recommend the proposal proceed to Cabinet with a Business Case or Cabinet Report
- b) request amendments or further detail
- c) park a project - suggesting the proposal is worthy but not a priority. Such projects may also be considered likely to attract funding and will be 'stored' for future use
- d) reject the proposal.

## 4) Cabinet

Cabinet approves or rejects the project. Projects should not receive funding offers or capital cost codes until Cabinet has formally approved the project. Previously the Finance team requested capital bid forms to be completed simultaneously but we are working on ensuring a system that can work as projects come forward, so as to be able to respond to Government and external funding opportunities outside of the annual capital programme process.

Approving projects should be a **standard** procedure.

## Project Approval Process



\* Any small projects that form part of the Corporate Plan will go to BPG to discuss  
 Fig 1: The project approval process.

## Project Governance

Different sized projects will require different levels of governance. Fuller descriptions on roles and document templates will be available to officers through the refreshed **Guide to Project Management Processes**.

**Small projects** may consist of a team of 2 or 3 officers reporting to a Senior Responsible Officer (Section Manager or Assistant Director). A project manager needs to be identified but the creation of a Project Proposal is the minimum. They need to also issue a project closure notification once completed (or cancelled). Specific issues and exceptions can be elevated to MT/CLT for a decision. These are usually carried out using Revenue budget funds.

We anticipate approx. 60 small projects per year. Examples include; reviews, small refurbishments, cross team office moves, some software upgrades.

**Medium Projects** generally carry a larger (capital) budget and more risk but the team/service delivering the project is likely to have some experience in this type of work. Medium Projects do require a formal project team to be identified and it is suggested that the Project Manager should report collectively to a Project Board set up by each Assistant Director to cover all medium projects under their remit.

In order to provide better communication of information flow regarding medium projects the Portfolio holder(s) can be invited to attend service led Project Boards and can request the requirement to submit an update to a relevant Working Group if deemed necessary.

We anticipate approx. 40 medium projects per year. Examples include; Electrical vehicle charging, New build toilets, Mammoth Marathon, HR IT system.

**Large Projects** are likely to be those that aim to directly deliver the Corporate Plan, some may be high risk and/or high budget and more complex in delivery. They are also likely to include significant consultation/stakeholder engagement or working with external bodies.



Each of these projects will need a **Project Board** which reports to a Cabinet appointed **Working Group**. The Working Group will offer advice when required and sign off key milestones (e.g. major stakeholder events, contract awards etc.). They will make recommendations on exceptions that need elevating to Cabinet and risks that need to go to the Governance, Risk and Audit Committee (GRAC). They will provide an overview of all projects that support an element of the corporate plan. It is suggested that large projects report every 2 – 3 months to the Working Group.

We anticipate approx. 10 large projects per year. Examples include: North Walsham HAZ, New Sheringham Leisure Centre, 110k trees, Fakenham Urban Extension Roundabout Project.

**Roles and Responsibilities**

It is important, in order to prevent confusion, duplication or omissions, that governance is clear, with each group having specific tasks, authorities and scope. It is equally important to maintain the process to prevent projects starting without the required approval, coming to the table via ‘the back door’ and to prevent bias. Only by managing all projects via the same process can we ensure accountability, effective and timely reporting and remedial action.

Key points (for large and medium) projects are :

- Cabinet is the only body which can approve a project
- Budgets cannot be issued/used until approval is received from Cabinet
- Working Groups will receive updates from large projects only but can ‘call-in’ medium projects if required.
- Changes to scope or budget requirements must be elevated from Working Groups
- Portfolio Holders are key linkages between Project Boards and Working Groups
- Project Boards can only act within the scope and budget of the business case (or cabinet report), as was approved by cabinet.

Title: Working Group(s)	
Role	Responsibilities
<p>A group of 5 Cabinet Members.</p> <ul style="list-style-type: none"> <li>• Portfolio Holders responsible for the Corporate Plan Objectives will attend these meetings.</li> <li>• A member of CLT will also attend these meetings.</li> <li>• The Chairman of the relevant O&amp;S Panel will attend these meetings.</li> </ul> <p>Meet every two months to maintain an overview of large projects on a rolling basis. Medium Projects can be ‘called-in’ if necessary.</p>	<ul style="list-style-type: none"> <li>• To obtain and maintain an overview of a variety of projects that form part of the delivery of the Corporate Plan (possibly on a theme or service basis).</li> <li>• To receive exception reports (i.e. changes to budget requirements or a significant change of a project scope) from Project Boards and advise on their submission to Cabinet for approval.</li> <li>• To help with mitigating risk or elevating major risk to GRAC.</li> <li>• To provide sign-off of key milestones such as;               <ul style="list-style-type: none"> <li>▪ approve contract awards within the scope of the project.</li> <li>▪ approve public consultation elements</li> <li>▪ determine areas of conflict</li> </ul> </li> <li>• To Champion the projects, especially in the community and wider setting.</li> </ul>

<b>Title: Project Board</b>	
<b>Role</b>	<b>Responsibilities include</b>
<p>Each Project Board will include an Assistant Director and the Portfolio Holder and is responsible for overseeing the progress of the project and reacting to any problems.</p> <p>A Project Board is not required for Small Projects where CLT will act in a similar capacity.</p> <p>Project Boards should meet every 6 – 10 weeks depending on the size and complexity of the project.</p>	<ul style="list-style-type: none"> <li>• Championing the project and raising awareness at senior level.</li> <li>• Communicating with other key organisational representatives.</li> <li>• Recruiting project staff and consultants if needed.</li> <li>• Ensure the project team functions well – address any concerns or issues.</li> <li>• Approve detail of proposals that involve external parties</li> <li>• Advise and approve documentation including PID, Gantt charts, risks, lessons learned etc</li> <li>• Resolve issues, mitigate risk or if deemed necessary request elevation to a Working Group for decisions.</li> <li>• Ensure the project remains within timeframes, scope and budget</li> </ul>

<b>Title: Project Team</b>	
<b>Role</b>	<b>Responsibilities include</b>
<p>A group of officers who actively work on the project, at some stage, during the lifetime of the project. Some may have a specific role.</p> <p>A Project Team should reflect the size of the project with large or complex projects potentially needing more internal (or external) stakeholders.</p> <p>Project teams will often meet every 1 – 3 weeks depending on the project timeframes.</p> <p>Meetings do not have to be formally minuted but action points should be recorded.</p>	<p>Team member roles will vary depending on the type of project. Typically they will;</p> <ul style="list-style-type: none"> <li>• Work with the designated Project Manager to successfully deliver the project.</li> <li>• Manage and fulfil the communication requirements</li> <li>• Work with users to ensure the project meets business needs</li> <li>• Help to identify risks</li> <li>• Some may provide functional expertise</li> <li>• The group may deliver user training</li> </ul>

There has been some discussion on the need for ‘themed’ Working Groups to make decisions – or whether just one meeting to cover all large projects would be preferable.

It is strongly recommended that the large projects should be split (potentially on a themed or service basis), on the grounds of;

- capacity for the working group attendees (it will take some time to work through potentially 10 projects). Having to manage 10 projects collectively will also significantly reduce the opportunity for Working Groups to ‘call in’ any Medium projects should they want to.
- capacity of the CDU and Democratic Services who will have to draw information from 10 different projects every month as opposed to 3 or 4 per month on a rolling basis.
- it would be disproportionate for a Working Group to meet more often than the Project’s own Project Board which we would anticipate meeting every 6 – 10 weeks meaning that in some cases there would be nothing to report.

Any significant project or corporate risk will be acknowledged at Working Group meetings and any change in status will be captured and reported to GRAC.

The role of the Portfolio Holder is pivotal in ensuring continuity and flow between meetings. Attendance at Large Project Board meetings and Working Group meetings will enable improved understanding of issues and flow of information.

Overview & Scrutiny will review both Project Working Parties and Cabinet decisions at O&S working panel meetings. These meetings will review projects on a themed basis. These working panels are expected to meet quarterly on a rolling basis.

Title: Overview & Scrutiny Working Panels	
Role	Responsibilities
<p>Three 'themed' Panels, all politically balanced and chaired by a member of the Overview &amp; Scrutiny Committee.</p> <p>Membership of the panels can be drawn from across the Council.</p> <p>Cabinet members <u>cannot</u> sit on an O&amp;S Panel but will be required to attend for projects relating to their portfolio(s)</p> <p>The Panels will review progress and scrutinise delivery elements of the Corporate Plan.</p>	<ul style="list-style-type: none"> <li>To monitor the ongoing implementation of key programmes/projects to ensure they are achieving expected outcomes as outlined in the Corporate Plan Delivery Plan.</li> <li>Outcome measures developed as part of the performance framework will form a core part of each panel's monitoring role.</li> <li>Each Corporate Plan Themed Scrutiny Panel will establish its own work programme to agree how they will approach the CP themes/projects and, in conjunction with the relevant Portfolio Holders, agree which priorities they will focus on, and when they will be reviewed/monitored.</li> <li>Each panel will provide update reports to the Overview &amp; Scrutiny Committee and specific reports to Cabinet when recommendations are made.</li> </ul>

**Project Governance**

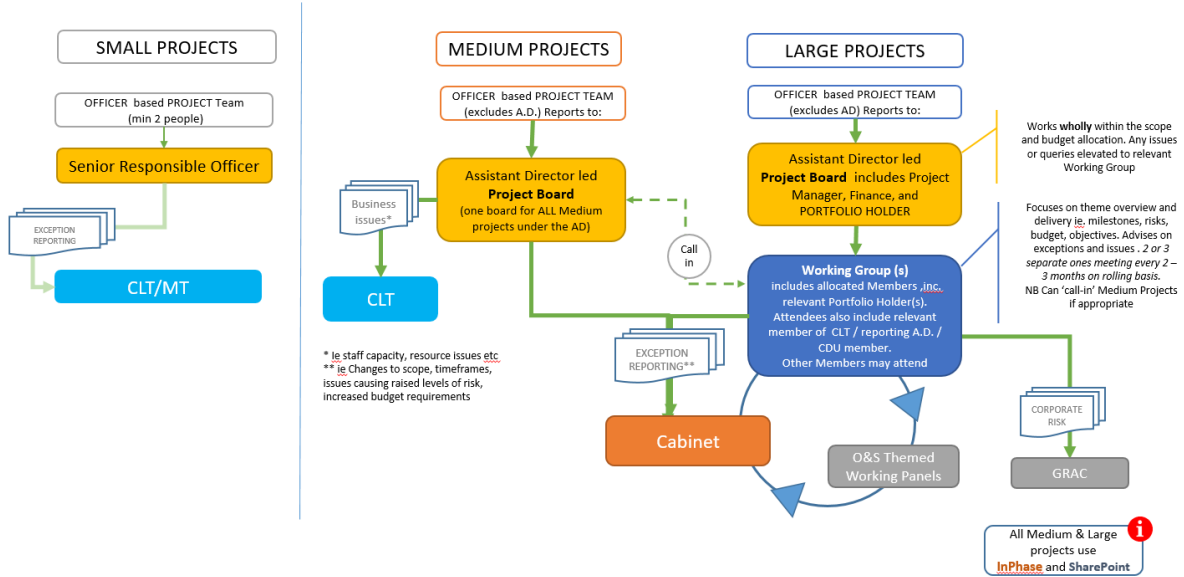


Fig 2 Project Governance

Further details on all roles and documentation is given in the 'Guide to Project Management Processes'.

### **3. Conclusion**

The proposal, as outlined in this report, aims to provide a workable framework for improved project management across the organisation and satisfy audit recommendations. Supported by clear governance and reporting processes, the proposal offers a clear and solid foundation for moving forward, whilst also offering the flexibility to refine and improve as projects come forward.

Training will be provided to officers and members on the process once approved.

### **4. Implications and Risks**

The main risk to the success of this proposal is to the process being agreed but not adhered to moving forward. It's is critical that it is understood that ALL projects use the same route for approval and governance otherwise the process, and our ability to ensure improvements, will fail. The Corporate Delivery Unit will oversee the process and ensure consistency of approach from an 'independent' decision.

### **5. Financial Implications**

There are no financial implications with this proposal. This proposal aims to reduce risk and ensure better management and accountability of project budgets.

### **6. Sustainability**

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

### **7. Equality and Diversity**

This report does not raise any issues in respect of equality and diversity.

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

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

## Appendix 1

### Audit action points concerning general Project Management and Governance arrangements (NN2001)

<p><b>Action Point 1: Develop and implement a formal process for selecting which proposed projects should go ahead.</b> This should include assessing whether the project is: suitable (i.e. meets the Council's corporate objectives) acceptable (to various stakeholders) feasible (sufficient resources, both financial and officer availability)</p>
<p><b>Action Point 2: Update the guide to project management.</b> In particular, this should include: removing outdated references to posts/staff members developing a template for progress reports add Finance representation to project teams to advise on financial matters update project risk scoring to align with corporate risk scoring.</p>
<p><b>Action Point 3: Ensure consistency of documentation and record keeping for all projects,</b> using a central database. Use of standard templates will enable more effective comparison between projects.</p>
<p><b>Action Point 4: Regular updates to senior management</b> on project progress to be provided, including details of issues arising and remedial actions required. This should include updates on projects within the Digital Transformation Programme, although not at the same level of detail. Updates need to be at a frequency which allows the information presented to be meaningful/informative and allow queries/challenge.</p>
<p><b>Action Point 5: Initial project proposals and business cases to make reference to how the project will help to achieve the objectives in the Corporate Plan.</b> Where exceptions are made, this needs to be clearly identified, along with the reason for the exception.(Links to Action Point 1, as this should be assessed as part of the project approval process.)</p>
<p><b>Action Point 6: Ensure that funding is formally confirmed</b> and in place for all projects prior to approval and commencement – this links to the 'feasibility' criteria in Action Point 1.</p>
<p><b>Action Point 7: Funding requests to Cabinet/Council should be robust and have input from Finance,</b> to reduce the risk of budget overspend and to more accurately control the Council's budgets.</p>
<p><b>Action Point 8: Initial risk assessments be completed consistently between projects,</b> using a standard template and methodology. Risk assessments are subject to regular review and update including those in respect of the DTP* projects.</p>
<p><b>Project objectives and milestones are defined at the beginning of the project and progress against these is regularly reported on.</b></p>
<p><b>Post-implementation reviews to be completed for all major projects to identify areas of success and lessons learnt for future projects.</b></p>

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## Purchase of Further Temporary Accommodation Units – Using Underspends

**Summary:** This report seeks support to use £546,270 of underspends from other housing related budgets in the 2020/21 Capital Programme to be used to fund purchase of further properties to be used as Temporary Accommodation for homeless households.

**Options considered:** Do not use this underspend for purchase of Temporary Accommodation but instead carry the funding forward (in the case of Disabled Facilities Grant budget) or do not use this underspend for the purpose it was allocated (in the case of Next Steps Accommodation Programme budget).

**Conclusions:** The Council has a duty to provide temporary accommodation for homeless households. The Council purchases much of this accommodation from the private sector with a significant net cost to the Council. Using housing related underspend to purchase further properties will enable the Council to provide quality, flexible homes for temporary accommodation. Use of Disabled Facilities Grant underspend from 2020/21 to purchase accessible homes is in line with the Council's agree Better Care Fund spending. Use of the 2020/21 underspend will not put additional pressure on the 2021/22 adaptations budget as sufficient funding is expected to meet demand. A longer term review of use Disabled Facilities Grant is planned to identify options for better ways of providing adapted homes.

**Recommendations:** That Cabinet allocate £546,270 of budget in the 2020/21 capital programme to be used for future purchase of temporary accommodation.  
That Cabinet gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the specific properties within the overall re-allocated budget of £546,270 (with all purchases subject to an independent valuation and survey).

**Reasons for Recommendations:** To provide authority for expenditure over £100,000..

### **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)*

<p>Purchase of two properties for use as Temporary Accommodation for homeless households – Cabinet, 2 March 2020 Purchase of further property for use as Temporary Accommodation for homeless households - Cabinet 18 May 2020 and Cabinet 7 July 2020</p>
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Purchase of four units of Temporary / Move-on accommodation for Rough Sleepers  
– Purchase recommendations - Cabinet 7 December 2020

Cabinet Member(s)  
Cllr Greg Hayman

Ward(s) affected:  
District-wide

Contact Officer, telephone number and email:  
Nicky Debbage, Housing Strategy & Delivery Manager, 01263 516027,  
nicky.debbage@north-norfolk.gov.uk

## **1. The case for additional Temporary Accommodation**

- 1.1 The Council has a legal duty to provide Temporary Accommodation (TA) to homeless households under the Homeless Reduction Act 2017; both at Relief stage (whilst investigations are carried out) and where a full duty is owed (ahead of securing more permanent accommodation). The number of households requiring TA has increased in recent years and currently there are 54 households in TA. The need for TA has further increased due to the government's "Everyone In" initiative, ensuring vulnerable rough sleepers are accommodated during the current pandemic. With a continuation of lockdown and then the prospect of evictions beginning once again, we do not envisage a reduction in the number of homeless cases or the requirement for TA for the foreseeable future.
- 1.2 There is not just a human cost to homelessness and the need to use TA, there is also a financial cost to the Council. The Council is only able to recover (in Housing Benefit) an amount based on 90% of the relevant government set Local Housing Allowance (LHA) level from 2011 against the cost of TA. Typical rates for bed and breakfast are £280 per week, whereas 90% of the 2011 LHA rate would be £88.27 per week for a 1-bed and £109.04 for a 2-bed – with NNDC covering the shortfall. The outturn net cost of TA to NNDC in 2019/20 was £233k, the current forecast outturn for 2020/21 is potentially as much as £500k.
- 1.3 These issues have been the driver for NNDC recently investing in TA. NNDC has held one unit of TA since early 2017, four more (originally to be from the new development at Laundry Loke) were purchased last year, together with two units at Stirling Close, which were Compulsory Purchased and now used/being refurbished ready to use for TA. We are currently in the process of purchasing four 1-bed units to be used to temporarily house rough sleepers, partly funded (£140k of a total expenditure of £500k) under the government's "Next Steps Accommodation Programme. This will bring the Council's total owned TA portfolio up to 11 units. In addition NNDC leases a 3-bed house from Victory to use as shared TA for single people.

## **2. Potential underspends available to purchase further TA**

- 2.1 There are two areas of underspend in the 2020/21 capital programme which could be sources of funding to purchase further units of TA:



- 2.2 **Next Steps Accommodation Programme** – NNDC was successful in a bid to the Ministry of Housing, Communities and Local Government (MHCLG) for £140k funding matched by £360k of NNDC capital to purchase four units of accommodation to be used as temporary/move-on accommodation for rough sleepers. Offers have now been accepted on four 1-bed properties (two in North Walsham, one in Fakenham and one in Melton Constable). The purchase price, plus associated survey/legal costs etc., and an allowance for relet works on these four properties totals £453,730. This leaves £46,270k potentially available to invest in a further unit of TA. MHCLG have confirmed that the full £140k grant will be payable, even though the full costs of the units is less than was originally forecast.
- 2.3 **Disabled Facilities Grant** – NNDC has seen a year-on-year increase in the budget allocated (from government, via Norfolk County Council) for Disabled Facilities Grant (DFG). The original allocation for 2020/21 was £1,193,858. However, in December 2020 a further allocation of £160,757 was announced, bringing the total up to £1,354,615. By way of comparison, the budget for 2015/16 was £595k, with spend of £473k.
- 2.4 A significant underspend is forecast on the DFG budget this year, with issues for both customers and contractors due to Covid 19, Shielding and lockdowns. The current spend on DFG is £605,370 and it is estimated that outturn spend for the year will be no more than a further £150,000, so a total outturn of £755,370, leaving a likely underspend of £599,245.
- 2.5 The DFG received by NNDC must be spent in accordance with a Better Care Fund spending plan jointly agreed between the local authority and the relevant Clinical Commissioning Groups. Any money paid under this grant must only be used for the specific purpose of providing adaptations for disabled people who qualify under the scheme or any other projects identified in the agreed plan. NNDC's agreed Locality Plan includes the following as legitimate uses of DFG funds:
- Improving dementia provision at Extra Care Housing schemes
  - Subsidising the cost of new supported housing schemes
  - Subsidising the cost of new build wheelchair accessible properties
  - Funding the adaptation of properties within the current social housing stock that lend themselves to adaptation and which are not currently tenanted in order to meet the needs of those whose current property cannot be adapted (mainly households with children)
  - Purchasing properties on the open market to meet the needs of households who needs are not currently being met and for whom there are no other solutions to meeting their needs
- 2.6 Previously DFG has been used to fund the dementia enhancements to the new Housing21 extra care housing so there is precedent for different usage. There is a need for accessible TA, previously and currently - with one client currently requiring fully wheelchair accessible TA and others requiring level access showers. TA cases needing accessible accommodation are often linked to hospital discharge and recently discussions have been held regarding assistance to the Norfolk and Norwich in discharge planning where someone is unable to return to their home either on a temporary basis or permanently.
- 2.7 The budget for 2021/22 will remain at the same 'increased' level as 2020/21, i.e. £1,354,615. So, whilst at some point in 2021/22 we anticipate the demand

for DFG will increase, we do not anticipate this being beyond the budget available. Future work is planned to review the use of DFG and the potential for supporting 'discretionary' DFG works, such as funding adaptations above the £30k threshold, or funding additional works outside of mandatory DFG requirements. However, this will need more work and liaison with other districts and NCC and will require NNDC to develop and agree a "Regulatory Reform Order". However, ahead of this policy development, uses of DFG funding in line with our existing Locality Plan could take place without further policy work.

- 2.8 Some of the options outlined above in the Locality Plan are not deliverable currently/within this financial year, but should be considered as part of the wider review of DFG to assess their impact on the provision of suitable property for disabled households. For example, the only extra care housing currently in development in the district is the Housing 21 scheme at Fakenham, which NNDC is already part funding, but there may be future opportunities to enhance extra care provision. It may also be possible to help ensure viability and deliver new supported housing schemes in future using DFG funding. Likewise it may be possible to increase the number of wheelchair accessible properties, both on affordable and market development, with DFG funding or to agree with Registered Providers programmes of adaptations to existing homes to make them suitable to meet the needs of those who need to be rehoused.
- 2.9 In the short term it would be possible to purchase properties on the open market to meet the needs of disabled households who need temporary housing – either as a result of homelessness or as a temporary option to allow hospital discharge. This use would be in accordance with the Better Care Fund spending plan.

### **3. Property Purchase**

- 3.1 Purchase of additional homes will use the same criteria we have followed to recently purchase eight homes (four purchased / four in the process of purchasing) to be used as TA, i.e.:
- Location – properties need to have good proximity to services (shops, doctors, etc.) and transport links, preferably located in or around one of the towns;
  - Property type – 1 or 2 bed properties;
  - Condition – homes need to be in good condition with no major refurbishment needs, enabling quick letting;
  - Availability – homes need to be available relatively quickly, avoiding purchases in 'sales chains'. As a point of principle, we will also not consider units with an existing tenant, who would need to be moved out.
  - Price – all homes would be subject to an independent valuation to ensure they represent a good investment. However, in line with the rudimentary viability modelling undertaken, ideally the total cost of a property (including any repairs and legal costs) should be no more than £182k.
- 3.2 Additionally, as these properties will be largely funded using DFG underspend AND because of the needs of many households needing TA, the homes purchased must be accessible. This will mean the properties to be purchased will need to be level access, have good space standards and have (or have the

ability to easily convert) bathrooms with a walk-in shower. In reality this will mean purchases are either bungalows or ground floor flats.

3.3 The current Stamp Duty holiday is due to end 31/3/21. As NNDC’s purchases are defined as ‘additional’ homes, even with the Stamp Duty holiday purchases are still liable to a 3% Duty. However, after the holiday ends this will increase to 5% for the value of homes over £125k. If the properties to be purchased have an average total price (including all ‘on costs’) of £173k, which will allow purchase of some 2-bed homes and/or bungalows, the budget of £546k would allow purchase of three homes. If the average price were £130k the budget of £546 will enable the purchase of four properties.

3.4 Currently the process of purchasing properties is taking longer than usual, this is likely to be due to the backlog of transactions during earlier lockdowns and the current high level of activity in the housing market. To secure properties in an active housing market this report requests delegated authority to purchase a minimum of three properties / potentially four properties, within the overall budget provision of £546k (and with the safeguard of all purchases being subject to an independent survey and valuation).

**4. Corporate Plan Objectives**

This proposal helps deliver the Corporate Plan objective “Local Homes for Local Need” and specifically the objective 1.4.2 “Investment in Temporary Accommodation”.

**5. Medium Term Financial Strategy**

Use of underspends to fund purchase of NNDC properties to be used for TA, instead of a more costly (and poorer quality) alternative such as bed and breakfast, will help reduce the net spend on TA.

**6. Financial and Resource Implications**

Purchasing units to be used as TA is broadly viable – although viability is clearly affected by the purchase price of a unit, the size (and therefore the rent chargeable) and the source of finance (i.e. if borrowing is required to fund the purchase). The table below illustrates an example viability assessment of purchasing a property for £150k to be used for TA compared to relying on purchasing B&B accommodation.

Option	Income per annum		Expenditure per annum		Net Cost/ Income to Council
	Interest	90% of LHA	B&B Cost	Manage- ment & mainten- ance	
Invest £150k @ 3.3%	£4,950	£0	-£14,560	0	-£9,610
Buy 1-bed property for £150k and let for TA	£0	£4,590	0	-£2,300	£2,290

As the table shows, investing capital but having to pay for B&B represents a net annual cost of £9,610 to NNDC, compared to a net income of £2,290 from purchasing and letting a home for TA.

**7. Legal Implications**

The council is able to hold in the General Fund, and let on license, homes to be used for TA for homeless households. Legal input will be required to ensure effective conveyancing and to identify any legal constraints on properties that are considered for purchase.

**8. Risks**

The key risks and mitigations associated with using 2020/21 underspend to purchase of properties for TA are:

- The property is a poor investment – mitigated by purchases being subject to an independent valuation
- The property has unforeseen major investment needs – mitigated by purchases being subject to a full survey
- The property is not required for TA in the future – mitigated by either sale of the asset or use as market rented home (if a housing company is in place)
- Use of DFG budget underspend puts pressure on future DFG budgets – mitigated by the level of funding for adaptations for 2021/22 remaining high and the carry forward of some DFG underspend to the 2021/22 budget (using £500k of DFG for purchase of TA will still leave a forecast £99k underspend which can be carried forward to 2021/22 and considered for alternative uses/part of a wider review of DFG).

**9. Sustainability**

Homes purchased for use as TA will achieve good energy standards and improvements to heating and insulation will be undertaken to ensure this where required.

**10. Equality and Diversity**

No direct implications in this report

**11. Section 17 Crime and Disorder considerations**

No direct implications in this report

**12. Conclusion and Recommendations**

It is recommended that the forecast underspend from the Next Steps Accommodation Programme of £46,270, together with £500,000 of the predicted DFG underspend for 2020/2, are allocated to the Temporary Accommodation budget to support the purchase of accessible homes to be used for TA. A budget of £546k should enable the purchase of 3-4 further TA properties (depending whether these are 1 or 2-bed). It is recommended Cabinet gives delegated authority to a Chief Officer, in consultation with the Portfolio Holder for Housing & Benefits, for the purchase of the specific

properties within the overall re-allocated budget of £546,270 (with all purchases subject to an independent valuation and survey).

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## Managing Performance Quarter 3 2020/2021

**Summary:** The Managing Performance Report attached, as Appendix A, will enable the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview, assesses the impact that Covid-19 has had on both these aspects of Council performance, and the actions being taken to address these issues and proposes any further action needed.

**Options considered:** Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee where committee approval is required.

**Conclusions:** With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4<sup>th</sup> January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 3 covering the period October to December 2020.

**Recommendations:** **To note this report, endorse the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance**

**Reasons for Recommendations:** To ensure the objectives of the Council are achieved.

Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected All
Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a> Tel:- 01263 516232	

### 1. Introduction

The current Performance Management Framework sets out that we should report performance to Cabinet and Overview and Scrutiny on a quarterly basis. This report enables us to fulfil this requirement of the framework. More importantly however it ensures that all key activity within the Council is actively performance managed to ensure the Council's objectives are achieved.

### 2. Overview

2.1 This report covers the third quarter of the 2020/21 reporting year – i.e. the period covering October, November and December 2020.

- 2.2 During this period, following a busy summer experienced across the District with large numbers of staycation tourists and day visitors to the District we began to move to more of a Business As Usual position. This saw slightly larger numbers of staff coming into the Council's offices and the Cabinet agreeing a list of priority objectives from the Corporate Plan Delivery Plan for the authority to work on and towards, recognising the capacity of the organisation directed to the COVID response over the preceding six months and an expectation of increased levels of infection during the winter.
- 2.3 Whilst the numbers of COVID cases in North Norfolk remained low throughout October, rising levels nationally saw the Government introduce a second England lockdown from 5<sup>th</sup> November – 2<sup>nd</sup> December, which whilst placing fewer demands on the Council than the first lockdown in terms of community support and direct support for shielding and vulnerable people, did see resources committed to paying out further business support grants, strategic partnership engagement and supporting preparations for vaccine programme delivery.
- 2.4 Then in December with rapidly rising levels of infection across the UK and in North Norfolk the Council responded with partners to discussions on tiering to reflect levels of infection, with different social distancing and other restrictions imposed and further business grant support mechanisms introduced.
- 2.5 The majority of the Council's staff have continued to work from home throughout Quarter 3, with the majority of customer service enquiries being fulfilled online and over the phone, with limited face-to-face appointments available at the offices. Throughout this period the Council delivered most of its regular services and continued delivery of its programmed meetings through the Democratic Services Team facilitating remote meetings.
- 2.6 Monitoring and reporting of both service and organisational performance outcomes throughout the quarter has seen progress made against some of the headline corporate objectives such as the appointment of the Environmental Policy Officer and Climate Change Projects Officer to develop the Council's commitments in declaring a Climate Emergency, acquisition of housing units to better meet the increasing need for Temporary Accommodation, continued good progress with the development of the new Sheringham Leisure Centre and securing status as an approved delivery partner of the Government's KickStart programme to provide structured work experience for young people not only in the Council, but in the wider local economy – so whilst a challenging period continued positive progress has been made by the Council in delivering against its stated priority objectives and in its sustained COVID response.

### 3. Contents of the Managing Performance Quarterly Report

Chief Executive's Overview	Overview of the Chief Executive outlining the progress in achieving the corporate plan and managing services
Key	Key to delivery plan action symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan Actions



Key Priorities	Current actions for eighteen priority objectives upon which focus will be maintained in the coming months alongside the Council's ongoing response to the COVID situation. This report details the Cabinet's priorities given the current situation.
Local Homes for Local Need	Delivery Plan actions progress reports under the theme
Boosting Business Sustainability and Growth	Delivery Plan actions progress reports under the theme
Customer Focus	Delivery Plan actions progress reports under the theme
Climate, Coast and the Environment	Delivery Plan actions progress reports under the theme
Financial Sustainability and Growth	Delivery Plan actions progress reports under the theme
Quality of Life	Delivery Plan actions progress reports under the theme
Operational Performance	Overview for key performance indicators (KPIs) and management indicators and key for performance measure symbols
Performance Focus	This section of the report shows all the monthly and quarterly operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures.
All other performance measures	This section of the report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures.

#### 4. Conclusion

With the second national Covid-19 lockdown in November 2020 (and subsequently the third lockdown from 4<sup>th</sup> January 2021), Coronavirus has continued to have a significant impact on the Council's capacity and ability to achieve all of the objectives in the Corporate Plan Delivery Plan 2019-2023 and some impact on service operational performance during Quarter 3 covering the period October to December 2020.

#### 5. Implications and Risks

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019 – 2023 and delivery of high quality services. The recommendations of this report

contained in Appendix A outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

- 6. Financial Implications and Risks**  
Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.
- 7. Sustainability**  
There are no negative sustainability implications of this report.
- 8. Equality and Diversity**  
There are no negative equality and diversity implications of this report.
- 9. Section 17 Crime and Disorder considerations**  
There are no Section 17 Crime and Disorder implications of this report.

# Managing Performance

## Contents

	Page
Chief Executive's Overview	1
Key	2
Delivery Plan Overview	3
Key Priorities	4
Local Homes for Local Need	12
Boosting Business Sustainability and Growth	16
Customer Focus	20
Climate, Coast and the Environment	24
Financial Sustainability and Growth	32
Quality of Life	38
Operational Performance	40
Performance Focus	41
All other performance measures	44

# Managing Performance

## Quarterly Report Chief Executive's Overview

This report covers the third quarter of the 2020/21 reporting year – i.e. the period covering October, November and December 2020.

During this period, following a busy summer experienced across the District with large numbers of staycation tourists and day visitors to the District we began to move to more of a Business As Usual position. This saw slightly larger numbers of staff coming into the Council's offices and the Cabinet agreeing a list of priority objectives from the Corporate Plan Delivery Plan for the authority to work on and towards, recognising the capacity of the organisation directed to the COVID response over the preceding six months and an expectation of increased levels of infection during the winter.

Whilst the numbers of COVID cases in North Norfolk remained low throughout October, rising levels nationally saw the Government introduce a second England lockdown from 5 November – 2 December, which whilst placing fewer demands on the Council than the first lockdown in terms of community support and direct support for shielding and vulnerable people, did see resources committed to paying out further business support grants, strategic partnership engagement and supporting preparations for vaccine programme delivery.






Then in December with rapidly rising levels of infection across the UK and in North Norfolk the Council responded with partners to discussions on tiering to reflect levels of infection, with different social distancing and other restrictions imposed and further business grant support mechanisms introduced.

The majority of the Council's staff have continued to work from home throughout Quarter 3, with the majority of customer service enquiries being fulfilled online and over the phone, with limited face-to-face appointments available at the offices. Throughout this period the Council delivered most of its regular services and continued delivery of its programmed meetings through the Democratic Services Team facilitating remote meetings.

Monitoring and reporting of both service and organisational performance outcomes throughout the quarter has seen progress made against some of the headline corporate objectives such as the appointment of the Environmental Policy Officer and Climate Change Projects Officer to develop the Council's commitments in declaring a Climate Emergency, acquisition of housing units to better meet the increasing need for Temporary Accommodation, continued good progress with the development of the new Sheringham Leisure Centre and securing status as an approved delivery partner of the Government's KickStart programme to provide structured work experience for young people not only in the Council, but in the wider local economy – so whilst a challenging period continued positive progress has been made by the Council in delivering against its stated priority objectives and in its sustained COVID response.

Steve Blatch 31 December 2020.

## Actions Key

	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action has been completed as planned
<b>n/r</b>	Not relevant as the action has previously been completed or is not yet due to start.
	The Start date for the action is in the future
<b>not set</b>	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
<b>?</b>	Missing information

# Delivery Plan 2019-2023

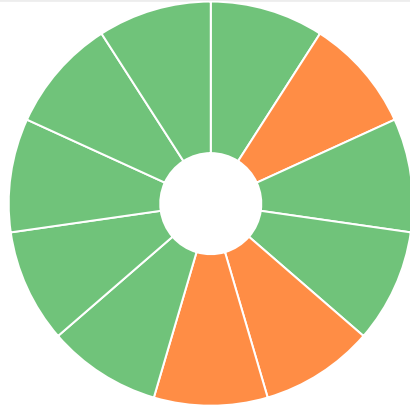


## Overview

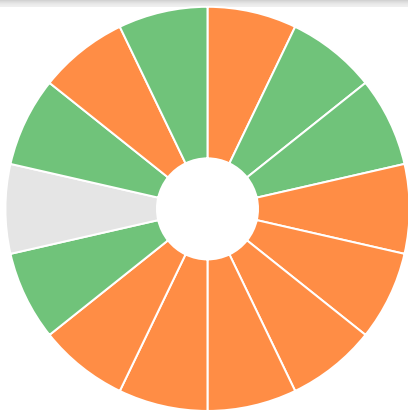
Local Homes for Local Need



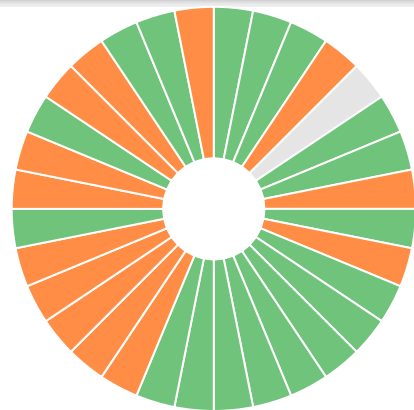
Boosting Business Sustainability and Growth



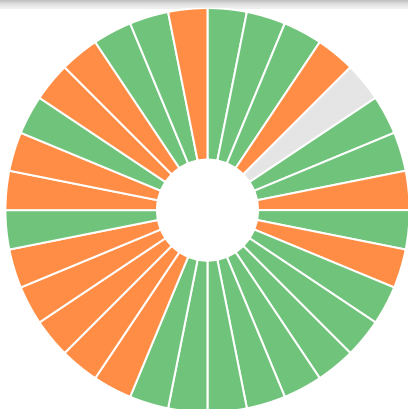
Customer Focus



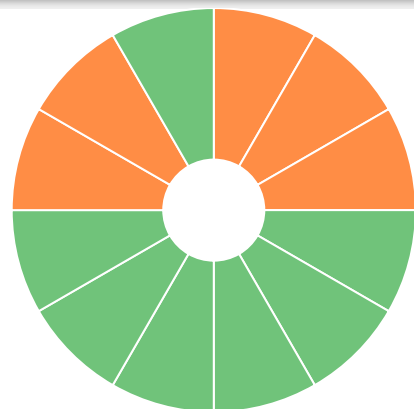
Climate, Coast and the Environment



Financial Sustainability and Growth



Quality of Life



## Key Priorities

There are a number of actions in the delivery plan that Cabinet have identified as essential to be delivered in order for the objectives in the Corporate Plan 2019 - 2023 to be achieved. Cabinet and Strategic Leadership Team will be concentrating on ensuring these actions are delivered over the next quarter. Please note the actions receiving this increased focus will change over time as actions are delivered and other key priority actions are identified.

### Latest Update



31/12/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>In December 2020 government confirmed it would not be introducing the higher housing targets which had been suggested in the Planning White Paper. Instead it will continue with the approach which has been used to produce the draft Local Plan allowing for the document to be prepared and submitted for examination in the summer of this year. The Planning Policy and Built Heritage Working Party continues to make good progress on considering the representations made during the previous round of public consultation and the team are progressing the final elements of the evidence which supports the Plan.</p> <p>For the third consecutive year the Authority delivered its target number of homes meaning that it passed the governments Housing Delivery Test and will not be subject to any penalties for under delivery.</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	●
	Comments	Workshops to engage stakeholders planned for February and March 2021.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	07/01/21 The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). We must acquire properties by 31 March 2021. To date we have offers accepted on three properties and options for a fourth,
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	We are now able to use the model developed by Savills - the 100 homes model - to look at the financial impact of including some Victory Housing Trust disposals within the 75 homes proposed for Market Rent.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy	Performance	★
	Comments	
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.1 Develop a	Performance	●



<input type="checkbox"/> mechanism for providing suitable support to business start-ups and micro businesses	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	★
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown has created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples are asked to stay local. To help support tourism businesses over the coming months, NNDC established the North Norfolk Tourism Sector Support Grant. This £150k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations. The subsequent announcement of the national restrictions in January may delay or impede some of these projects. However, recent conversations have suggested that many projects will still be deliverable and will support business recovery when restrictions are lifted.</p>
	Owner	Stuart Quick
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	★
	Comments	
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	★
	Comments	Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft new strategy for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/12/2020 to 31/08/2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	★
	Comments	<p>Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft Customer Charter for</p>

31/12/2020

internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/05/2021 to 31/08/2021.

Owner David Williams

Stage In Progress

Start Date 04/02/2020

Due Date 31/05/2021

>  3.1.6 Digital By Design

Performance 

Comments Programme has been developed and assessment of initial activities undertaken. Specific initiatives will be defined to ensure improvements are delivered as early as possible.

Owner Sean Kelly

Stage In Progress

Start Date 01/06/2020

Due Date 31/03/2022

>  3.2.1 Undertake an annual Residents Survey

Performance 

Comments The PID has been presented to SLT. Discussions are now taking place with the Chief Executive. Leader and Portfolio Holder with regard to the development of this project.

Owner David Williams

Stage In Progress

Start Date 04/02/2020

Due Date 27/08/2021

>  3.4.1 Develop an Engagement Strategy

Performance 

Comments The Engagement Strategy was not one of the key priorities of the refined delivery plan agreed by Cabinet 5 October 2020 in light of the ongoing Covid-19 situation. Development of the strategy will be progressed in the coming months following the adoption of the Communications Delivery Plan. This work will be led by the Communications Team.

Owner Maxine Collis

Stage In Progress

Start Date 02/12/2019

Due Date 30/06/2021

3.4.6 Develop and Implement a Communications Strategy

Performance 

Comments Draft Communications Plan with Full Cabinet on Feb 1, 2021

Owner Joe Ferrari

Stage In Progress

Start Date 01/06/2020

Due Date 31/12/2021

>  4.3.1 Baseline carbon audit and carbon reduction action plan

Performance 

Comments The new Environmental Policy Officer who commenced employment with us in December 2020 has picked up this workstream and is in discussions with the Carbon Trust around updating their conclusions following which a detailed action plan will be delivered against which our progress can be measured.

Owner Robert Young





Stage In Progress

Start Date 04/02/2020






Due Date 31/10/2020

4.5.2 Plan tree planting

Performance 

<input type="checkbox"/> programme	Comments Owner Stage Start Date Due Date	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January due to the third national Covid-19 lockdown. This will stall the number of trees going in the ground, but these projects will be completed when we are able. Colin Brown In Progress 01/06/2020 31/12/2020
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance Comments Owner Stage Start Date Due Date	 Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January which will stall the number of trees going in the ground, but these projects will be completed when we are able. Colin Brown In Progress 01/10/2020 28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance Comments Owner Stage Start Date Due Date	 We now have all sites online apart from Fakenham and North Walsham.  The engineers are visiting Fakenham at the end of January to assess the position and following that we will have a clearer picture regarding the 'go live' date.  There is a requirement to identify a new site in North Walsham as Sainsbury have indicated that they are undertaking a review of their energy requirements across their portfolio and as such do not want the Council accessing their power supply at the current time. A review of sites is to be undertaken during February. Duncan Ellis In Progress 04/02/2020 30/06/2021
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance Comments Owner Stage Start Date Due Date	 After a discussion with the Strategic Leadership Team and Cabinet Members it was proposed that a zero based budgeting exercise will be undertaken throughout the autumn of 2021 to inform the setting of the 2022/23 budget. Duncan Ellis Not Started 04/02/2020 31/12/2021
<input checked="" type="checkbox"/> 5.3.2 Explore options for	Performance	

<input type="checkbox"/> investing in medical centre development/health care facilities	<p>Comments</p> <p>Discussions are ongoing with the Norfolk and Waveney Clinical Commissioning Group. The most recent meeting with them was on 20 January 2021. At which time they shared with us a draft North Norfolk Locality Capacity Planning Report which will inform their future primary care network estates strategy. We have been invited to comment on the report in the context of the future growth of the district as proposed through the Local Plan and detailed proposals will be developed for future NHS funding from April 2021.</p> <p>This original objective proposed the Council exploring potential investment opportunities in new health care facilities in the district. The capital investment regulations around the Public Works Loans Board might mean that this isn't such an attractive proposition for the authority moving forward.</p>	<p>★</p>
	<p>Owner</p>	<p>Steve Blatch</p>
	<p>Stage</p>	<p>Completed</p>
	<p>Start Date</p>	<p>04/02/2020</p>
	<p>Due Date</p>	<p>31/12/2020</p>
<p>&gt; <input checked="" type="checkbox"/> 5.3.3 Take a strategic approach to commercial development opportunities</p>	<p>Performance</p> <p>Comments</p> <p>The purchase of 3 brand new industrial units at Hornbeam Road, North Walsham has been completed with professional marketing commenced seeking to secure potential interest. Discussion's with potential tenants.</p> <p>Purchase of 2 parcels of land for car parking are also nearing completion, whilst negotiations continue regarding vacant land at Holt.</p> <p>It was agreed in principle to commence the marketing of a residential property with redevelopment/refurbishment potential, seeking a disposal of the property subject to Cabinet approval once an offer has been received. The property is now on the market with viewings taking place, although the level of viewings is being impacted by covid restrictions over travel. Virtual viewings are taking place as an alternative arrangement. A review of a further property has been undertaken that has identified a possible disposal option and this is being considered.</p> <p>The disposal of enabling land at Sheringham is progressing with the purchasers undertaking a planning pre application process. Feedback has been provide and it is anticipated that a planning application will be submitted early 2021. The purchase is subject to a number of conditions including planning consent.</p> <p>Quotes are being obtained for the refurbishment of a small kiosk with the view to undertaking the necessary works to bring the property back into use for Spring/Summer season. The property will be marketed seeking bids from potential tenants. Further investigation is being undertaken to bring back into use other vacant property at Cromer including funding opportunities.</p> <p>The concession review has been undertaken, which has identified potential sites. These sites have been marketed with a number of bids received. Following the closing date the bids will be assessed and offers made to successful bidders, subject to usual governance procedures.</p>	<p>★</p>
	<p>Owner</p>	<p>Renata Garfoot</p>

	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey has been produced to identify the costs of restoring the building to habitable use.. A scoping report is currently in development which will seek to identify a range of uses for the site/buildings.</li> <li>• An Invitation to Bid is presently out to tender to commission an organisation to design, develop and oversee the construction phase of the town centre placemaking</li> <li>• A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces</li> </ul>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	<p>Work continues in line with the current programme which would see completion of the new facility in August 2021 and the finalisation of the site in November 2021. Recent works completed include:</p> <ul style="list-style-type: none"> <li>• installation of glass on the entrance and reception areas</li> <li>• testing of the learner and main pools to ensure they hold water</li> <li>• installation of internal walls to form the gym, dance studio and spin studio</li> <li>• installation of the solar thermal panels which will help heat the showers</li> </ul>
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	12/08/2021
<input checked="" type="checkbox"/> 6.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	
	Comments	<p>Water company has again been invited to apply for all six Blue Flags for 2021, due to the excellent water quality classifications.</p>

31/12/2020

The green flag applications are currently being prepared for 2021

Owner Karl Read

Stage In Progress

Start Date 20/06/2020

Due Date 31/12/2020

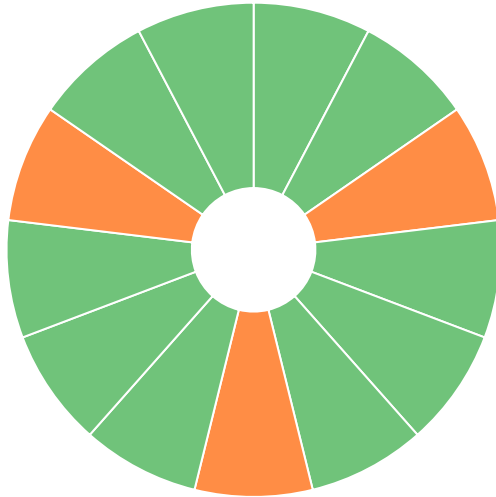
## Local Homes for Local Need

There is a significant local need for housing across the district. Enabling and facilitating new housing of the right type, quality and affordability will therefore, be a key priority for the Council and, working with a variety of partners, we will explore all available avenues to increase the supply of quality, affordable housing to address this need. We will also seek opportunities to improve the condition and environmental sustainability of existing housing stock. We will aim to ensure that new homes are of a high standard of design and built with a strong emphasis on environmental sustainability and therefore, more affordable to live in.

**Portfolio Holder: Cllr Greg Hayman**

**Senior Responsible Officer: Duncan Ellis**

 Latest Update



31/12/2020

<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	<p>In December 2020 government confirmed it would not be introducing the higher housing targets which had been suggested in the Planning White Paper. Instead it will continue with the approach which has been used to produce the draft Local Plan allowing for the document to be prepared and submitted for examination in the summer of this year. The Planning Policy and Built Heritage Working Party continues to make good progress on considering the representations made during the previous round of public consultation and the team are progressing the final elements of the evidence which supports the Plan.</p> <p>For the third consecutive year the Authority delivered its target number of homes meaning that it passed the governments Housing Delivery Test and will not be subject to any penalties for under delivery.</p>
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 1.1.2 Action regarding brownfield sites	Performance	✔
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
<input checked="" type="checkbox"/> 1.2.1 Formulate a new Housing Strategy	Performance	●
	Comments	Workshops to engage stakeholders planned for February and March 2021.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	<p>Agreeing the interventions the Council will make will form part of the Housing Strategy which is now expected to complete by 30th June 2021. The deadline for this action should be moved back to coincide with the Housing Strategy. Good progress has been made with actions that support the delivery of this objective.</p> <ol style="list-style-type: none"> <li>1. The Building Research Establishment has completed a report on the condition of housing in the district.</li> <li>2. The Norfolk Warm Homes Partnership (which includes all Norfolk Districts) has been successful in securing £1.24 million of Green Homes Grant to help improve thermal efficiency of homes occupied by low income households.</li> </ol>
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	Completed



		31/12/2020
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 1.2.4 Investigate the viability of methods to help reduce fuel poverty	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	●
	Comments	<p>Savills has updated their financial model to allow us to explore possible variations to the original 100 home model including:</p> <ol style="list-style-type: none"> <li>1. The impact of the existing and growing stock of temporary accommodation owned by the Council.</li> <li>2. The impact of purchasing VHT disposals.</li> <li>3. The inclusion of some shared ownership homes.</li> </ol> <p>The next stage is to model the various options and to report on the outcomes and whether there is a viable business case for a housing company.</p>
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 1.4.1 Developing and implementing a new Homelessness and Rough Sleepers Strategy and Action Plan	Performance	✔
	Comments	n/r
	Owner	Lisa Grice
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	★
	Comments	07/01/21 The Council has been awarded £140,000 grant to help toward the purchase of four one-bed homes for single homeless (or at risk of homelessness). We must acquire properties by 31 March 2020. To date we have offers accepted on three properties and options for a fourth,
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.5.1 Investigate ways to support and assist affordable housing providers	Performance	★
	Comments	
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 1.5.2 Explore ways to help households into owner-occupation	Performance	●
	Comments	<p>Registered Providers working in the district including Flagship, Broadland, Clarion and Housing 21 are bringing forward new shared ownership homes in 2020/21 and 2021/22. On some sites the limited availability of mortgage finance is slowing sales. However mortgage lending by the Council is unlikely to be the solution because the set up costs would be disproportionate to the likely number of mortgages (probably only single figures). We intend to gather further information from RPs about the problems with the shared ownership mortgage market to see if there are other interventions the</p>

		31/12/2020
		Council could take to help.
	Owner	Graham Connolly
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	★
	Comments	We are now able to use the model developed by Savills - the 100 homes model - to look at the financial impact of including some Victory Housing Trust disposals within the 75 homes proposed for Market Rent.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 1.6.1 Deliver, with partners, 500 units of Housing-with-Care/ExtraCare	Performance	★
	Comments	The 66 home site in Fakenham will be ready to let soon (March) and the shared ownership homes are in process of being sold. We are looking for other sites with possibilities in North Walsham, Stalham and Wells under consideration.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024

## Boosting Business Sustainability and Growth





The Council is ambitious in wanting to support a strong local economy and new job-creating investment which strengthens and broadens the business base and employment opportunities in the District.

**Portfolio Holder Lead: Cllr Richard Kershaw**  
**Senior Responsible Officer: Sean Kelly**

 Latest Update



		31/12/2020
<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party considered draft policies relating to employment land provision, tourism and retail developments at the Nov 2020 meeting and recommended a revised set of policies to Cabinet.
	Owner	Mark Ashwell
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 2.2.1 Economic Growth Strategy (2020 - 2023)	Performance
Comments		Delayed due to Covid-19 pandemic. This will be reviewed by March 2021. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore I recommend that the due date is amended from 30 September 2020 to 31 March 2021.
Owner		Stuart Quick
Stage		Waiting
Start Date		04/02/2020
Due Date		31/03/2021
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy		Performance
	Comments	
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.4.1 Analyse evidence of local business needs and opportunities and engage local businesses	Performance	★
	Comments	Covid-19 has had a significant impact on local businesses. A number of workstreams have been established in which the council is actively engaged and evidence is being acquired through. This includes a Business Impact Survey which was conducted between 12 May and 13 June which received 319 response. On 20 January the Council launched a further business survey, so that notable changes can be observed, to temperature check the current business sentiment in light of the further lockdown and to better understand the present needs of local businesses. This information may in part inform decision making around future business support schemes.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.4.2 Develop a range of engagement tools to build relationships with local businesses	Performance	●
	Comments	The focus of the Economic Growth Team has predominantly on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The Council paid out a total of £60m to local businesses. For the immediate future, the focus will remain on supporting providing the Local Restrictions Grant/Additional Restrictions Grants and providing immediate business support as required.
	Owner	Stuart Quick
	Stage	Waiting
	Start Date	04/02/2020
	Due Date	31/01/2021

<input checked="" type="checkbox"/> 2.5.1 Develop a mechanism for providing suitable support to business start-ups and micro businesses	Performance	
	Comments	This project is deferred whilst resources are focused on providing Covid-19 business grants and immediate business support
	Owner	Stuart Quick
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 2.5.2 Post Covid-19 support for Tourism	Performance	
	Comments	<p>The Council has continued to maintain a good relationship with Visit North Norfolk throughout the pandemic and collaboration on messaging has been central to the response and recovery stages. This has helped keep the sector informed and encouraged greater collaboration and support for collective action. The Council has also liaised closely with NALEP on the establishment of the Recovery Plan for the visitor economy.</p> <p>The announcement of the third lockdown has created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples are asked to stay local. To help support tourism businesses over the coming months, NNDC established the North Norfolk Tourism Sector Support Grant. This £150k scheme will support businesses and consortium groups who have projects and initiatives to support the visitor economy or to help with winter adaptations. The subsequent announcement of the national restrictions in January may delay or impede some of these projects. However, recent conversations have suggested that many projects will still be deliverable and will support business recovery when restrictions are lifted.</p>
	Owner	Stuart Quick
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.1 Work with partners to identify skills deficiencies & monitor apprenticeships	Performance	
	Comments	<p>A draft north Norfolk Apprenticeship Survey was to be completed by December 2020. However, due to a committed focus on securing a local Kickstart programme, this is now anticipated for January 2021.</p> <p>The Council has been successful in it application to DWP to become a 'Gateway' organisation to deliver a local 'Kickstart' programme, This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement. Current figures indicate that NNDC will support at least 100 job placements over the coming months.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.2 Nurture the concept of inclusive growth	Performance	
	Comments	<p>Delayed due to Covid-19 pandemic. This will be reviewed in March 2021 as the Covid-19 recovery plan is rolled out.</p> <p>The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is considered more important than ever, especially a renewed focus on skills; however, tangible progress locally has been stalled due to diversion of the team into Covid-19 response</p>

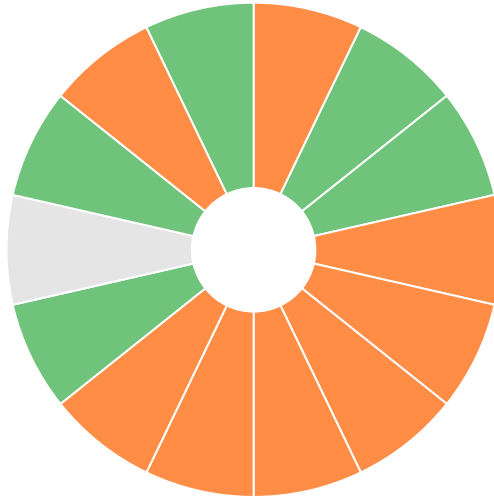
		31/12/2020
		activity.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 2.6.3 Workforce development, skills and apprenticeship plan	Performance	★
	Comments	Project objectives refined as part of the Covid-19 response and the launch by Government of the national KickStart programme. The District Council has registered as a delivery partner of this programme through the Economic Growth Team.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	18/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 2.7.1 Market towns initiative	Performance	★
	Comments	
	Owner	Emma Duncan
	Stage	Completed
	Start Date	04/02/2020
	Due Date	01/01/2021







## Customer Focus

We want our customers to be at the heart of everything we do and will strive to improve access to our services further through stronger community engagement, developing more formal mechanisms of inviting customer feedback and comment and, where possible and practical, seek to deliver our services at a more local level through strengthening partnerships with local Town and Parish Councils. The Council will seek further to improve democratic engagement and participation by people of all ages, but particularly through working with schools and colleges to ensure that the voice young people is heard and informs council decision-making.

**Portfolio Holder Lead: Cllr Sarah Butikofer**  
**Senior Responsible Officer: Emma Duncan**



### Latest Update



		31/12/2020
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	This is not a key priority currently. The action has been deferred due to Covid-19.
	Owner	David Williams
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	
	Comments	Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft new strategy for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/12/2020 to 31/08/2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	Following a meeting with the Portfolio Holder and Assistant Director for Business support it has been agreed to review the current customer services strategy taking account of best practice examples and produce a draft Customer Charter for internal consultation. It is planned for the draft to be ready by the end of February with a view to adopt the strategy by the end of Summer 2021. Therefore the due date needs to be amended from 31/05/2021 to 31/08/2021.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	This action has not started and will require discussions with the HR Manager and the completion of an initial draft project proposal. It is proposed that the training will be coordinated with the new Customer Service Strategy & Charter.
	Owner	David Williams
	Stage	Not Started
	Start Date	04/05/2020
	Due Date	31/07/2021
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	The Customer Charter has not yet been developed or adopted so no monitoring of implementation can take place yet. The due date has been amended accordingly.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.6 Digital By Design	Performance	
	Comments	Programme has been developed and assessment of initial activities undertaken. Specific initiatives will be defined to ensure improvements are



		31/12/2020
		delivered as early as possible.
	Owner	Sean Kelly
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance	
	Comments	The PID has been presented to SLT. Discussions are now taking place with the Chief Executive. Leader and Portfolio Holder with regard to the development of this project.
	Owner	David Williams
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 3.3.1 Benchmark service delivery against the LGA key themes and learn from best practice elsewhere	Performance	
	Comments	This work cannot be carried out yet as it is dependent on action 3.2.1 Undertake an annual Residents Survey in order to have the north Norfolk figures to compare against other councils. Due to Covid-19 it has been rescheduled to be completed by 27 August 2021. The completion date for this action has been reset to 30 September 2021.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	
	Comments	The Engagement Strategy was not one of the key priorities of the refined delivery plan agreed by Cabinet 5 October 2020 in light of the ongoing Covid-19 situation. Development of the strategy will be progressed in the coming months following the adoption of the Communications Delivery Plan. This work will be led by the Communications Team.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	02/12/2019
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	
	Comments	
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/09/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.3 Establish a Youth Council to give a stronger voice for younger people in Council decisions	Performance	
	Comments	n/r
	Owner	Emma Denny
	Stage	Deferred
	Start Date	01/07/2021
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	
	Comments	The Climate Change Project Officer and the Environment Policy Officer posts have now been appointed to and these officers will be taking the Environment Forums forward. The Democratic Services Officer (MS) has met with both of them and it is agreed that they will hold a virtual Forum in February / March 2021. By moving to a virtual platform, it is hoped that

		31/12/2020
		attendance will increase and any concerns about transport to a physical venue will be addressed.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	Finance and IT have been working on the latest iteration of the software and have requested feedback from the accountancy team for each department. it is planned that latest data will be entered in January for use in February.
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	Draft Communications Plan with Full Cabinet on Feb 1, 2021
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

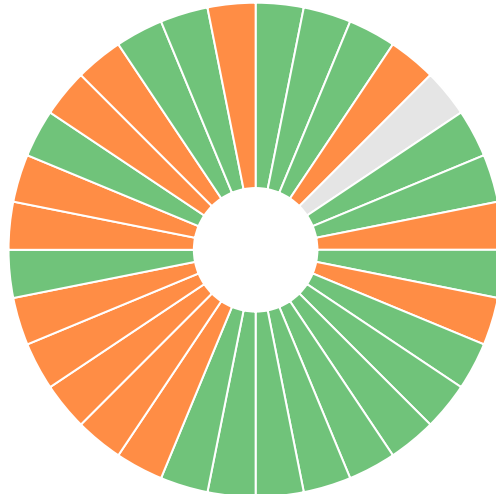
## Climate, Coast and the Environment

North Norfolk has an outstanding natural rural and coastal environment, which makes the District a fantastic place to live, work and visit – our natural environment underpins our appeal as a popular holiday destination. The district also has 80 Conservation Areas which recognise the strong character of the local built environment. The district is at the frontline of climate change and declared a Climate Emergency in April 2019 and committed resources to establish an Environmental Forum with the objective of informing the development and implementation of an Environmental Charter. In turn this will lay out how we will lead community adaptation and reduce the Council's impact on the environment.

**Portfolio Holder Lead: Cllr Nigel Lloyd & Cllr Angie Fitch-Tillett**

**Senior Responsible Officer: Rob Young**

 **Latest Update**







		31/12/2020
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	New staff in post in mid-December and an Environment charter is being drafted for consultation. Anticipated to be adopted by June 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.1.2 Develop an action plan, draft, adopt and publish Environment Charter	Performance	★
	Comments	New staff in post in mid-December and an Environment charter is being drafted for consultation. Anticipated to be adopted by June 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.3 Promote energy efficiency and behavioural change towards greater sustainability	Performance	★
	Comments	Supported new Environmental Policy Officer's work to draft Environmental Charter; further support for tree-planting initiative.
	Owner	Joe Ferrari
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	●
	Comments	On-going work to support Environmental Policy Officer in producing Environmental Charter and promoting it when appropriate through available NNDC channels. Regular meetings to discuss new engagement strategies with the public concerning charter and wider environmental issues.
	Owner	Joe Ferrari
	Stage	Not Started
	Start Date	01/09/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	▶▶
	Comments	n/r
	Owner	Robert Young
	Stage	Not Started
	Start Date	20/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.2.1 Formulate a local plan that supports the transition to a low-carbon future	Performance	★
	Comments	<p>The draft Local Plan includes a suite of policies designed to contribute towards addressing the impacts of climate change including Coastal Management, flooding, building construction, locational controls over development (reducing the need to travel), electric charging points, net biodiversity gain, and support for renewable energy projects.</p> <p>Consultation on a revised version of the Plan is expected in the Spring of 2021 ahead of formal examination over the Summer.</p>
	Owner	Mark Ashwell
	Stage	In Progress








		31/12/2020
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.2.2 Protect and enhance the natural and built environment	Performance	✔
	Comments	n/r
	Owner	Phillip Rowson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2020
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	●
	Comments	The new Environmental Policy Officer who commenced employment with us in December 2020 has picked up this workstream and is in discussions with the Carbon Trust around updating their conclusions following which a detailed action plan will be delivered against which our progress can be measured.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2020
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 4.3.3 Measure, monitor and report on the change in the Council's emissions and review action plan	Performance	●
	Comments	The consultants are due to be re-engaged to finalise the audit and a process for regular monitoring of progress will be established following the completion of the baseline report
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	The Council is a partner in the Bacton SNS 2.0 Hydrogen energy feasibility, which is an important first step to identifying alternative low carbon energy opportunities for the future. The study is progressing well and is already yielding interesting data about energy demand and use in the area.
	Owner	Robert Young
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	The Business Plan structure is agreed with progression and development through the Coastal Partnership East management team and team meeting programme. The team is currently focusing on opportunities for funding to deliver key priority actions for communities, as such we will develop the Business plan by April 2021 as planned and will work with each LA in the meantime to ensure our work and activities feed into the Service and Corporate plans of each Council.

		31/12/2020
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.4.2 Establish evidence of coastal change impacts, interpret and communicate this to policymakers	Performance	★
	Comments	Coastal Partnership East continue to fulfil a leading role through the chairmanship of the Anglian Coastal Monitoring Programme the development and delivery of coastal monitoring in the region. The team have played an active role as lead authority for Shoreline Management Plan 6 (Kelling Hard to Lowestoft Ness) in the national SMP Refresh process, the outputs and updated SMP guidance has recently been received and will be considered following the completion of other priority activities (e.g. IRF Expression of Interest). The published Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy (summer 2020) has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC), CPE are engaging with discussions with the Environment Agency in the development of a national strategic action plan.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	The Coastal Partnership East adaptation themed workstream is under development utilising the knowledge generated across the three CPE authorities and in conjunction with discussions with the national Coastal Network and Local Government Association Coastal Special Interest Group. The Business Plan theme will be based upon the CPE Expression of Interest to the Environment Agency Innovative Resilience Fund. If successful the fund may 'supercharge' the development of the Norfolk and Suffolk adaptation approach and provide opportunities for practical implementation and longer term approach development. The Coastal Loss and Innovative Funding and Finance (CLIFF) project, funded through NNDC, Defra, LGA Coastal SIG and Lewes District Council has begun its next phase (1b) where the shortlisted approaches will be explored further. This project is lining up with the insurance and finance sector to explore new and innovative financing and funding mechanisms to assist with funding adaptation. CLIFF is integrated into the IRF Expression of Interest. The Welsh LGA and Scottish Government are also interested in CLIFF and are involved with the Steering Committee and it fits well with the Government Flood and Coast Policy Statement and Environment Agency Strategy.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	This action is integrally linked to other actions, please see actions: Local coastal communities - adaptive responses to coastal change and resilience and Establish evidence of coastal change impacts (e.g. from Shoreline Management

		31/12/2020
		Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.5 Continue to implement local actions to manage the coast	Performance	★
	Comments	<p>Coastal Maintenance work continues, delivering actions from programmed inspections, responses from public reports and ongoing issues identified during coastal visits. Works include:</p> <ul style="list-style-type: none"> <li>• Overstrand concrete blocks revetment improvements (using block recycled from the gas terminal)</li> <li>• Overstrand - preparation for scheme to refurbish eastern sea wall</li> <li>• Bacton revetment repairs</li> <li>• Groyne markers repairs – Sheringham</li> <li>• H&amp;S signage and actions where required</li> <li>• Cromer sea wall surfacing repairs</li> <li>• Remedial works to steps going over the revetment at Sidestrand</li> <li>• Audit completed with Trinity House on Navigation Beacons Inspections</li> <li>• Inspections following windblown sand reports and actions following late September gales</li> <li>• Various repairs across system</li> </ul>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2023
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy	Performance	★
	Comments	<p>The Government Policy Statement on Flood and Environment Agency Flood and Coastal Erosion Risk Management Strategy published in the summer of 2020 has positive opportunities and is a shift in the right direction to reflect the needs of Coastal Risk Management Authorities (such as NNDC). CPE continue to engage and play a proactive role with LGA Coastal Special Interests Group, DEFRA and Environment Agency to seek to help to guide the national approach moving forwards.</p> <p>The current Innovative Resilience Fund expression of interest will seek to develop local best practice that can be share nationally. The Coastal Loss Innovative Funding and Finance project (CLIFF), developed by CPE, is leading a potentially national approach and will seek to provide opportunities locally and nationally for new working approaches and financial products.</p>
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Share best practice and seek to influence national policy regarding coastal management	Performance	✔
	Comments	n/r
	Owner	Rob Goodliffe
	Stage	Completed
	Start Date	04/02/2020

		31/12/2020
	Due Date	31/05/2020
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	
	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January due to the third national Covid-19 lockdown. This will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	
	Comments	The team have engaged with several different groups within the community to gauge the best approach to planting projects. The new climate change team are now producing a strategy for the project as a whole which will outline the approach to be taken. It is likely that there will be several different approaches taken given the vast array of different community groups and organisations who wish to be involved. This will be developed in the coming months.
	Owner	Colin Brown
	Stage	Not Started
	Start Date	01/06/2020
	Due Date	31/05/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	
	Comments	Several more of the original leads were followed up in December and good progress was made. 3 volunteer tree planting days were held on Council owned sites with over 2000 trees planted, as well as 165 trees given away at Holt Country Park as part of a planned Tree Giveaway Event. A handful of leads were also generated at this event. No planting can take place as planned in January which will stall the number of trees going in the ground, but these projects will be completed when we are able.
	Owner	Colin Brown
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	28/02/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	
	Comments	<p>We now have all sites online apart from Fakenham and North Walsham.</p> <p>The engineers are visiting Fakenham at the end of January to assess the position and following that we will have a clearer picture regarding the 'go live' date.</p> <p>There is a requirement to identify a new site in North Walsham as Sainsbury have indicated that they are undertaking a review of their energy requirements across their portfolio and as such do not want the Council accessing their power supply at the current time. A review of sites is to be undertaken during February.</p>
	Owner	Duncan Ellis
	Stage	In Progress



		31/12/2020
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 4.6.2 Assess demand/ growth in the use of electric vehicles and roll-out of further charging points	Performance	
	Comments	
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 4.6.3 Include policies on EV and EV infrastructure in the Local Plan and in asset management plans	Performance	
	Comments	The draft Local Plan includes EV policies.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	28/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.6.4 Review staff/member travel policies and future options that will reduce emissions	Performance	
	Comments	Currently developing a revised car loan scheme, with improved rate for green vehicles. Also investigating season ticket loans for train travel, and green vehicle salary sacrifice purchase scheme.
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/01/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	
	Comments	This will form part of wider communications on environmental objectives, undertaken by the new environmental post holders
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021
<input checked="" type="checkbox"/> 4.7.1 Implement the waste contract	Performance	
	Comments	n/r
	Owner	Steve Hems
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/04/2020
<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	
	Comments	
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	
	Comments	During quarter 3, we have delivered to residents an updated collection calendar with information regarding the correct use of the recycling service and garden waste service for relevant subscribers. Whilst this is not a targeted campaign, it is an important tool in communicating with residents regarding our services. Content on the website has also been updated to ensure it is accurate and effective, however, little progress has been made on developing specific targeted communication

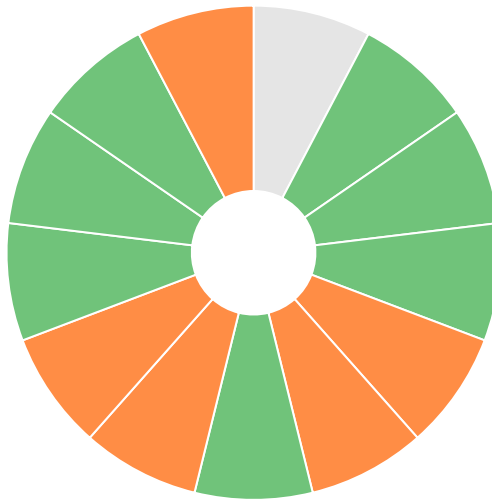
		31/12/2020
		campaigns during quarter 3.
		The profile and composition of waste we collect from households has inevitably changed as a result of the Covid-19 pandemic. Trends in waste management can take longer than a few months to become evident and things are likely to change further as government restrictions are lifted once again. In order to best target our resources, it would be prudent to keep a watching brief on how the situation develops during Q4 so that we have a full year of data during the Covid-19 situation and can then assess how best to proceed.
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 4.7.4 Establish data collection systems analyses	Performance	★
	Comments	<p>Data collection systems are in place and functional. An initial residual waste composition analysis was undertaken in March 2020 and the results of this were made available in April 2020. The report from phase one showed that 10.5% of the residual waste analysed was material that could have been recycled in the green bins in North Norfolk.</p> <p>Other data we have for the year to date shows that we have a changing profile in terms of the waste that we collect. Total collection tonnages have remained broadly consistent, however, there has been a reduction in commercial waste and recycling but a similar increase in household waste and recycling tonnages. There has also been a significant increase in garden waste tonnage compared to previous years. These trends are continuing to be monitored in order to feed in to other workstreams in terms of targeted communications to residents.</p>
	Owner	Scott Martin
	Stage	Completed
	Start Date	01/06/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 4.7.5 Implement local community waste reduction measures	Performance	★
	Comments	<p>The new Community Fridge in Stalham has been progressing well and is almost ready to launch (just awaiting delivery of fridge). A suitable host site has been identified for a Community Fridge in Sheringham and discussions are ongoing. Officers are working to deliver a number of initiatives in Q4, including activities during 'Food Waste Action Week' in March.</p>
	Owner	Scott Martin
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 4.7.6 Investigate and implement reduced carbon footprint options within the waste contract	Performance	●
	Comments	
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022

## Financial Sustainability and Growth

Looking forward the Council will need to be even more innovative in its approaches to maintaining and increasing service provision, building upon its record of robust financial management through identifying new sources of income, making sound investments and delivering high quality services in the most efficient way possible.

**Portfolio Holder Lead: Cllr Eric Seward**  
**Senior Responsible Officer: Duncan Ellis**

 Latest Update



		31/12/2020
<input checked="" type="checkbox"/> 5.1.1 Establish a baseline against which to review and control fees and charges	Performance	▶▶
	Comments	n/r
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.1.2 Develop a public convenience policy	Performance	★
	Comments	The public convenience tender will now be reissued to include Wells, Fakenham (demolition and new modular build), refurbishment and Changing Places at the Leas in Sheringham and refurbishment at New Road, North Walsham. Architects SMG will be issuing revised drawings and scope of works. The tenders are due back on 3 February 2021.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	After a discussion with the Strategic Leadership Team and Cabinet Members it was proposed that a zero based budgeting exercise will be undertaken throughout the autumn of 2021 to inform the setting of the 2021/22 budget.
	Owner	Duncan Ellis
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.1.4 Close loopholes which exist around Second Home Council Tax / Business Rate payments	Performance	★
	Comments	There are no further updates since the previous report, officers will feed in to any further consultations in respect of business rates as they are released.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	●
	Comments	Zero Based Budgeting will be explored for the 2022-23 budget process. This has been delayed due to the COVID response and the reprioritisation of the Delivery Plan. A detailed plan covering the implementation of Zero Based Budgeting will be produced in the summer.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 5.2.1 Develop a Financial Sustainability Strategy	Performance	●
	Comments	Savings and Income generation workshop held with O&S Members. These ideas are being explored in addition to those generated by OMT and will inform the Financial Sustainability Strategy. Due to the COVID response and staff absences, this will now not be achieved by December 2020. I propose a new completion date of August 2021.
	Owner	Lucy Hume
	Stage	In Progress

	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.2.2 Review the Car Parking Policy	Performance	★
	Comments	Due to Covid-19 the preparation of the 2021/22 budget has not proposed any changes to car park charging for the forthcoming financial year.
	Owner	Duncan Ellis
	Stage	Deferred
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	●
	Comments	At the present time capacity issues and the ongoing Covid response are hampering consideration of these opportunities. The Council also needs to be mindful of how this policy is delivered given the ongoing impact of the virus however this is an area that could significantly support business recovery.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 5.3.1 Develop a business case for a housing company	Performance	●
	Comments	n/r
	Owner	Graham Connolly
	Stage	Cancelled
	Start Date	04/02/2020
	Due Date	30/09/2020
<input checked="" type="checkbox"/> 5.3.2 Explore options for investing in medical centre development/health care facilities	Performance	★
	Comments	Discussions are ongoing with the Norfolk and Waveney Clinical Commissioning Group. The most recent meeting with them was on 20 January 2021. At which time they shared with us a draft North Norfolk Locality Capacity Planning Report which will inform their future primary care network estates strategy. We have been invited to comment on the report in the context of the future growth of the district as proposed through the Local Plan and detailed proposals will be developed for future NHS funding from April 2021. This original objective proposed the Council exploring potential investment opportunities in new health care facilities in the district. The capital investment regulations around the Public Works Loans Board might mean that this isn't such an attractive proposition for the authority moving forward.
	Owner	Steve Blatch
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 5.3.3 Take a strategic approach to commercial development opportunities	Performance	★
	Comments	<p>The purchase of 3 brand new industrial units at Hornbeam Road, North Walsham has been completed with professional marketing commenced seeking to secure potential interest. Discussion's with potential tenants.</p> <p>Purchase of 2 parcels of land for car parking are also nearing completion, whilst negotiations continue regarding vacant land</p>

residential property with redevelopment/refurbishment potential, seeking a disposal of the property subject to Cabinet approval once an offer has been received. The property is now on the market with viewings taking place, although the level of viewings is being impacted by covid restrictions over travel. Virtual viewings are taking place as an alternative arrangement. A review of a further property has been undertaken that has identified a possible disposal option and this is being considered.


The disposal of enabling land at Sheringham is progressing with the purchasers undertaking a planning pre application process. Feedback has been provide and it is anticipated that a planning application will be submitted early 2021. The purchase is subject to a number of conditions including planning consent.

Quotes are being obtained for the refurbishment of a small kiosk with the view to undertaking the necessary works to bring the property back into use for Spring/Summer season. The property will be marketed seeking bids from potential tenants. Further investigation is being undertaken to bring back into use other vacant property at Cromer including funding opportunities.


The concession review has been undertaken, which has identified potential sites. These sites have been marketed with a number of bids received. Following the closing date the bids will be assessed and offers made to successful bidders, subject to usual governance procedures.

Owner	Renata Garfoot
Stage	In Progress
Start Date	04/02/2020
Due Date	31/03/2022

5.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot

Performance	
Comments	Continuing installation and commissioning works. Looking to procure external consultant for next programme.
Owner	Russell Tanner
Stage	In Progress
Start Date	01/06/2020
Due Date	31/08/2021

5.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets

Performance	
Comments	This will form part of the actions that emanate from the Carbon Audit. A review of the opportunities at the new leisure centre site in Sheringham is to be investigated.
Owner	Robert Young
Stage	Not Started
Start Date	04/02/2020
Due Date	31/12/2020







## Quality of Life

North Norfolk is a wonderful place to live and work, with strong and vibrant communities and most of our residents enjoying a good quality of life. The Council and its partners are committed to improving the wellbeing of older people through social prescribing and promoting the development of Housing with Care / Extra Care provision where people can live independently for longer with opportunities for social interaction. The Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

**Portfolio Holder Lead: Cllr Virginia Gay**  
**Senior Responsible Officer: Phillip Rowson**

### Latest Update



		31/12/2020
<input checked="" type="checkbox"/> 6.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 6.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2020
<input checked="" type="checkbox"/> 6.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	After discussion of the Leader and CEO the due date for this action has been set to 31 December 2021. Please review this due date with your Head of Service (unless you are one), agree any necessary amendment and make the change in InPhase prior to the end of October.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	Performance	
	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars – a conditional survey has been produced to identify the costs of restoring the building to habitable use.. A scoping report is currently in development which will seek to identify a range of uses for the site/buildings.</li> <li>• An Invitation to Bid is presently out to tender to commission an organisation to design, develop and oversee the construction phase of the town centre placemaking</li> <li>• A Building Improvement Grant is presently in development. This scheme will support the repair and restoration of buildings, shop fronts and underutilised spaces</li> </ul>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2024
<input checked="" type="checkbox"/> 6.4.1 Formulate and publish an accessibility guide	Performance	
	Comments	n/r
	Owner	Jane Wisson
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/03/2020
<input checked="" type="checkbox"/> 6.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	
	Comments	Work continues in line with the current programme which would see completion of the new facility in August 2021 and the finalisation of the site in November 2021. Recent works



31/12/2020

completed include:

- installation of glass on the entrance and reception areas
- testing of the learner and main pools to ensure they hold water
- installation of internal walls to form the gym, dance studio and spin studio
- installation of the solar thermal panels which will help heat the showers

Owner Kate Rawlings

Stage In Progress

Start Date 04/02/2020

Due Date 12/08/2021

6.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events

Performance 

Comments

Hemsley Orrel Partnership (consultants) are currently preparing tender documents for issue later this month (January 2021).  
This is based on the completion of the recent rope access survey.

Owner Russell Tanner

Stage In Progress

Start Date 04/02/2020

Due Date 31/12/2021

6.7.1 Maintain the quality and accessibility of public conveniences

Performance 

Comments

Works tender is currently live for all four sites and is due back by the 29th January 2021.  
Contract to be awarded first week in February 2021 subject to budgetary availability.

Owner Russell Tanner

Stage In Progress

Start Date 04/02/2020

Due Date 31/10/2021

6.8.1 Commit to NNDC Blue Flag and Green Flag status

Performance 

Comments

We have once again been invited to apply for all six Blue Flags for 2021, due to the excellent water quality classifications.

The green flag applications are currently being prepared for 2021

Owner Karl Read

Stage In Progress

Start Date 20/06/2020

Due Date 31/12/2020

6.9.1 Deliver the first Mammoth Marathon

Performance 

Comments

Given the continued uncertainty regarding Covid restrictions, there remains a high level of uncertainty whether the marathon will take place in 2021

Owner Karl Read

Stage In Progress

Start Date 04/02/2020

Due Date 16/05/2021

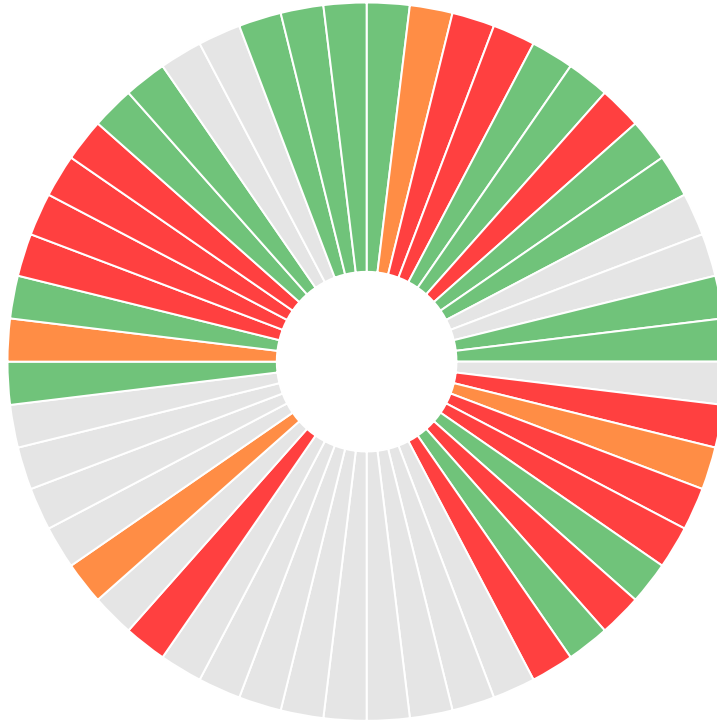
6.10.1 Identify new

Performance 

<input type="checkbox"/> opportunities for funding to implement and promote the Quality of Life Strategy	Comments	Responsibility for the Quality of Life actions is under review as a result of the management restructure. A handover will be arranged once responsibility is confirmed.
	Owner	Phillip Rowson
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/03/2021
<input checked="" type="checkbox"/> 6.11.1 Community support initiatives review	Performance	★
	Comments	<p>Information and advice is being offered to Town &amp; Parish Councils as well as community groups in respect of funding, new services and support that is available to both the organisation and the local community.</p> <p>NNDC worked closely with Town &amp; Parish Councils as well as local voluntary organisations during the Covid 19 pandemic to provide support and help to vulnerable residents. Financial support for Covid 19 was specifically available to these organisations and they were proactively supported and encouraged to apply for this funding.</p>
	Owner	Sonia Shuter
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2020

# Operational Performance

## Overview



### Key

Performance	Direction of Change
Performance better than target	Value Increasing (Smaller is Better)
Performance just off target	Value Decreasing (Smaller is Better)
Performance worse than tolerance	Value Increasing (Bigger is Better)
No information	Value Decreasing (Bigger is Better)
Missing comparator	No change
No actual value	
- Measure is a quarterly measure so there is no data reported for this month	

## Performance Focus

This section of the report shows all the monthly and quarterly operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures,



Latest Update

		Dec 2020
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance	▲
	Actual (Period)	46.15
	Target	80.00
	Direction of change	↯
	Owner	Renata Garfoot
	Comments	A number of concessions licences have come to an end resulting in available pitches. These pitches are currently going through a tender process which will see the percentage of sites dramatically improve at the next reporting cycle.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance	▲
	Actual (Period)	42.29
	Target	5.00
	Direction of change	▼
	Owner	Renata Garfoot
	Comments	
BC 001 Building Control income (£)	Performance	▲
	Actual (Period)	18,293.00
	Target	31,666.00
	Direction of change	↯
	Owner	Stuart Tate
	Comments	
CS 001 Number of complaints	Performance	▲
	Actual (Period)	25
	Target	17
	Direction of change	↯
	Owner	Jane Wisson
	Comments	During the last three months we have seen a reduction in complaints although still higher than last year – there isn't a specific service area or trends we can identify
EG 010 Number of businesses engaged via business support events	Performance	▲
	Actual (Period)	0
	Target	50
	Direction of change	↯
	Owner	Stuart Quick
	Comments	
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance	▲
	Actual (Period)	50.00
	Target	80.00
	Direction of change	→
	Owner	Emily Capps
	Comments	
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance	▲
	Actual (Period)	53.85
	Target	80.00
	Direction of change	↯
	Owner	Emily Capps

		Dec 2020
	Comments	The Environmental Protection Team is currently operating with a reduced number of staff. Two senior Environmental Protection Officers are on maternity and adoption leave. Whilst we advertised to back fill these positions we were unable to find a suitably qualified candidate. The team have also been heavily involved in the Council's response to the Covid-19.
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance	▲
	Actual (Period)	88.0
	Target	41.0
	Direction of change	↗✘
	Owner	Jeny Carroll
	Comments	Active debt collection has been suspended unless advised to do so by the specific departments. Gentle payment reminders have been sent out where services have not been suspended as a result of Covid-19.
HS 001 Number of affordable homes built	Performance	▲
	Actual (Period)	6
	Target	25
	Direction of change	↘✘
	Owner	Nicky Debbage
	Comments	Current delivery is behind target, however, the projected delivery for the whole year is well above target (195 against a target of 100) with most completions due towards the end of the year.
LE 010 Number of Adult Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	140
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 011 Number of Child Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	270
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 012 Total number of Visitors to Parks and Countryside Events	Performance	▲
	Actual (Period)	0
	Target	410
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.
LE 013 Income from events organised at Country Parks	Performance	▲
	Actual (Period)	0.00
	Target	1,290.00
	Direction of change	→
	Owner	Karl Read
	Comments	Due to Covid-19 no events were held in 2020.

## All other performance measures

This report shows performance for all other monthly and quarterly operational performance measures. The performance levels shown are for the most recent three months for monthly data and the most recent quarter for quarterly measures











Latest Update

		Dec 2020
AS 001 Occupancy rate of Council-owned rental properties - Industrial		★
	Actual (Period)	94.74
	Target	85.00
	Direction of change	→
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail		●
	Actual (Period)	76.92
	Target	78.00
	Direction of change	→
	Owner	Renata Garfoot
	Comments	
AU 001 - Percentage of Priority 1 (Urgent) audit recommendations completed on time		?
	Actual (Period)	
	Target	100.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
AU 002 - Percentage of Priority 2 (Important) audit recommendations completed on time		?
	Actual (Period)	
	Target	70.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
AU 004 - Percentage of audit days delivered		?
	Actual (Period)	
	Target	83.00
	Direction of change	?
	Owner	Lucy Hume
	Comments	
BE 027 Average time for processing new claims (housing benefit and council tax support)		★
	Actual (Period)	16.00
	Target	20.00
	Direction of change	↗
	Owner	Trudi Grant
	Comments	
BE 028 Speed of processing: change in circumstances for housing benefit and CT support claims		★
	Actual (Period)	11.00
	Target	14.00
	Direction of change	→
	Owner	Trudi Grant
	Comments	
CL 002 Number of Ombudsman referral decisions		★
	Actual (Period)	0
	Target	3



		Dec 2020
	Direction of change	→
	Owner	Steve Blatch
	Comments	The investigation process restarted during the summer of 2020 but no decisions have been received to date.
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council		★
	Actual (Period)	0
	Target	0
	Direction of change	→
	Owner	Steve Blatch
	Comments	
DM 024 (24m) Percentage of non-major planning applications determined within time period		★
	Actual (Period)	90.02
	Target	80.00
	Direction of change	↕
	Owner	Sarah Ashurst
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal		★
	Actual (Period)	0.93
	Target	10.00
	Direction of change	↕
	Owner	Sarah Ashurst
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period		n/a
	Actual (Period)	16
	Target	
	Direction of change	✗
	Owner	Sarah Ashurst
	Comments	
EG 009 Grants awarded (£)		★
	Actual (Period)	175,390.00
	Target	0.00
	Direction of change	✗
	Owner	Stuart Quick
	Comments	
EG 011 Number of businesses supported		★
	Actual (Period)	95
	Target	50
	Direction of change	✗
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days		●
	Actual (Period)	77.27
	Target	80.00
	Direction of change	✗
	Owner	Emily Capps
	Comments	

		Dec 2020
HO 006 Numbers on the housing waiting list		n/a
	Actual (Period)	2,817
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 007 Numbers on the Housing Register		n/a
	Actual (Period)	428
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register		n/a
	Actual (Period)	1,932
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register		n/a
	Actual (Period)	457
	Target	
	Direction of change	
	Owner	Lisa Grice
	Comments	
HR 007 Working days lost due to sickness absence - whole authority days per FTE		
	Actual (Period)	1.47
	Target	1.50
	Direction of change	
	Owner	James Claxton
	Comments	
HS 002 Number of affordable homes granted planning permission		n/a
	Actual (Period)	157
	Target	
	Direction of change	
	Owner	Nicky Debbage
	Comments	
HS 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	8
	Target	
	Direction of change	
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 7th December 2020 to consider applications over £1,000 and under £15,000. Eleven new applications totalling £115,527.99 were presented to the Panel plus an application that had previously been deferred. The Panel recommended that funding totalling £52,377.94 was awarded to seven projects. Two

		Dec 2020
		applications were deferred and three refused. A grant award of £1,000 had also been to the under £1,000 grant fund.
HS 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund		n/a
	Actual (Period)	53,377.94
	Target	
	Direction of change	✖
	Owner	Sonia Shuter
	Comments	The North Norfolk Sustainable Communities Fund Panel met on 7th December 2020 to consider applications over £1,000 and under £15,000. Eleven new applications totalling £115,527.99 were presented to the Panel plus an application that had previously been deferred. The Panel recommended that funding totalling £52,377.94 was awarded to seven projects. Two applications were deferred and three refused. A grant award of £1,000 had also been to the under £1,000 grant fund.
HW 003 Number of Disabled Facilities Grants completed		n/a
	Actual (Period)	8
	Target	
	Direction of change	✖
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved		n/a
	Actual (Period)	2
	Target	
	Direction of change	✖
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)		n/a
	Actual (Period)	59,613
	Target	
	Direction of change	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website		?!
	Actual (Period)	
	Target	
	Direction of change	?
	Owner	Rob Holmes
	Comments	
LE 004 Participation at Council Sporting Facilities		★
	Actual (Period)	21,299
	Target	21,299
	Direction of change	✔
	Owner	Karl Read
	Comments	
LS 003 Legal Services fee income (£)		★
	Actual (Period)	12,854.00

		Dec 2020
	Target	6,000.00
	Direction of change	✗
	Owner	Emma Duncan
	Comments	
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days		●
	Actual (Period)	89.58
	Target	90.00
	Direction of change	✓
	Owner	Emma Duncan
Comments		
MJ 001 (24m) - Percentage of major planning applications determined within time period		★
	Actual (Period)	82.35
	Target	60.00
	Direction of change	✓
	Owner	Geoff Lyon
Comments		
MJ 002 (24m) - Major - Quality: Percentage of the total number of decisions allowed on appeal		★
	Actual (Period)	0.00
	Target	10.00
	Direction of change	→
	Owner	Geoff Lyon
Comments		
MJ 002 (n24m) - Major - quality: Number of decisions allowed on appeal		n/a
	Actual (Period)	0
	Target	
	Direction of change	→
	Owner	Geoff Lyon
Comments		
PL 001 Planning income (£)		★
	Actual (Period)	78,910.00
	Target	66,792.00
	Direction of change	✓
	Owner	Phillip Rowson
Comments		
PP 002 Number of homes granted planning permission (all tenure types)		n/a
	Actual (Period)	1,099
	Target	
	Direction of change	✓
	Owner	Mark Ashwell
Comments		
RV 009 Percentage of Council Tax collected		★
	Actual (Period)	8.87
	Target	8.50
	Direction of change	✓
	Owner	Sean Knight

		Dec 2020
	Comments	Council Tax collection is 81.62%, compared to target of 82.00%. This is a shortfall of 0.38% compared to last month's shortfall of 0.75%. This equates to a shortfall of £290,647.82 compared to the previous month's shortfall of £578,792.83. Our performance has improved substantially compared to the previous month because of the increase in recovery work.
RV 010 Percentage of non-domestic rates collected		★
	Actual (Period)	8.75
	Target	8.00
	Direction of change	↓
	Owner	Sean Knight
	Comments	NNDR collection is 85.03% compared to target of 84.00%. This is in excess of our target by 1.03% compared to last month's which was in excess of 0.28%. This equates to an excess of £133,027.84 compared to the previous month's excess of £37,401.50. Our performance has improved substantially compared to the previous month because of the increase in recovery work.

		Dec 2020
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)		!
	Actual (Period)	158
	Target	
	Direction of change	↓
	Owner	Bob Wade
	Reporting to Members Comments	There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long-term empties back into use. The Combined Enforcement Team monitors some of these properties. The monitoring of these properties was reduced because of the pandemic and social distancing, not allowing properties to be visited and other priority work e.g. setting up and paying the business grant payments. We were however able to continue with serving completion notices to help increase the tax base which will increase New Homes Bonus. Long Term Empty Property Reviews have re-commenced and the decision to increase the levy charge for properties that have been empty for ten years or more is likely to have an affect from April 2021.
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)		!
	Actual (Period)	496
	Target	
	Direction of change	↓
	Owner	Bob Wade
	Reporting to Members Comments	There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties back into use. The Combined Enforcement Team monitors some of these properties. The monitoring of these properties has reduced with the extra work created by the pandemic.

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