

Cabinet



Please contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk

Please Direct Dial on: 01263 516010

Thursday, 26 August 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 6 September 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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting so that we can ensure compliance with current Covid regulations. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:emma.denny@north-norfolk.gov.uk.

Please note that this meeting is livestreamed:

<https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzg>

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

Emma Denny
Democratic Services Manager

To: Mrs W Fredericks, Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, 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

Tel 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005

Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 10

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 05 July 2021 and the Special meeting of Cabinet held on 19th July 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

11 - 12

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 (see attached guidance and flowchart)

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM CABINET WORKING PARTIES

The following recommendation to Cabinet was made at the Planning Policy & Built Heritage Working Party meeting held on 16th August 2021:

Local Plan Policy – Small Growth Villages Policy

RECOMMENDED

1. That Happisburgh is removed from the list of Small Growth Villages.
2. That additional policy criteria are added to ensure that rural exceptions affordable housing schemes are prioritised in Small Growth Villages, and additional amendments
 - to explain how Neighbourhood Plans are impacted by the policy;
 - to clarify that the policy criteria applies to sites between .25 hectares and 1 hectare in size;
 - to provide clarification of the status of Hoveton as a Large Growth Village within the Local Plan.

8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee for consideration by the Cabinet in accordance within the Overview and Scrutiny Procedure Rules

9. OFFICER DELEGATED DECISION MAY TO AUGUST 2021

13 - 16

Summary: This report details the decisions taken by Senior Officers under delegated powers from May to August 2021

Options considered: Not applicable.

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

Reasons for Recommendations: The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
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Contact Officer, telephone number and email:
Emma Denny, Democratic Services Manager, 01263 516010

10. BUDGET MONITORING REPORT 2021/22 - PERIOD 4

17 - 32

Summary: This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of July 2021.

Options considered: Not applicable.

Conclusions: The overall position at the end of July 2021 shows an £2,934,144 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £89,672

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

- 1) Note the contents of the report and the current budget monitoring position.**

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

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

11. 2020/21 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT) 33 - 84

Summary: This report presents the provisional outturn position for the 2020/21 financial year which shows a General Fund underspend of £752,223. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2020/21. The report also makes recommendations for contributions to reserves.

Options considered: The report provides a final budget monitoring position for the 2020/21 financial year. The report makes recommendations that provide funding for ongoing commitments and future projects.

Conclusions: The revenue outturn position as at 31 March

2020 shows an overall underspend of £752,223. The final position allows for £255,917 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2021/22. The position as reported has been used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.

Recommendations: **Members are asked to consider the report and recommend the following to Full Council:**

- a) **The provisional outturn position for the General Fund revenue account for 2020/21;**
- b) **The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2021/22 budget;**
- c) **Allocate the surplus of £752,223 to the Delivery Plan Reserve;**
- d) **The financing of the 2020/21 capital programme as detailed within the report and at Appendix D;**
- e) **The balance on the General Reserve of £2.326 million;**
- f) **The updated capital programme for 2021/22 to 2024/25 and scheme financing as outlined within the report and detailed at Appendix E;**
- g) **The outturn position in respect of the Prudential Indicators for 2020/21 as detailed in Appendix F and;**
- h) **The roll-forward requests as outline in Appendix H are approved.**

Reasons for Recommendations: To approve the outturn position on the revenue and capital accounts used to produce the statutory accounts for 2020/21.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

<i>Budget Monitoring Reports, NNDR returns</i>
Cabinet Member(s): Cllr Eric Seward

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

12. TREASURY MANAGEMENT ANNUAL REPORT 2020/21 85 - 96

Summary: This report sets out the Treasury Management activities actually undertaken during 2020/21 compared with the Treasury Management Strategy for the year.

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

Conclusions: Treasury activities for the year have been carried out in accordance with the CIPFA Code and the Council's Treasury Strategy.

Recommendations: That the Council be asked to RESOLVE that The Treasury Management Annual Report and Prudential Indicators for 2019/20 are approved.

Reasons for Recommendation: Approval by Council demonstrates compliance

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

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

13. DEBT RECOVERY 2020-21 97 - 128

Summary: This is an annual report detailing the council's collection performance and debt management arrangements for 2020/21
The report includes a:

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

Recommendations: To approve the annual report giving details

of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

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

14. CUSTOMER SERVICES STRATEGY

129 - 180

Summary: Adoption of updated Customer Services Strategy

Options considered: An approved strategy is required.

Conclusions: The Customer Services Strategy provides a sound base for the definition and improvement of standards and performance and should be approved for adoption.

Recommendations: **Cabinet are requested to approve the Customer Standards Strategy for adoption.**

Reasons for Recommendations: This will allow the further definition and development of the Digital Customer Service Improvement programme.

Cabinet Member(s): Cllr. Lucy Shires	Ward(s) affected: All
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Contact Officer, telephone number and email:
Sean Kelly, 01263516276, Sean.Kelly@North-norfolk.gov.uk

15. MANAGING PERFORMANCE Q1 2021-2022

181 - 244

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 of progress towards achieving the objectives in the Corporate Plan, 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 first six months of 2021 subject to extended national COVID lockdowns and restrictions, 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. However, good progress has been made towards the refined list of objectives as agreed by Cabinet at its meeting of the 5th October 2021 during the period April – June 2021 as the Council and other bodies seek to rebuild and recover from the response phase of the pandemic.

Recommendations: **That Cabinet resolves to note this report and endorses 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
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Contact Officer, telephone number and email:

Steve Blatch, Chief Executive

Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

16. ADDITIONAL RESTRICTIONS GRANT

245 - 258

Summary: Following the Council's success in fully defraying its initial allocation from the Government funded Additional Restrictions Grant (ARG), NNDC has now qualified for additional funding. The top-up fund represents an opportunity for the Council to continue to assist local businesses, with a particular focus on supporting the recovery process from the impact of the Covid-19 pandemic and helping them to become more resilient to potential future threats and challenges.

As agreed at Full Council on 28 April 2021, delegation is provided to the Director of Resources, in consultation with the Cabinet Portfolio Holder for Sustainable Growth, to:

1. establish the terms and processes to commit the remaining ARG fund by 30 June 2021, and;
2. develop a programme of business support using the anticipated ARG top-up funds that the District will benefit from following the full dissemination of the current fund.

The former point has now been concluded and the Council has received £760,411 to fund the delivery of a new programme of support. This report sets out the broad concepts for a proposed programme.

Options considered: The Council is obliged to use the ARG fund to support local businesses, particularly those who may not been able to benefit from the mandatory grant schemes. The Government has advised that this should predominantly take the form of discretionary grants. However, the fund also allows the Council to use funding to deliver wider business support to which a range of options, including those outlined within this report, are possible.

The Council could choose to focus the remaining allocation solely on providing grants. However, it is recognised that businesses would additionally benefit from a broader offering of non-financial support to assist their recovery process, enable them to embed Covid-safe practices and to support resilience.

Conclusions: The Covid-19 pandemic has taken a considerable toll on local businesses. Whilst some businesses were able to trade to some extent, many have been heavily impacted, struggling to meet their ongoing fixed costs and now, having reopened, are having to make significant efforts to recoup their losses. However, it is also recognised that the pandemic has also created opportunities and new revenue channels, to which the Council would wish to nurture and encourage.

Whilst the mandatory schemes have played a significant role in helping some businesses, there are many others who did not qualify for these grants. The ARG scheme has to date helped to address some of those who have *slipped between the cracks*. The next phase provides an opportunity for the Council to further develop the scheme to provide a wider

range of assistance to help the local economy to bounce back.

Recommendations: It is recommended that Cabinet:

1. note the content of the report and the progress to date in committing the ARG funding;
2. agree and approve the Business Support and Recovery Grant Scheme;
3. confirm support for the appointment of administrative resource (1 FTE) to support the grant scheme(s) and, as required, to support the delivery of wider business support;
4. agree to the further development of a wider scheme, with specific targeted support for the visitor economy, social care sectors and digital skills;

Reasons for Recommendations:

To continue to support the recovery of the local economy and to ensure the funding is fully defrayed within the timescales determined by the Government.

Cabinet Member(s) Cllr Richard Kershaw Portfolio Holder for Sustainable Growth	Ward(s) affected All
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Contact Officer, telephone number and email:
Stuart Quick (Economic Growth Manager), 01263 516263,
stuart.quick@north-norfolk.gov.uk

17. **RATIFICATION OF NORFOLK STRATEGIC FLOODING ALLIANCE STRATEGY AND ACTION PLAN** 259 - 282

Summary: The newly formed Norfolk Strategic Flooding Alliance seek ratification from stakeholders of their strategy and action plan.

Options considered: To ratify the strategy in its current format
To not ratify the strategy in its current format.

Conclusions: The principles of the NSFA strategy and action plan are appropriate, reasonable and cover the wide range of flooding outcomes from both coastal and fluvial incidents. The strategy is a high level document which does not provide specific detail on the resource and

financial implications, although its principles appear to be sound.

Recommendations: That Cabinet ratify the Norfolk Strategic Flooding Alliance Strategy and Action Plan.

Reasons for Recommendations: To support a collaborate approach to flooding and water management in Norfolk. To ensure that there continues to be a planned and resilient approach to flooding across the County.

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)

Ratification Draft. V3 Norfolk Strategic Flooding Alliance Strategy document and action plan
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Cabinet Member(s): Cllr Nigel Lloyd	Ward(s) affected: All
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Contact Officer, telephone number and email: Emily Capps, 01263 516274 emily.capps@north-norfolk.gov.uk

18. 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.”

19. PRIVATE BUSINESS

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CABINET

Minutes of the meeting of the Cabinet held on Monday, 5 July 2021 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Mrs S Bütikofer (Chair)	Mrs A Fitch-Tillett
Ms V Gay	Mr R Kershaw
Mr E Seward	Miss L Shires

Members also attending:

Cllr A Brown
Cllr C Cushing
Cllr N Dixon
Cllr V Holliday
Cllr P Heinrich
Cllr J Rest

Officers in Attendance:

Chief Executive, Democratic Services Manager and Director for Resources/Section 151 Officer

Apologies for Absence:

Mr N Lloyd
Mr J Toyne

99 MINUTES

The minutes of the meeting held on 7th June 2021 were approved as a correct record.

Cllr V Holliday referred to Minute 94 – Managing Performance Q4 2020/21 and Cllr Cushing's request for an update on the financial sustainability of the Council. Cllr Seward had agreed to provide an update at the July meeting and she commented that this was not included in the agenda. Cllr Cushing agreed, saying that he had hoped to see a report with an update on the agenda.

Cllr E Seward, Portfolio Holder for Finance and Assets, said that the Outturn report for 2020/21 would be going to Governance, Risk & Audit Committee (GRAC) and Overview & Scrutiny Committee in September. This would set out the financial position of the Council ahead of preparations for the Budget for next year. He said that he was meeting with the Finance Team later in July to go through the Council's financial position in detail and he would be in a position to update Members on this in September.

100 PUBLIC QUESTIONS AND STATEMENTS

None received.

101 ITEMS OF URGENT BUSINESS

None received.

102 DECLARATIONS OF INTEREST

Cllr L Shires declared a non-pecuniary interest in the following items:

Agenda item 11 – had been working with North Walsham Football Club regarding this matter.

Agenda Item 13 – knew the proposed tenant approximately 6 years ago.

103 MEMBERS' QUESTIONS

The Chairman agreed that Members' questions could be raised as each agenda item was considered.

104 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman of the Overview & Scrutiny Committee, Cllr N Dixon, informed Cabinet that the following recommendation was made at the May meeting of the committee:

'To recommend to Cabinet that consideration is given to the resourcing of the Planning Enforcement Team to strengthen and support the Council's planning enforcement process'

The Leader thanked Cllr Dixon and said that Cabinet were already giving consideration to this matter and a response would be provided in due course.

105 HOUSING STRATEGY 2021 - 2025

The Portfolio Holder for Housing & Benefits, Cllr W Fredericks, introduced this item. She said that a significant amount of consultation had been undertaken with a wide range of stakeholders including representatives from town and parish councils, housing associations, community led housing groups, private developers, private landlords, country estates and political parties.

The Housing Strategy & Delivery Manager (NB) explained that the Housing Strategy focussed on four themes; increasing the supply of new housing, improving housing stock condition in the private sector, making better use of existing housing and supporting vulnerable residents. She said that there was an extensive action plan that supported and drove the implementation of the strategy.

Cllr J Rest, said that as a former director of Victory Housing Association, he had some experience of the sector. In his view, it was not the planning system and the number of permissions that was stopping the provision of high quality, affordable homes but a lack of Government investment. He then referred to theme 3 of the action plan and the proposal for the Council to explore mortgage facilitation schemes. He said that he had concerns that the Council could become embroiled in the repossession of homes. In 2019, 4980 homes had been repossessed nationally, so this was a very real possibility and it might be more beneficial to use a third party.

Cllr V Holliday referred to the actions set out regarding the control of the number of second homes in the District. She said that 'mitigation' did not seem to be a robust enough approach. Cllr Fredericks replied that this was not something that the District Council could control. It sat with Government to resolve.

Cllr N Dixon referred to page 20 and the aspirations regarding the supply of new

housing. He said that despite having ambitious plans and strategies in place, the Council had a history of under-delivery. He asked how confident both the Portfolio Holder and the Housing Strategy & Delivery Manager were that this strategy would be different and deliver. Cllr Fredericks replied that she was very confident as the target had already been exceeded for this year. The Housing Strategy & Delivery Manager added that there was a pipeline which identified upcoming schemes which gave her confidence that the Council would be delivering its target. There were also additional measures in place to support this, such as the use of s106 grants. The Portfolio Holder concurred, saying that she also had a strong belief that the target would be achieved.

Cllr A Brown, Chairman of the Planning Policy & Built Heritage Working Party, said that he wanted to assure Members that the working party had considered in depth which measures could be put in place locally as part of the Local Plan to restrict the number of properties for use as second homes. He reiterated the view that the Council was very limited as to what it could do. He then referred to the figures on page 20 and said that the Council did meet its affordable homes target. He added that the deduction of right to buy and voluntary sales did impact on this.

Cllr C Cushing said that other local authorities had undertaken work alongside developers to deliver their planning strategy. He asked whether NNDC were taking the same approach. Cllr Fredericks confirmed that the Council had been liaising with Housing Associations and some developers to progress this. In response to a further question, she said that she was pleased that some developers had come forward expressing an interest to build social housing ahead of market housing and said that she would encourage any developers interested in taking this approach to come forward.

Cllr J Rest commented on 'right to buy'. He said these were virtually non-existent and were replaced with 'right to acquire'. This was much more expensive process. The Leader agreed but added that family members were increasingly buying such properties and this was causing some issues in North Norfolk.

It was proposed by Cllr W Fredericks, seconded by Cllr L Shires and

DECISION

Resolved:

To recommend that Full Council adopt the Housing Strategy and Action Plan 2021-25.

Reason for the recommendation:

To deliver a new Housing Strategy and the other Housing related objectives in the Corporate Plan.

106 UK COMMUNITY RENEWAL FUND (CRF) MATCH FUNDING

The Portfolio Holder for Economic Growth, Cllr R Kershaw, introduced this item. He said that he wished to propose the following additional recommendation:

'To recommend to Full Council the establishment of new capital budgets for the North Walsham and Fakenham schemes of £800k each, with each scheme being funded through the CRF bid (£600k) and the balance (£200k) as match funding from the Council'.

Cllr Kershaw then explained that the timescales for submitting the bids had been extremely short and he thanked officers for all their hard work in pulling them

together. Both bids had been backed by the local MPs and the final decision was now in the hands of MHCLG, with a response expected by the end of July.

Cllr Cushing thanked everyone on Fakenham Town Council for their hard work in support of this.

Cllr Rest also thanked everyone for the work that had been done so far. He made reference to the second bullet point on page 51 and said that although he welcomed the proposal for a walking and cycling route between Pensthorpe and Fakenham, he felt that it would be hard to achieve. He added that there was a lot of discussion within the town about proposals for a lido and that this was likely to be a priority for the town in coming months.

It was proposed by Cllr R Kershaw, seconded by Cllr S Butikofer and

Resolved:

- 1. To release match funding of £200k for the Fakenham CRF bid and £200k for the North Walsham bid subject to the bids being approved by central government.**
- 2. The match funding element to be released from the Delivery Plan Reserve.**
- 3. To recommend to Full Council the establishment of new capital budgets for the North Walsham and Fakenham schemes of £800k each, with each scheme being funded through the CRF bid (£600k) and the balance (£200k) as match funding from the Council**

Reason for the recommendations:

To support and strengthen the CRF bids for both Fakenham and North Walsham which in turn will help to realise opportunities to secure UK Government funding into North Norfolk to support investment in projects which meet priorities outlined in the Council's Corporate Plan as they relate to provision of housing, economic growth, environment and climate change and quality of life.

107 STREET TRADING CONSENT FEES

Cllr R Kershaw, Portfolio Holder for Economic Growth, introduced this item. He explained that there were extensive fees in place for street markets and it proposed to suspend these for this year only to support the post COVID recovery of a town/area. He said that local members would be notified of any affected streets in their ward.

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

Resolved:

That Cabinet delegate the ability to waive the fee for a Street Trading Consent application, where the trading is part of an organised event to support the post COVID recovery of a Town/area, for the remainder of 2021 calendar year to the Assistant Director - Environmental and Leisure Services or the Director for Communities in consultation with the Portfolio Holder for Environmental Services, Climate Change and Environment; and the Portfolio Holder for Sustainable Growth.

Reason for the decision:

To support Town Centre recovery from the Covid Pandemic by enabling events to take place which encourage increased footfall.

108 GREENS ROAD FOOTBALL FACILITY - NORTH WALSHAM

The Portfolio Holder for Leisure, Cllr V Gay, introduced this item. She explained that some capital maintenance works were required at the football ground site on Greens Road, North Walsham. Whilst the site was leased to North Walsham Town Football Club on a full repairing lease, it could not afford these works (c£60k). It was proposed that the Council undertook these works on behalf of the club, and wrote into an extended lease a commercial rent that enabled the club to pay back the finance over a set period. An extension to the lease, a maximum of 21 years, would enable the club to further grow and develop and support the proposed 3G pitch installation project at the site.

Cllr Seward said that it was very much a community club and he had been involved in the discussion over the key works that were required. This would be a pre-cursor to the club signing a much longer lease, putting them on a stable footing and opening up further opportunities to apply for grants and funding to further improve the amenities, including the potential to apply for Football Association (FA) funding for the installation of a 3G all-weather pitch.

Cllr N Dixon referred to recommendation 2 and sought clarification on the level of the rent increase and whether it would be affordable to the Football Club. Cllr Gay confirmed that the agreement had been drawn up with the agreement of the Football Club. Cllr Dixon replied that it would have been helpful to have this outlined in the report.

Cllr J Rest referred to the options set out. He asked why there was not a third option – to fund the cost of the capital works. This would have been a straightforward option, whereas option 2, to extend the lease, would run over a period of 21 years. Cllr Gay replied that the lease needed to be extended regardless. The short lease was limiting the club's ability to apply for grants and funding.

It was proposed by Cllr V Gay, seconded by Cllr E Seward and

Resolved

1) That the Council extends the lease with North Walsham Town Football Club for a period of 21 years.

2) That, subject to the inclusion in the lease a requirement for an increased rent which covers the cost of the work over an agreed period of time, the Council procures and funds the necessary works to bring the site up to a fit for purpose standard.

Reasons for the recommendations:

The above provides certainty for the club which continues to grow. It also assists the Council in its funding application to the Football Foundation for the potential installation of the 3G pitch

109 REFURBISHMENT AND LETTING OF CEDAR HOUSE, NORTH WALSHAM AND SALE OF ADJACENT LAND & BUILDINGS

Cllr E Seward, Portfolio Holder for Assets, introduced this item. He began by saying that the proposal would require the Council to withdraw from a previously expressed intention dated November 2014 to dispose of the asset and move forward with a proposal for the main building to be refurbished and retained by the Council for letting and consideration of options for the remainder of the site. He explained that the initial decision to sell the site in June 2014, arose out of an unsolicited offer from a pub and restaurant chain. No progress had been made since then, despite repeated attempts by the Council. He said that there was no prospect of developing a pub or restaurant before 2023/24 due to the impact of the pandemic on the hospitality industry. He then said that as a local member, residents had indicated strongly to him that they wanted to see such an historic building brought back into use. Cllr Seward concluded by saying that investment from the Heritage Action Zone project in North Walsham was making the town centre a good place to do business and it wasn't viable to have a derelict building on such a prominent site. Grants from Historic England meant that it was now financially viable to bring it back into use. The building would remain under NNDC control and would be back in use by late 2022. The Council would look to sell the remainder of the site to maximise financial return.

Cllr V Gay seconded the proposal and said that she strongly endorsed Cllr Seward's comments.

Cllr J Rest referred to page 69, section 9.2 of the report and said that he was pleased to see the current costs clearly listed.

Cllr V Holliday asked whether there was a pipeline of community groups wanting to use the renovated space. The Leader, Cllr Butikofer, confirmed that the Council had already received several enquiries from interested parties, including community groups.

Cllr C Cushing endorsed Cllr Seward's comments and asked whether consideration had been given to selling the whole site. Cllr Seward confirmed that this option was explored but now that it was financially viable to restore it, this was considered to be the better option. He explained that the building had been left to the Council by the Smith family. He believed that the property could play a role as a public venue and with the support of the Historic England funding, there was now the option of NNDC retaining ownership.

Cllr L Shires referred to the pathway that ran across the site and asked what would happen to this. Cllr Seward replied that it was not a public right of way but it had been in use for over 20 years so consideration would be given to either retaining it in its current position or moving it slightly.

It was proposed by Cllr E Seward, seconded by Cllr V Gay and

Resolved:

- A. To formally withdraw from the current disposal transaction which, after more than six years has not progressed to completion.
- B. To retain the main Cedars building for letting purposes subject to a refurbishment as per the revised specification of works and then to market the premises to let.
- C. That the previously allocated capital funding and the grant secured from Historic England is utilised for the refurbishment as per the revised cost plan.
- D. That options are investigated for the separate use and possible disposal of the remaining parts and that marketing commences for the sale of the surplus site for potential third party development. (A further report being brought to Cabinet if disposal is deemed the most appropriate option).

Reasons for the decision:

The proposed retention and refurbishment of the property and letting for a commercial rent to community organisations or private sector would bring the property back into beneficial use. This would prevent this important Listed Building from being further at risk and would utilise grant funds already secured.

110 MELBOURNE SLOPE FORMER TOILETS - PROPOSED REDEVELOPMENT & LETTING

The Portfolio Holder for Assets, Cllr Seward, introduced this item. He explained that the former Public Toilets, which were owned by the Council and based at the Melbourne Slope in Cromer, closed several years ago and new facilities had since been developed elsewhere on the promenade. The vacant property had been widely advertised to let over the course of the month of April 2021 and six expressions of interest had been received. He said that it was a prominent building at the centre of the promenade and the preferred party intended to invest heavily to bring it back into use.

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

Resolved:

It is recommended that Cabinet should make a resolution to allow the Estates team to continue discussions with the preferred party and to finalise terms and to execute the letting. Should any further material changes be made to either the proposal or the proposed tenant then any decision should be delegated to the s151 officer in consultation with the portfolio holder.

Reason for the decision:

This recommendation is being made in order to provide the Estates team with the remit to progress negotiations with the preferred party and to secure the best deal possible to secure an early lease completion.

111 PROPERTY TRANSACTION: LEASE PROPOSAL AT UNIT D, HORNBEAM ROAD, NORTH WALSHAM AND RENT RECYCLING PROPOSAL

The Portfolio Holder for Assets, Cllr Seward, introduced this item. He said that Council had received a lease proposal from a local business to rent commercial premises in North Walsham. The proposal represented a market rent/terms and

initial due diligence indicated that the tenant is of good covenant strength.

During negotiations it had been identified that a clear and transparent policy regarding Council investment into assets is required to respond to recent changes in the Public Works Loan Board lending terms. It was proposed that a rent recycling was developed to enable investment into assets where regeneration was needed to bring them back into use.

Cllr N Dixon referred to page 110, paragraph 1.10 and asked whether the financial return figure that was quoted was gross or net. The Estates and Assets Strategy Manager replied that it referred to the gross rent divided by the asset valuation. She agreed to send Cllr Dixon the net figure.

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

Resolved:

- A. To approve the lease terms as described in Appendix A.
- B. Should there be any further negotiations to the offer made, to delegate to the s151 officer, in consultation with the portfolio holder, the ability to vary the terms of the lease and a rental value not exceeding a 10% variation the original lease proposal.
- C. To agree that officers, in conjunction with the Portfolio holder for Assets, develop a financial strategy for a rent recycle scheme and that the strategy is brought back to Cabinet for approval.

Reasons for the recommendations:

Principally to support the financial sustainability and growth of the Council by leasing the premises and generating rental income that is used to support Council services.

To provide a clear and transparent policy on how property rents can be recycled to facilitate regeneration of Council assets.

112 EXCLUSION OF PRESS AND PUBLIC

113 PRIVATE BUSINESS

The meeting ended at 10.49am.

Chairman

CABINET

Minutes of the meeting of the Cabinet held on Monday, 19 July 2021 at the Council Chamber - Council Offices at 2.00 pm

Committee

Members Present:

Mrs W Fredericks
Mr R Kershaw
Mr E Seward
Mr J Toye

Mrs S Bütikofer (Chair)
Mr N Lloyd
Miss L Shires

Members also attending:

Mr A Brown

Officers in Attendance:

Chief Executive, Democratic Services Manager and Principal Lawyer

Press and Public

Apologies for Absence:

Mrs A Fitch-Tillett
Ms V Gay

114 PUBLIC QUESTIONS AND STATEMENTS

None received.

115 ITEMS OF URGENT BUSINESS

None received.

116 DECLARATIONS OF INTEREST

None.

117 DISPOSAL OF A PROPERTY

Cllr E Seward, Portfolio Holder for Assets introduced this item. He explained that the Council had acquired a mixed use property in 2017 and since then, part of it been let for holiday accommodation. The property had not been performing as anticipated and was not likely to reach the desired financial return in the future and therefore a sale of the property was proposed. The property had been advertised on the open market and a number of offers had been received. Officers were therefore seeking authority to sell the property. Cllr Seward added that the village shop did not form part of the proposal and was to be retained in NNDC ownership with the tenant remaining. Cllr Seward concluded by saying that the proposal before Members meant that the Council was disposing of the property at a price that would result in a surplus.

Cllr R Kershaw said that he supported the proposal. The Council had given the holiday let time but the expected return had not been achieved and it was the right time to dispose of it.

Cllr J Toye, Local Member, said that he welcomed the proposal to keep the community shop in NNDC ownership.

The Leader, Cllr S Butikofer, said that she was pleased to see that a solution had been found. She added that she had always been sceptical about the holiday letting achieving the projected financial return.

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

RESOLVED:

To approve the disposal of the property as outlined in the exempt appendix.

Should there be any further changes to the offer made, to delegate to the s151 officer, in consultation with the portfolio holder, the ability to dispose of the property:

- **To a different buyer at the same sum or**
- **For any value exceeding the original sale price**
- **At a reduction of up to 10% of the agreed sale price**
- **Allowing for any additional costs incurred**

Reason for the decision:

The disposal is in accordance with the Council's Disposal policy and the offer is deemed to be the best financial consideration reasonably obtainable at the current time.

118 EXCLUSION OF PRESS AND PUBLIC

119 PRIVATE BUSINESS

The meeting ended at 14.13pm

Chairman

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.

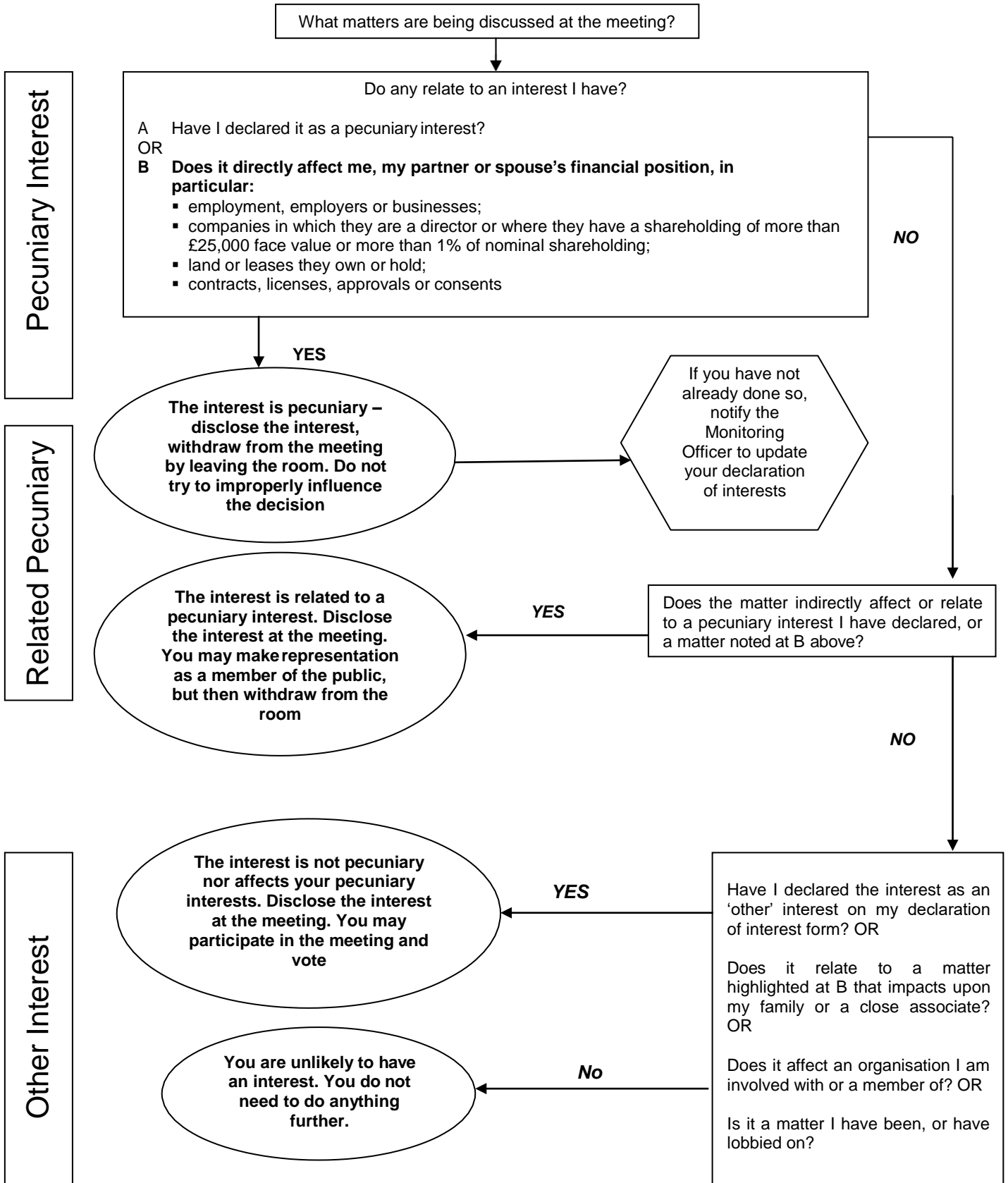
FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

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



Officer Delegated Decisions (May to August 2021)

Summary: This report details the decisions taken by Senior Officers under delegated powers from May to August 2021

Options considered: Not applicable.

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

Reasons for Recommendations: The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2. details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Delegated decision forms – as completed by the relevant officer

Cabinet Member(s) All	Ward(s) affected All
Contact Officer, telephone number and email: Emma Denny, Democratic Services Manager, 01263 516010	

1. Introduction

1.1 Officer delegated decision making process.

Officer delegated decision are available to the public through the website and are reported to Members via Cabinet and Overview & Scrutiny Committee. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 5.1 and 5.2 and the publication of these decisions is a legal requirement.

2. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

2.1 Many of the decisions that have been taken since May 2021 continue to relate to the Coronavirus Pandemic.

2.2 The overall list has been revised to only include decisions taken during 2021

3. Consultation

3.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.

3.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader. The Covid 19 pandemic was considered to fall within this category.

3.3 Overview and Scrutiny Committee will receive the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

4. Financial and Resource Implications

As many of the decisions taken by officers under delegated powers were key decisions there is a financial impact.

5. Legal Implications

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a form.

6. Conclusion and Recommendations

Decisions have been taken by senior officers under delegated authority during the Covid 19 pandemic. Each decision has been recorded and a summary is provided at Appendix A

Recommendation:

Cabinet is asked to receive and note the register of officer decisions taken under delegation.

Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised;	Key Decision y/n	Officer exercising Delegation	Details of decision made	Consultations undertaken	Date of decision	Date Reported to Council/Cabinet
<p><i>Chapter 6; Full delegation to Chief Officers</i></p> <p><i>Section 5.1: routine matters</i></p> <p><i>Section 5.2 Emergency powers</i></p>				<p><i>Section 5.1 : Leader or Portfolio Holder/Local Member</i></p> <p><i>Section 5.2: Leader or Deputy Leader</i></p>		
Section 5.2	No	Chief Executive	<p>To develop and deliver the LRSG (Open) Tier 2 Discretionary Grant Scheme. NNDC was initially given £1,883,612 funding to cover the first 17 days of Tier 2 restrictions (2/12/20 to 19/12/20) and later a further allocation of £775,605 for the remaining 7 days giving us at total of £2,659,217 across the 24-day period to support businesses impacted by the Covid-19 pandemic.</p> <p>The funding allocation was provided by the Government and was decided based on the number of business rated properties in our area with certain valuation descriptions.</p>	S 5.1 - Leader or Portfolio Holder	05.05.21	06.09.2021
Section 5.2	Yes	Chief Executive	<p>To operate a seasonal car park on land owned by Beeston Hall School to the north of the A149 road at Beeston Regis to increase the capacity / availability of parking in the central coastal area of the District in response to large numbers of staycation tourists and day trippers to the District this summer as uncertainty around</p>	s 5.2 - Leader	20.07.2021	06.09.2021

Record of Decisions taken under Delegated Authority (Appendix A)

			foreign travel relating to COVID continues and demand from domestic visitors is strong.			
Section 5.1 (Conditional Delegation)	No	Chief Executive	Variation of partners for water funding arrangements with Royal Haskoning DHV for funding contribution to monitoring / analysis of Bacton to Walcott Sandscaping Scheme	N/A	23.07.2021	06.09.2021

BUDGET MONITORING REPORT 2021/22 – PERIOD 4

Summary: This report summarises the budget monitoring position for the revenue account, capital programme and reserves statement to the end of July 2021.

Options considered: Not applicable.

Conclusions: The overall position at the end of July 2021 shows an £2,934,144 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £89,672

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

- 1) Note the contents of the report and the current budget monitoring position.**

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

Reasons for
Recommendations:

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

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

1. Introduction

1.1 This report compares the actual expenditure and income position at the end of July 2021 to the Updated budget for 2021/22. The original Base Budget as agreed by Full Council in February 2021 has been updated to reflect approved budget virements.

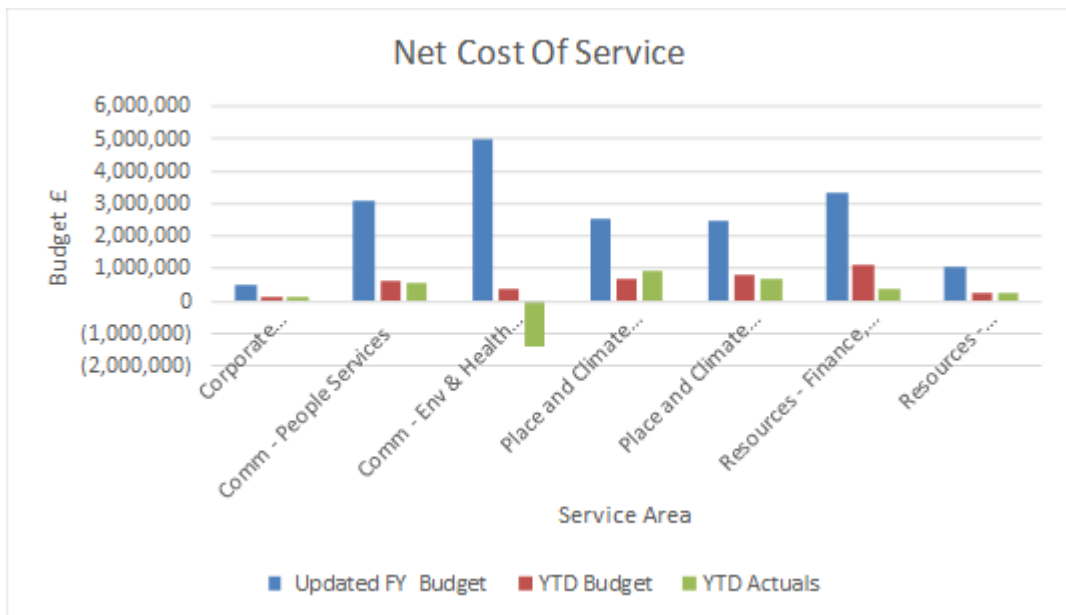
2. Revenue

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 31 July 2021 and highlights a year to date variance of £2,934,144 underspend against the profiled updated budget. There is an under spend of £2,506,928 in relation to the service variances with the remainder relating to non-service specific budgets.

	Budget YTD	Actual YTD	Variance	Estimated FYE
Net Cost of Service	4,013,234	1,506,307	(2,506,928)	3,076
External Interest-Received/Paid	(286,764)	(368,556)	(81,792)	(92,748)
Income from Government Grant and Taxpayers	(6,265,171)	(6,610,603)	(345,432)	0
Total FYE				(89,672)

2.2 The chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances.

Variance by Service area



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

- 2.3 A significant part of the year to date variance is in relation to no contractor invoices being received and paid against the cleansing, waste and grounds maintenance contract budgets. This has a positive impact of £1,248,844 and is due to problems Serco are encountering with resourcing issues and changes in personnel.
- 2.4 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the financial year.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget +/-£20,000	Estimated Full Year Variance Against Updated Budget
	As Per General Fund Summary	
	£	£
Corporate		
Elections – Costs associated with the running of the County and Police & Crime Commissioner elections to be reclaimed.	34,166	0
Corporate Leadership Team – Turnover savings due to a vacant Director post.	(22,133)	(20,000)
Communities – People Services		
Benefits Administration – (£40,507) Service specific grants received from Department for Work and Pensions (DWP) for new burdens work.	(48,007)	0
Communities – Leisure and Environment		
Commercial Services – Contain Outbreak Management Funding (COMF) grant offset by related expenditure including staffing costs	(95,838)	0
Car Parking – £29,196 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. (£73,541) - Invoices for management fees, grounds maintenance and cleansing contracts not yet received. (£16,640) - General repair and maintenance is lower than expected. (£166,092) - Car park income higher than expected. NNDR costs will have a full year cost but taking into account a prudent estimate of additional income the likely full year effect is estimated to be around (£80,000).	(228,524)	(80,000)
Parks and open Spaces – (£8,530) - R & M Grounds - General. No Invoices have been received for the (£43,974) - Grounds maintenance and (£17,999) Cleansing Contracts. £3,151 - Water Charges Metered. £5,342 - Repair of benches at Fakenham.	(63,501)	5,000

<p>Leisure Complexes – (£49,402) - Rent/Hire of Buildings - No invoices received for the hire of school halls. (£14,068) - Lower management fees due to Covid for 2020/21. Although as previously agreed at Cabinet, there is a potential full year effect of £460,000 due to ongoing contract support payments re Covid restrictions. This expenditure will be offset against the Covid support grant and National Leisure Recovery Fund Grant. (£14,052) - No profit share due to ongoing Covid restrictions. This will have a full year effect of £28,006. (£13,994) - National Leisure Recovery Fund grant.</p>	(69,147)	28,000
<p>Other Sports – The majority of this variance relates to (£19,361) Mammoth Marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance - Marathon anticipated May 2022.</p>	(20,291)	0
<p>Foreshore Community – (£68,751) - No cleansing contract invoices yet received. £30,076 - Beach Lifeguard Management Fee. (£3,968) - Furniture repairs, memorial seats.</p>	(43,592)	30,076
<p>Waste Collection and Disposal – (£812,780) No contractor invoices received from Serco for bin collections in 2021/22. (£280,968) Accrual brought forward to NCC for trade waste disposal in 2020/21. Current estimates predict a shortfall in Trade waste of £30,000 this continues to be monitored as part of the council's Covid response.</p>	(1,106,796)	30,000
<p>Cleansing – No contractor invoices from Serco received for Cleansing in 2021/22.</p>	(162,486)	0
Place and Climate Change – Sustainable growth		
<p>Economic Growth – The year to date variance relates to additional Restrictions grants awarded including £250,000 to Outdoor Education Centres. This will be funded from the Additional Restriction grant.</p>	265,270	0
Place and Climate Change – Planning		
<p>Development Management – Income generated above the profiled budget (£35,601) Planning Application fee income (£33,394) Pre application advice. No full year variance is being predicted at the current time but the position will continue to be monitored and updated as part of the ongoing budget monitoring process.</p>	(67,162)	0
<p>Planning Policy – The majority of this variance arises from staff turnover savings due to vacant posts. No full year effect has been anticipated due to finance additional resource within the wider Planning department.</p>	(32,075)	0

Resources – Finance, Assets and Legal		
Revenue Services - This service is responsible for administering the majority of the Covid support grants paid out to qualifying businesses. These schemes are coming to an end and after undergoing a reconciliation process unspent balances will be returned to Central Government.	(581,715)	0
Chalets and Beach Huts – Rental income against the profiled budget.	(21,057)	0
Benefits Subsidy – Net position on Test and Trace grants. The benefits section has recently secured funding to operate a local scheme. No full year effect is anticipated.	(86,089)	0
Corporate and Democratic Core – (£13,526) - Salaries and on costs due to vacancies in Planning. (£65,000) - 2020/21 audit not billed.	(75,931)	
Resources – Organisational Resources		
Property Services – Additional staffing to be funded from earmarked reserves. Re-opening of the High Street funding yet to be received.	95,956	0
Public Conveniences – (£87,501) No contractor invoices have been received for the cleansing contract. £6,738 Higher R&M costs - legionella, corrective lighting and additional plumbing costs. £21,153 Higher NNDR - awaiting a backdated refund from 2020/21 which will offset any additional costs. (£10,392) Lower utility costs. No full year variance is currently predicted and the position will continue to be reviewed as part of the ongoing budget monitoring process.	(69,893)	0
Customer Services Corporate – (£10,829) - Salaries and oncosts are lower as a result of staff vacancies. £2,542 - Higher overtime as a result of Covid. (funded from the Covid Grant) (£3,065) - Lower equipment repair costs. (£5,621) - Stationery costs lower than anticipated. (£7,497) - Postage costs lower than expected. (£2,068) - Other Professional Fees.	(27,086)	(10,000)
Major Service Variances P4	(2,425,931)	3,076

3. Non Service Variances to Period 4 2021/22

Investment Interest

- 3.1 The interest budget for 2021/22 anticipates that a total of £1,014,929 will be earned from treasury investments and loans made for service purposes. Overall an average balance of £39.4m is assumed, at an average interest rate of 2.6%.
- 3.2 At the end of period 4, a total of £371,054 has been earned, resulting in a favourable variance against the year to date budget of £32,746. The average rate of interest achieved was 2.06% from an average balance available for investment of £53.8m. At the end of the year a favourable variance against the budget of £98,238 is anticipated.

A total of £32.0m has been invested in pooled funds which are valued at £34.0m at the end of period 4.

- 3.3 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.

Borrowing Interest

- 3.4 The budget for 2021/22 anticipates that £2,000 would be paid in interest for short-term borrowing for cash flow purposes.
- 3.5 At period 4, a total of £2,498 has been paid resulting in an adverse variance against the budget of £1,830. At the end of the year an adverse variance against the budget of £5,490 is anticipated.
- 3.6 Interest for long-term borrowing has been budgeted for £152,630 for financing the re-provision of Splash Leisure Centre and purchase of waste vehicles.
- 3.7 At period 4, there had been no commitments to long-term borrowing for capital purposes. At end of the year, if long-term borrowing is not undertaken a favourable variance of £152,630 against budget is forecast, although at the present time we are assuming that the borrowing will be taken. This may change dependent on future cash inflows and the timing of the repayment of excess grant funding from central government. The decision to undertake short-term or long-term borrowing will be made in line with our borrowing strategy.

Retained Business Rates

- 3.8 There is currently no variance showing against Non Domestic Rates income for the financial year. 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.
- 3.9 Last financial year, the Council gave relief to businesses in line with direction from Central Government to help businesses in the retail sector that most felt the effects of COVID 19. As these reliefs were announced after the Council had set its budget for 2020/21, the reduced collection of rates that resulted was not budgeted for. Due to accounting treatment for the Collection Fund, the Councils share of the resulting Collection Fund deficit will affect the General Fund Outturn position for the 2021/22 financial year. The Council was given Section 31 grant to fund these reliefs, amounting to £6.1m, which were transferred into the Business Rates Reserve at the end of 2020/21. This balance will be transferred back into the General Fund in 2021/22 to offset the deficit, so there will be a nil overall impact.
- 3.10 It is expected that any further deficit arising at the end of the financial year will be funded by a transfer from the Business Rates Reserve.

4 Capital

- 4.1 Total Capital expenditure amounted to £2,631,035 across all projects in the first four months of 2021/22.
- 4.2 The Capital Programme has been updated to reflect changes as per the Outturn Report 2020-21 which is also on this agenda, and can be found at Appendix C. No further changes have been made:

5 COVID 19

- 5.1 The majority of the larger business support schemes are coming to an end with the relevant services undertaking reconciliation work to ascertain the final grant positions. There are a number of specific Covid funding streams that are still providing support to businesses, individuals and the community, these include Additional restrictions, Test and Trace and Community Outbreak Management Fund (COMF).
- 5.2 Spending against the general Covid grant has been limited in this financial year, however a significant commitment is ring fenced to provide support to the leisure contract, current estimates put this at around £460k. The Council's Management Team are considering the best use of the remaining unallocated balances.
- 5.3 Income shortfalls were one of the main impacts of Covid during 2020-21. This year there has been little impact on income streams and at Period 4 car parking and planning income were both showing surpluses against YTD budgets. The government operated a Sales Fees and Charges compensation scheme last year which allowed a % of losses to be reclaimed on qualifying income, which was extended for the first quarter of the 2021/22 financial year. The Council would currently not need to claim against this scheme.
- 5.4 The table below shows the performance of the Council's Income streams

	Full Year Updated Budget	YTD Budget	YTD Actuals	Variance
Customer and Client Receipts	£	£	£	£
Income Sales	(29,850)	(9,944)	(6,952)	2,992
Income Fees and Charges	(9,386,557)	(3,992,156)	(4,222,756)	(230,600)
Income Rent Land and Buildings	(712,178)	(313,478)	(348,313)	(34,835)
Income - Misc Receipts	(200)	(68)	(240)	(172)
Total	(10,128,785)	(4,315,646)	(4,578,260)	(262,614)

6 Reserves

- 6.1 The Council's current Reserve Statement is shown at Appendix D, this gives the latest position of amounts allocated to services and the capital programme and also includes known commitments that have not yet been allocated to services. A more detailed breakdown of the purpose of the current reserve allocations is included at Appendix D1. Projections for 2022/23 and beyond have not been updated but a reminder of what each allocation is for is included.

7 Conclusion

- 7.1 The revenue budget is showing an estimated full year underspend for the current financial year of £89,672. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.
- 7.2 The Council will continue to try and address any forecast deficit which may arise during the year by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding which is not sustainable in the medium term. Should the Council

not be able to make these adjustments in year then reserves will be required to balance the budget although this requirement is not anticipated at the current time.

8 Financial Implications and Risks

8.1 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.

8.2 The estimated outturn will continue to be monitored during the year.

9 Sustainability

9.1 None as a direct consequence from this report.

10 Equality and Diversity

10.1 None as a direct consequence from this report.

11 Section 17 Crime and Disorder considerations

11.1 None as a direct consequence from this report.

General Fund Summary P4 2021/22

	2021/22 Base Budget £	2021/22 Updated Budget £	Budget YTD £	Actuals YTD £	Variance YTD £	Commitments £	Budget Remaining £
Directorate							
Corporate Leadership/Executive Support	485,020	486,720	153,782	157,324	3,542	17,910	311,486
Communities	7,984,541	8,050,759	988,443	(867,444)	(1,855,887)	1,939,211	6,978,992
Place and Climate Change Resources	4,966,394	4,963,394	1,467,572	1,597,796	130,224	391,073	2,974,525
	4,327,759	4,352,059	1,403,437	618,630	(784,807)	1,037,455	2,695,974
Net Cost of Services	17,763,714	17,852,932	4,013,234	1,506,307	(2,506,928)	3,385,649	12,960,977
Parish Precepts	2,573,788	2,573,788	1,286,894	1,286,894	0	0	1,286,894
Capital Charges	(1,964,269)	(1,964,269)	(654,760)	(654,752)	8	0	(1,309,517)
Refcusc	(977,167)	(977,167)	0	0	0	0	(977,167)
Interest Receivable	(1,014,929)	(1,014,929)	(338,308)	(371,054)	(32,746)	0	(643,875)
External Interest Paid	154,630	154,630	51,544	2,498	(49,046)	0	152,132
Revenue Financing for Capital:	614,741	614,741	0	0	0	0	614,741
MRP Waste Contract	744,000	744,000	0	0	0	0	744,000
IAS 19 Pension Adjustment	262,174	262,174	0	0	0	0	262,174
Net Operating Expenditure	18,156,682	18,245,900	4,358,604	1,769,893	(2,588,712)	3,385,649	13,090,359
Contribution to/(from) the Earmarked Reserves							
Asset Management	(142,574)	(142,574)	0	0	0	0	(142,574)
Building Control	(28,876)	(28,876)	0	0	0	0	(28,876)
Business Rates	324,058	324,058	0	0	0	0	324,058
Coast Protection	(42,039)	(42,039)	0	0	0	0	(42,039)
Communities	(242,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	1,521,913	1,535,586	0	0	0	0	1,535,586
Elections	50,000	50,000	0	0	0	0	50,000
Grants	(25,104)	(46,322)	0	0	0	0	(46,322)
Housing	(328,010)	(328,010)	0	0	0	0	(328,010)
Legal	(15,520)	(15,520)	0	0	0	0	(15,520)
Major Repairs Reserve	89,859	355,694	0	0	0	0	355,694
New Homes Bonus Reserve	(97,471)	(97,471)	0	0	0	0	(97,471)
Organisational Development	(92,751)	(72,639)	0	0	0	0	(72,639)
Pathfinder	(21,627)	(21,627)	0	0	0	0	(21,627)
Planning Revenue	36,728	36,728	0	0	0	0	36,728
Property Investment Fund	(2,000,000)	(2,000,000)	0	0	0	0	(2,000,000)
Property Company	0	(265,835)	0	0	0	0	(265,835)
Restructuring/Invest to save	109,439	40,654	0	0	0	0	40,654
Treasury Reserve	500,000	500,000	0	0	0	0	500,000
Contribution to/(from) the General Reserve	(86,341)	(86,341)	0	0	0	0	(86,341)
Amount to be met from Government Grant and Local Taxpayers	17,666,366	17,666,366	4,358,604	1,769,893	(2,588,712)	3,385,649	12,510,825
Collection Fund – Parishes	(2,573,788)	(2,573,788)	(900,826)	(900,826)	0	0	(1,672,962)
Collection Fund – District	(6,253,465)	(6,253,465)	(2,218,641)	(2,218,641)	0	0	(4,034,824)
Retained Business Rates	(7,381,242)	(7,381,242)	(2,460,416)	(2,460,416)	0	0	(4,920,826)
Revenue Support Grant	(90,295)	(90,295)	(24,380)	(24,380)	0	0	(65,915)
New Homes bonus	(722,562)	(722,562)	(361,281)	(361,281)	0	0	(361,281)
Rural Services Delivery Grant	(507,661)	(507,661)	(253,831)	(253,831)	0	0	(253,830)
Lower Tier Services Grant	(137,353)	(137,353)	(45,796)	(45,796)	0	0	(91,557)
Fees and Charges Support Grant 2020/21	0	0	0	202,613	202,613	0	(202,613)
Tax Income Compensations grant 2020/21	0	0	0	32,609	32,609	0	(32,609)
Covid-19 Grant	0	0	0	(580,654)	(580,654)	0	580,654
Income from Government Grant and Taxpayers	(17,666,366)	(17,666,366)	(6,265,171)	(6,610,603)	(345,432)	0	(11,055,763)
(Surplus)/Deficit	0	0	(1,906,567)	(4,840,710)	(2,934,144)	3,385,649	1,455,062

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Service Area Summaries P4 2021/22

Corporate Directorate

Cost Centre Name	Full Year Budget £	YTD Budget 1 £	YTD Actuals £	Variance YTD £	Immediate Commitments £	Remaining Budget £
Human Resources & Payroll	0	(140)	(6,833)	(6,693)	10,489	(3,656)
Registration Services	295,853	90,292	124,458	34,166	419	170,976
Corporate Leadership Team	86,333	28,756	6,643	(22,113)	4,713	74,977
Communications	0	16	(1,203)	(1,219)	2,289	(1,085)
Housing Options	104,534	34,858	34,260	(598)	0	70,274
Total Corporate	486,720	153,782	157,324	3,542	17,910	311,486

Service Area Summaries P4 2021/22

Communities

People Services

Cost Centre Name	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments £	Remaining Budget £
Health	0	0	(253)	(253)	0	253
Benefits Administration	1,218,437	510,426	462,419	(48,007)	7,653	748,365
Homelessness	216,226	(165,250)	(177,316)	(12,066)	318,016	75,526
Housing Options	115,174	30,690	23,477	(7,213)	178	91,520
Disabled Facility Grants	839,507	113,176	106,837	(6,339)	0	732,670
Community	631,063	96,456	95,199	(1,257)	0	535,864
AD People Services	67,448	22,484	22,032	(452)	0	45,416
Total People Services	3,087,855	607,983	532,396	(75,587)	325,847	2,229,612

Environment and Leisure Services

Cost Centre Name	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments £	Remaining Budget £
Commercial Services	400,247	133,428	37,590	(95,838)	3,466	359,191
Internal Drainage Board Levies	419,847	209,886	207,848	(2,039)	0	212,000
Travellers	(584,684)	(193,840)	(194,909)	(1,069)	43,063	(432,837)
Public Protection	129,532	55,420	54,512	(908)	8,529	66,491
Street Signage	31,470	10,484	8,534	(1,950)	0	22,936
Environmental Protection	821,714	269,585	274,471	4,886	41,141	506,102
Env Health - Service Mgmt	(104,238)	(34,736)	(26,045)	8,691	34,167	(112,360)
Environmental Contracts	0	12	(4,280)	(4,292)	286	3,994
Car Parking	(1,593,425)	(354,676)	(583,200)	(228,524)	277,469	(1,287,694)
Markets	39,419	(14,229)	(8,819)	5,410	1,394	46,844
Parks & Open Spaces	419,190	121,325	57,824	(63,501)	48,368	312,998
Foreshore	249,949	69,140	70,611	1,471	32,185	147,153
Leisure Complexes	912,963	298,438	229,291	(69,147)	33,757	649,914
Other Sports	159,058	57,126	36,836	(20,291)	2,231	119,991
Recreation Grounds	23,472	6,674	2,991	(3,683)	3,481	17,000
Foreshore (Community)	459,590	183,619	140,027	(43,592)	98,536	221,027
Woodlands Management	329,630	110,169	121,209	11,040	47,361	161,060
Cromer Pier	185,688	41,480	50,530	9,050	546	134,612
Waste Collection And Disposal	1,635,947	(812,807)	(1,919,603)	(1,106,796)	899,265	2,656,285
Cleansing	781,296	143,186	(19,300)	(162,486)	33,266	767,330
Leisure	0	8	(3,006)	(3,014)	4,578	(1,572)
Community Safety	52,858	16,292	9,447	(6,845)	0	43,411
Civil Contingencies	123,822	41,288	35,110	(6,178)	275	88,437
Ad Environmental & Leisure Svs	69,559	23,188	22,492	(696)	0	47,067
Total Environment and Leisure Services	4,962,904	380,461	(1,399,839)	(1,780,300)	1,613,364	4,749,380
Total Communities Directorate	8,050,759	988,443	(867,444)	(1,855,887)	1,939,211	6,978,992

Service Area Summaries P4 2021/22

Place and Climate Change

Sustainable Growth

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Pier Pavilion	38,150	19,384	14,560	(4,824)	450	23,140
Economic Growth	462,984	160,040	425,310	265,270	39,604	(1,930)
Tourism	63,103	21,032	21,885	853	0	41,218
Housing Options	1,226,482	378,496	378,720	224	105,932	741,829
Disabled Facility Grants	(18,327)	(6,096)	(6,773)	(677)	0	(11,554)
Housing	575,189	32,692	29,093	(3,599)	5,990	540,106
Environmental Strategy	116,142	35,384	53,356	17,972	0	62,786
Health & Communities	42,990	3,248	(768)	(4,016)	0	43,758
Coastal Management	0	10,044	(4,856)	(14,900)	2,195	2,661
Ad Sustainable Growth	2,500	840	2,014	1,174	315	486
Total Sustainable Growth	2,509,213	655,064	912,541	257,477	154,486	1,442,501

Planning

Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
	£	£	£	£	£	£
Development Management	967,020	322,340	255,178	(67,162)	118,550	593,291
Planning Policy	642,653	223,580	191,505	(32,075)	32,311	418,837
Conservation, Design & Landsc	231,051	62,024	56,622	(5,402)	19,139	155,290
Major Developments	354,314	118,112	113,439	(4,673)	19,508	221,367
Building Control	202,853	67,636	52,800	(14,836)	5,061	144,992
Combined Enforcement Team	0	16	(8,858)	(8,874)	2,000	6,858
Property Information	56,290	18,788	24,656	5,868	39,284	(7,650)
AD Planning	0	12	(88)	(100)	734	(646)
Total Planning	2,454,181	812,508	685,255	(127,253)	236,588	1,532,338
Total Place And Climate Change	4,963,394	1,467,572	1,597,796	130,224	391,073	2,974,839

Service Area Summaries P4 2021/22

Resources

Finance, Assets and Legal

Centre	Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
		£	£	£	£	£	£
R201	Industrial Estates	(82,524)	(21,043)	(30,036)	(8,993)	108	(52,596)
R202	Surveyors Allotments	17,520	4,840	4,806	(34)	0	12,714
R204	Parklands	10,658	(26,387)	(27,942)	(1,555)	2,332	36,269
R210	Housing Options	703,842	294,636	(287,079)	(581,715)	18,175	972,746
R211	Disabled Facility Grants	0	0	(86,089)	(86,089)	0	86,089
R219	Non Distributed Costs	0	65,544	62,049	(3,495)	0	(62,049)
R262C	Estates	231,220	77,076	80,424	3,348	0	150,796
R262E	Admin Buildings	61,406	66,817	76,673	9,856	52,899	(68,166)
R263	Corporate Finance	0	4	4,285	4,281	21,529	(25,814)
R263B	Insurance & Risk Management	0	(67,024)	(65,067)	1,957	0	65,067
R263C	Internal Audit	0	0	(16,135)	(16,135)	81,413	(65,278)
R301C	Chalets/Beach Huts	(77,765)	(23,710)	(44,767)	(21,057)	634	(33,631)
R318B	Investment Properties	163,312	21,231	31,441	10,210	21,820	110,050
R450	Central Costs	0	4	(1,498)	(1,502)	6	1,492
R450A	Corporate & Democratic Core	1,764,299	560,227	484,296	(75,931)	391,980	888,023
R450B	Members Services	591,611	197,216	179,317	(17,899)	4,007	408,287
R481	Legal Services	(163,165)	(43,744)	(36,990)	6,754	6,918	(133,093)
R785A	Ad Finance, Assets & Legal	73,823	24,616	24,156	(460)	0	49,667
Total Finance, Assets and Legal		3,294,237	1,130,303	351,843	(778,460)	601,820	2,340,574

Organistaional Resources

Centre	Cost Centre Name	Full Year Budget	YTD Budget	YTD Actuals	Variance YTD	Immediate Commitments	Remaining Budget
		£	£	£	£	£	£
R261	It - Support Services	26,000	(41,571)	(33,087)	8,484	267,558	(208,471)
R262	Administration Buildings Svs	40,600	6,868	6,026	(842)	0	34,574
R262A	Property Services	(215,901)	(70,796)	25,160	95,956	19,354	(260,415)
R300A	Playgrounds	99,564	40,103	33,804	(6,299)	7,830	57,930
R302	Community Centres	22,238	4,411	4,088	(323)	8	18,142
R311	Tic'S	178,498	64,386	61,793	(2,593)	13,713	102,992
R315	Public Conveniences	729,266	210,519	140,626	(69,893)	62,350	526,290
R450C	Digital Transformation	115,378	38,474	37,433	(1,040)	14,630	63,315
R481C	Reprographics	0	12	(7,970)	(7,982)	40,860	(32,890)
R481D	Customer Services - Corporate	0	0	(27,086)	(27,086)	9,332	17,754
R786A	Ad Organisational Resources	62,179	20,728	25,998	5,270	0	36,181
Total Organisational Resources		1,057,822	273,134	266,786	(6,347)	435,635	355,401
Total Resources		4,352,059	1,403,437	618,630	(784,807)	1,037,455	2,695,975

Scheme	Scheme Total Current Estimate	Pre 31/03/21 Actual Expenditure	Updated Budget 2021/22	Current Expenditure 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£	£
Boosting Business Sustainability and Growth							
Rocket House	77,084	37,465	39,619	0	0	0	0
Deep History Coast	886,998	881,998	5,000	4,199	0	0	0
Collectors Cabin	25,000	314	24,686	0	0	0	0
Cornish Way	170,000	7,333	162,667	675	0	0	0
Fakenham Connect	100,000	332	99,668	1,857	0	0	0
North Walsham Heritage Action Zone	3,120,000	183,364	1,765,886	31,070	863,500	307,250	0
Public Convenience Improvements	600,000	212,127	387,873	116,753	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	0	85,500	0	110,000	79,500	0
Weybourne Car Park Public Convenience	16,000	0	16,000	0	0	0	0
Fakenham Urban Extension	1,800,000	0	1,800,000	0	0	0	0
Community Renewal - Fakenham	800,000	0	800,000	0	0	0	0
Community Renewal - North Walsham	800,000	0	800,000	0	0	0	0
	8,725,082	1,322,933	6,041,899	154,554	973,500	386,750	0
Local Homes for Local Need							
Disabled Facilities Grants	Annual programme	Annual programme	1,000,000	298,951	1,000,000	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0	0	0	0
Shannoeks Hotel	477,887	81,713	396,174	4,383	0	0	0
Community Housing Fund	2,098,261	735,934	885,160	50,000	477,167	0	0
Provision of Temporary Accommodation	1,670,560	989,017	681,543	250,308	0	0	0
S106 Enabling	1,400,000	0	500,000	0	300,000	300,000	300,000
	6,322,208	2,297,341	3,647,700	603,642	1,777,167	300,000	300,000
Climate, Coast and the Environment							
Cromer Coast Protection Scheme	8,822,001	5,305,817	1,773,092	428	1,743,092	0	0
Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0	0
Coastal Adaptations	247,493	0	247,493	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,622,607	6,764	1,545,843	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,740,783	1,689,303	51,480	18,788	0	0	0
Sea Palling Ramp	10,000	349	9,651	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0	0
	14,176,777	7,089,222	3,798,620	25,980	3,288,935	0	0
Quality of Life							
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	510,466	502,534	0	0	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0	0	0
Splash Leisure Centre Reprovision	12,697,000	9,174,962	3,522,038	1,586,503	0	0	0
Sheringham Enabling Land	110,000	0	110,000	0	0	0	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	60,000	0	41,000	0	0
	14,871,001	9,696,593	5,133,408	1,586,503	41,000	0	0
Customer Focus and Financial Sustainability							
Administrative Buildings	1,713,878	1,701,320	12,559	0	0	0	0
Council Chamber and Committee Room Improvements	89,000	81,186	7,814	0	0	0	0
Purchase of Bins	691,834	531,834	80,000	22,326	80,000	0	0
User IT Hardware Refresh	275,000	108,237	111,763	14,436	55,000	0	0
Storage Hardware	60,000	42,433	17,567	0	0	0	0

Members IT	65,000	41,457	23,543	0	0	0	0
Electric Vehicle Charging Points	248,600	158,545	90,055	120,681	0	0	0
Waste vehicles	4,500,000	3,531,796	968,204	102,913	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	0	0
Fire Wall Replacements	36,000	32,488	3,512	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0	0
Citizen App	45,000	43,150	1,850	0	0	0	0
	7,813,312	6,272,445	1,405,867	260,356	135,000	0	0
TOTAL EXPENDITURE	51,908,380	26,678,534	20,027,494	2,631,035	6,215,602	686,750	300,000
Capital Programme Financing			0	0	0	0	0
Grants			7,369,496	4,678,935	92,500	0	0
Other Contributions			1,400,000	300,000	300,000	300,000	300,000
Asset Management Reserve			326,373	0	0	0	0
Capital Project Reserve			906,522	0	0	0	0
Other Reserves			2,574,883	477,167	0	0	0
Capital Receipts			2,959,977	759,500	294,250	0	0
Internal / External Borrowing			4,490,243	0	0	0	0
TOTAL FINANCING			20,027,494	6,215,602	686,750	300,000	

2020/21 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)

Summary:

This report presents the provisional outturn position for the 2020/21 financial year which shows a General Fund underspend of £752,223. It also provides an update in relation to the Council's capital programme. Details are included within the report of the more significant year-end variances compared to the current budget for 2020/21. The report also makes recommendations for contributions to reserves.

The report provides a final budget monitoring position for the 2020/21 financial year. The report makes recommendations that provide funding for ongoing commitments and future projects.

Options considered:

Conclusions:

The revenue outturn position as at 31 March 2020 shows an overall underspend of £752,223. The final position allows for £255,917 from budget and grant underspends to be rolled forward within Earmarked Reserves to fund ongoing and identified commitments for which no budget has been allocated in 2021/22. The position as reported has been used to inform the production of the statutory accounts which will then be subject to audit by the Council's external auditors.

Recommendations:

Members are asked to consider the report and recommend the following to Full Council:

- a) The provisional outturn position for the General Fund revenue account for 2020/21;**
- b) The transfers to and from reserves as detailed within the report (and appendix C) along with the corresponding updates to the 2021/22 budget;**
- c) Allocate the surplus of £752,223 to the Delivery Plan Reserve;**
- d) The financing of the 2020/21 capital programme as detailed within the report and at Appendix D;**
- e) The balance on the General Reserve of £2.326 million;**
- f) The updated capital programme for 2021/22 to 2024/25 and scheme financing as outlined within the report and detailed at Appendix E;**
- g) The outturn position in respect of the Prudential Indicators for 2020/21 as detailed in Appendix F and;**
- h) The roll-forward requests as outline in Appendix H are approved.**

Reasons for

Recommendations:

To approve the outturn position on the revenue and capital accounts used to produce the statutory accounts for 2020/21.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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

Executive Summary

This report presents the provisional outturn position for the 2020/21 financial year and is essentially the period 12 budget monitoring position. This has been used to inform the production of the Council's statutory accounts which will then be subject to external audit review.

The outturn position as now reported shows a General Fund underspend of £752k.

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

The reported position allows for some underspends to be carried forward to the new financial year, for example where works or projects have not been completed and budget provision does not exist in 2021/22. Other roll forwards have been made, for example in relation to grants that were received but not spent in the year such as a number of the housing and COVID related grants. Overall roll forwards total £256k.

Section 3 of the report highlights some of the more major variances

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

This year as part of the work to prepare the Council's budget for 2022/23, services will participate in a Zero Based Budgeting exercise. This will better align the budgets set with the Corporate priorities that are to be delivered. A further update will be provided to Members as the process progresses.

The General Reserve remains above the recommended balance.

1. Introduction

1.1 This report presents the provisional outturn position for the 2020/21 financial year which has been used to inform the production of the Council's statutory accounts which will be subject to audit review ahead of presentation to the Governance, Risk and Audit Committee (GRAC).

1.2 Due to the impact of the Coronavirus the deadlines for the statutory annual accounts have been extended. The draft statements now have to be published by the 31 July, with public inspection commencing before 1 August and this

deadline was met. The external audit of the 2020/21 accounts is not yet scheduled.

- 1.3 Commentary on the more significant year-end variances is included within the report with further supporting information provided within the appendices.
- 1.4 The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2020/21 capital programme. The capital programme for the period 2021/22 to 2024/25 has been updated to take account of the outturn position and is included within this report and appendices.
- 1.5 All budgets have been monitored during the year by Service and Finance Officers with regular reports being presented to Cabinet and Overview and Scrutiny. The period 10 budget monitoring report was presented to Cabinet in February which covered the first 10 months of the year up to the end of January 2021. At the time this report was forecasting a General Fund overspend of £164,729.
- 1.6 The outturn position for the year ending 31 March 2021 is a net £752,223 surplus. This report now presents the final budget monitoring position for the year. The contents of this report will be considered by the Overview and Scrutiny Committee on 15th September 2021.

2. Revenue Account – Outturn 2020/21

- 2.1 The revenue account position for the year shows a total surplus of £752,223 as detailed at Appendix A. This is after allowing for transfers to Earmarked Reserves for current and known commitments. The transfers to and from reserves in the year are made in line with the Council's policy framework for Earmarked Reserves as approved as part of the annual budget setting process. Earmarked Reserves are typically used to set aside funds for known or specific liabilities. Transfers to Earmarked Reserves have been made for the following:
 - a) Where an underspend has occurred within a service, mainly due to the timing of work not being completed as planned (by 31 March 2021), and also where no future budget exists or where there is a one-off commitment that continues into the 2021/22 financial year;
 - b) Where external funding has been received in 2020/21 for which the expenditure has not yet been incurred;
 - c) Where the 2020/21 budget allowed for expenditure to be funded from an Earmarked Reserve, but the spend has not yet been incurred as planned and therefore the funds remain in the Earmarked Reserve until 2020/21.

Estimates Included in the Accounts

- 2.2 Due to having additional time to prepare the 2020/21 financial statements there has been a reduced requirement to include estimates within the figures. However, the provisional outturn position still includes some significant figures which are subject to external audit, these are in relation to Benefit Subsidy and Business Rates Retention.

- 2.3 **Benefit Subsidy** - The benefit subsidy return was completed and submitted by 6 May 2021 and will be subject to external audit review later in the year. Depending on the outcome from the external audit review there could be an impact on the overall financial position, for example should subsidy be due to the Department for Work and Pensions. It is for this reason that the Council holds a Benefits Earmarked Reserve to mitigate any such impact.
- 2.4 **Business Rates** - Under the current system an element of the business rates is retained locally (split between the County (10%) and Districts (40%)) with the balance (50%) being returned to Central Government. The budget for the year was informed by the baseline funding and the NNDR1 position. The outturn position is based on the National Non Domestic Rates (NNDR3) Return which is submitted annually, in a normal year the deadline for this return is April but due to the impact of COVID-19 has been slipped this year to 30 June 2021 and the return was successfully completed by the revised deadline.
- 2.5 In the same way that council tax operates a 'Collection Fund' which distributes the precepts/shares of council tax collected to the respective authorities, the business rates collection fund distributes the respective shares of business rates based on the NNDR return. Should the actual income collected from business rates exceed or not meet the anticipated amounts there would be a surplus or deficit on the fund. As with the benefits subsidy above, the Council operates a Business Rates Earmarked Reserve to help mitigate against any potentially negative impacts of these arrangements.
- 2.6 Table 1 shows the main variances across the standard expenditure headings which comprise the Net Cost of Services. Details of the variances at the service level are provided at section 3.

Table 1 - 2020/21 Subjective Analysis	2020/21 Updated Budget	2020/21 Outturn	Variance	
	£	£	£	%
Employee Costs	12,699,549	13,186,639	487,090	3.84
Premises	3,061,447	3,350,311	288,864	9.44
Transport Related Expenditure	304,624	211,333	(93,291)	(30.62)
Supplies & Services	75,312,853	107,924,312	32,611,459	43.30
Transfer Payments	22,208,430	22,259,214	50,784	0.23
Support Services - Charges In	10,527,560	11,348,229	820,669	7.80
Support Services - Charges Out	(10,777,864)	(11,496,848)	(718,984)	6.67
Capital Financing Costs	2,661,871	5,338,599	2,676,728	100.56
Income	(98,258,299)	(128,973,399)	(30,715,100)	31.26
Total cost of services	17,740,171	23,148,390	5,408,219	30.49

- 2.7 The reasons for some of the movements included in the summary above are as follows, further details are included at section 3:
- a) **Employee Costs** – Employee costs were increased due to extra staffing requirements caused by the COVID 19 pandemic, in both the response and recovery phases. There were also variances relating to adjustments in current service cost on the Local Government Pension Scheme. This

adjustment reflects the difference between the cash contributions the Council has made in to the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary. These additional costs are reversed out under net operating expenditure and have no bottom line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet.

- b) **Premises** – There have been increased premises costs relating to additional cleaning and fogging required in some of the Council's buildings and other assets due to the COVID 19 pandemic.
- c) **Supplies and Services** – The majority of this variance relates to £30,705,102 payments made to local businesses under the discretionary business grant schemes. This was fully funded by MHCLG.
- d) **Transfer Payments** - This relates to additional payments made due to Council Tax Hardship and 'Test and Trace' payments made to individuals who were self-isolating.
- e) **Capital Financing Costs** – This is due to an increased Depreciation and REFCUS (revenue expenditure funded by capital under statute) charges for the year across a number of the Council's services.
- f) **Income** – There were significant income variances for the year, including:
 - Car Parking – there was a reduction in car parking income of £701,794. This was due to the effects of the national lockdowns and restrictions on travel.
 - COVID 19 related grants - £114m was received from various sources during the year, relating to the response to the COVID 19 pandemic, some of which are shown here. These included grants to be disbursed to businesses, grants relating to homelessness and rough sleeping, and unringfenced general grants. None of these had been budgeted for. At the end of the year, there was £15.8m unspent, which has been carried forward into 2021/22. More detail can be found at Appendix G.
 - Commercial Waste – there was a reduction in income of £191,995 due to businesses suspending or cancelling collections due to the lockdowns and further economic impacts of the COVID 19 pandemic. This was partially offset by a corresponding reduction in the costs of collecting the waste, with the net loss of income being £67,013.
 - There was a reduction in Planning fee income of approximately £110k across Planning and Building Control. These have been included in the Councils Sales, Fees and Charges Compensation Scheme return to MHCLG.

3. Revenue Account – Detailed Commentary 2020/21

- 3.1 This section of the report highlights the more significant direct cost and income variances compared to the current budget. Further commentary on some of the smaller variances is also included within Appendix B which accompanies this report. Accounting standards require a number of notional charges to be made to service accounts. Notional charges include transactions in relation to capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they do not have an impact on the 'bottom line' i.e. the surplus or deficit for the year, they are included for reporting purposes. Appendix A shows the overall revenue position including notional

charges; however, to assist reporting and explaining 'real cash' variances, Table 2 provides a summary of the position excluding notional charges.

Table 2 - 2020/21 Revenue Account (Excluding Notional Charges)	Updated Budget	Outturn	Variance
	£	£	£
Service Area:			
Corporate and CLT	277,015	156,932	(120,083)
Community, Economic Development & Leisure	2,759,636	3,819,257	1,059,621
Customer Services and ICT	790,586	549,322	(241,264)
Environmental Health	3,814,606	3,285,547	(529,059)
Finance and Assets	3,793,479	5,616,510	1,823,031
Legal and Democratic Services	1,637,068	1,556,522	(80,546)
Planning	2,266,200	2,391,279	125,079
Net Cost of Services	15,338,590	17,375,369	2,036,779
Parish Precepts	2,520,143	2,520,143	0
Net Interest Receivable/ Payable	(952,877)	(1,227,050)	(274,173)
Capital Financing	3,399,967	1,866,706	(1,533,261)
Contribution to /(from) Earmarked Reserves	(2,413,720)	10,081,525	12,495,245
Contribution to /(from) General Reserve	(95,864)	(77,392)	18,472
Net Service Expenditure/Income to be met from government Grant & Taxpayers	17,796,239	30,539,301	12,743,062
Government Grants and Council Tax	(17,796,239)	(30,539,301)	(12,743,062)
Net (Surplus)/Deficit for the year	0	0	0

- 3.2 **Service Variances** – The following provides commentary of the more significant variances (over/under £50,000), excluding those relating to Capital Charges, across the seven service groupings, more detailed variance explanations are provided within the detailed appendices. These figures represent service variances before any additional contributions to/ (from) reserves and revenue contributions to capital.

Service and Details

Corporate And CLT

Corporate Leadership Team – There was a variance of (£115,840) due to lower salary costs and on-cost incurred following the officer restructure. This resulted in lower internal recharges to other services.

Community, Economic Development and Leisure

Car Parking – There were adverse variances of £60,722 relating to NNDR due to the increase in the multiplier and a loss of transitional relief. There was reduced income of £701,794 due to the national lockdowns and restrictions on travel, meaning fewer visits were able to be made to NNDC carparks over the year. This was somewhat mitigated by increased visitors over the summer months following an increase in popularity of 'staycations'.

Service and Details

Leisure – There was an adverse variance of £610,819 relating to the leisure management fee. This was due to extra payments to the contractor for support as a result of the COVID 19 pandemic and the restrictions on the opening of leisure facilities. This was partially offset by £202,342 received as a grant from the National Leisure Recovery Fund.

Foreshore (Community) – There is a variance of £52,960 on the Lifeguard contract, which was not able to be delivered during the national lockdown periods.

Tourism – The delivery of the Tourism Sector Support Package (TSSP) caused a variance of £177,728 against the gross cost of the Tourism service. This was partially offset by £150,000 in grant funding.

Health & Communities – There were unclaimed Sustainable Communities grants totalling £110,154. This funding has been moved to earmarked reserve to fund these grants in future years.

Customer Services and ICT

IT Support Services – There are adverse variances in this service relating to additional computer purchases (£54,945) and maintenance costs (£52,245) as a result of the COVID 19 pandemic which necessitated home working for the majority of staff. There is an adverse variance of £93,650 against software licensing which is the result of the withdrawal of the Microsoft Government Framework which we previously used to realise cost reductions on the Microsoft software used by the Council.

Homelessness – There were adverse variances of £463,576 relating to Bed & Breakfast charges and £65,864 relating to COVID related placements. Some of this was recoverable through the subsidy.

Democratic and Legal Services

Benefits Administration – Additional staffing costs of £66,225 were incurred due to the increase in workload as a result of the COVID 19 pandemic.

Environmental Health

Environmental Protection – There were a number of favourable variances across Environmental Health related to staffing, as staff undertaking COVID specific activities we funded through the Community Outbreak Management Fund (COMF) grant. These staff are now shown within the Environmental Protections service, resulting in an adverse variance of £225,626 in this service.

Waste Collection and Disposal - there was a reduction in income of £191,995 due to businesses suspending or cancelling commercial waste collections due to the lockdowns and further economic impacts of the COVID 19 pandemic. This was partially offset by a corresponding reduction in the costs of collecting the waste, with the net loss of income being £67,013.

Finance and Assets

Revenue Services – There is a variance of £30,705,102 relating to payments made to businesses under the discretionary business grants schemes that were funded by MHCLG.

Service and Details

Administration Buildings – Additional repairs and maintenance costs of £85,127 were incurred above the budgeted level.

Property Services - There were large adverse variances on repairs and maintenance (£64,164) and equipment, consumables and cleansing (£110,035), the majority of which relates to extra work done due to the COVID 19 pandemic.

Public Conveniences – There was an adverse variance on repairs and maintenance relating to Legionella corrective works.

Planning

Development Management – There was a reduction in planning fee income of £79,643 which was eligible to be included within the Sales, Fees and Charges Compensation Scheme return. There was also a variance of £56,108 due to adjustments relating to current service Pension costs.

Major Developments – There was an adverse variance within the service of £77,314 relating to increased professional fees in relation to legal support for planning appeals.

Non Service Expenditure and Income

- 3.3 The non-service expenditure and income predominantly relates to investment income. The original income budget for 2020/21 anticipated £1.218m would be earned in interest and dividends, at an average rate of 3.26%. A total of £1.128m was earned from investments over the year from at an average rate of interest of 2.20%. This resulted in an adverse variance against the budget of £90k in respect of investment income. There are other minor variances in relation to things such as grassed area deposits and car loans.
- 3.4 Investment balances were at times higher than anticipated in the budget although the overall rate of interest earned was slightly lower than budget. Uncertainty around timings of payments resulted in some of this cash being kept in shorter term investments, affecting the overall rate of return but positively impacting on the level of income received. The Council's strategy of keeping liquid cash low, while instead borrowing short term rolling loans was carried out successfully during the year.
- 3.5 The Council has taken a strategic decision to continue to invest in pooled funds using balances which are not anticipated to be required in the medium to long-term (three to five years). These pooled funds are anticipated to provide a higher income return than alternative financial instruments and achieved an average interest rate of 3.46% in the year. Due to the COVID pandemic, market uncertainty has been high, and the capital values of these pooled funds have fluctuated as the value of underlying assets (such as equity and corporate bonds) have changed. At the end of the year, there is a large unrealised capital gain on these funds, which overall offsets the large losses experienced in March 2020, although at an individual fund level some are above March 2020 levels and some are still below. The Council does not intend to sell these investments, and will instead borrow short term cash should it be required, rather than redeem investments at this time.
- 3.6 Borrowing Interest shows a favourable variance of £355k against the original budget of £358k. During the year, less borrowing was required than anticipated. This is due to the Council making use of cash inflows relating to COVID grants

to avoid making the planned borrowing. Timing differences between the Council receiving money and being required to make repayments to MHCLG meant that borrowing was only required towards the end of the financial year.

- 3.7 The Treasury Management Annual Report is included as a separate item on this Agenda and provides more details on the performance of the Treasury Management activity for the year.

Retained Business Rate Income

- 3.8 The Council was part of the Norfolk Business Rates Pool for the 2020/21 financial year.

- 3.9 To support businesses during the COVID 19 pandemic with the effects of the national lockdown, the Government granted 100% retail relief for the retail, hospitality and leisure sectors, and also 100% relief for nurseries. The value of this relief totalled £16m for the North Norfolk District. Although full compensation was provided to the Authority by the Government through section 31 grants, the announcement was made after the NNDR1 form had been completed and the NDR budget for the year had been set. This meant that there has been a deficit created on the Collection Fund for the year as the amount of NDR income receivable is lower than budgeted for. This deficit is shared between North Norfolk District Council, Norfolk County Council and Central Government in the shares outlined above in 2.4. Due to cash flow problems being experienced by Local Authorities, the Government paid over the entirety of the section 31 grant, whereas normally an Authority would only receive its proportionate share. The local share due to North Norfolk District Council is 40% of the grant received, and the remaining 60% has been accrued at year end in anticipation of returning it to Central Government.

- 3.10 There are large variances on Retained Business Rates due to the timing difference between Section 31 grant being received and accounted for, and the accounting for the Council's share of the deficit on the Collection Fund (which is one financial year later). This money has been transferred to the Business Rates Reserve to offset the anticipated deficit which will affect the Council in the 2021-22 financial year.

4. Reserves

- 4.1 The Council holds a General Reserve for which the recommended balance for 2020/21 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies.

- 4.2 In addition to the General Reserve the Council holds a number of Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.

- 4.3 There are a number of Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded.

- 4.4 Section 3 of the report has highlighted a number of service areas where an underspend has occurred in the year and a transfer to reserves had been made to ensure funds are available to meet future spending commitments. Unlike capital budgets, underspends on revenue budgets in the year are not automatically rolled forward at the year-end where there is an annual budget provision. Where the underspend represents a grant received which has not yet been fully utilised or there has been a delay in the planned use, the unspent grant has been rolled forward.
- 4.5 Central Government granted the Council money to help with the increased costs of responding to the pandemic and for other COVID 19 related purposes. Some of these grants are to be spent in the 2021-22 financial year, so have been moved to Earmarked Reserves until the corresponding expenditure occurs. The Earmarked Reserve balance is also inflated by the section 31 grant mentioned in section 3.9 and 3.10, which will be transferred back into the surplus or deficit on provision of services in the 2021-22 financial year to offset the Collection Fund deficit that has arisen as a result of COVID 19. The value of grant to be transferred back is assumed to be £6.1m, which will leave a balance on the Business Rates Reserve of £3.9m.
- 4.6 The accounting requirements for the COVID 19 related grants differ dependent on whether the Council is acting as either a principal or an agent or whether they are non-ringfenced grants. In general terms if the Council has discretion on grant scheme criteria they are acting as a principal and the transactions will be included in the Comprehensive Income and Expenditure Statement (CIES) in the Council's Statement of Accounts, where there is no discretion the Council acts as an intermediary agent and transactions will not be shown in the CIES.
- 4.7 A summary of the COVID 19 related grants received in the year, along with expenditure incurred against these is shown in Appendix G.
- 4.8 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting a movement of £2,509,584 out of earmarked reserves. At outturn the final transfer made was £10,004,133 inwards, resulting in a variance of (£12,513,717), the most significant of which were as follows;
- Business Rates Reserve – (£8,173,212) – This relates to the transfer of Section 31 grant as described in section 4.5.
 - Grants Reserve - (£1,445,667) – This largely relates to COVID grants which had unspent balances at 31st March 2021 where expenditure is planned during 2021/22.
 - Housing Reserve - (£563,450) – There was a lower than budgeted transfer out of this reserve relating to Community Housing Fund monies funding the Capital Programme as expenditure was lower than anticipated. This was coupled with higher movements into the Reserve of unspent balances on grants.
- 4.9 The General Reserve balance at 31 March 2021 stands at is £2.327 million, which is above the minimum recommended balance.

5. Capital Programme 2020/21

- 5.1 This section of the report presents the financing of the capital programme for 2020/21, together with the updated programme for the financial years 2021/22 to 2024/25. Appendix D provides the detail of the outturn on the 2020/21 capital programme for all service areas, together with the financing for all schemes. The updated capital programme for 2021/22 to 2024/25 is attached at Appendix E.
- 5.2 The outturn position for the 2020/21 capital programme at Appendix D, highlights where schemes have reprofiled between years. The reasons for reprofiling include where schemes have not progressed as originally planned, and the funding is requested to be carried forward to the new financial year, or where schemes have progressed ahead of schedule and there is a requirement to bring back funding from the 2021/22 budgets.
- 5.3 In total the expenditure on the capital programme for the year was £14,741,518 compared to an updated budget of £16,569,383 which resulted in an underspend of £1,827,866. The variance was mainly due to timing differences with projects not progressing as originally budgeted. Significant variances are detailed in the tables below.
- 5.4 There has been a requirement to reprofile from the 2021/22 budgets where schemes have either progressed slightly earlier than anticipated or where the level of expenditure has been higher than that profiled to be incurred during the financial year (see Table 3 for significant variances). The updated programme for 2021/21 onward (Appendix E) reflects these adjustments.

Table 3 - Capital Schemes where Reprofiling is required from 2021/22 Budget over £100,000

Capital Scheme	Re-profiled Amount £
Splash Leisure Centre Reprovision	477,701
Waste Vehicles	419,953

- 5.5 Schemes completed in 2020/21 – In total there were fifteen schemes within the capital programme which were identified as being completed during the financial year. Table 4 provides a summary of the schemes along with any final project variance, and commentary on financing implications where necessary.

Table 4 - Capital Schemes Completed within the 2020/21 Financial Year

Capital Scheme	Variance £ (Under) / Over	Financing Commentary
Local Property Investment Fund	(265,836)	The units at Hornbeam Road were complete in 2020-21, but further commercial spend cannot incur in 2021-22 as this will result in restrictions on PWLB borrowing. The underspent held within reserves, will be transferred to the

		Major Repair Reserve as approved by Cabinet.
Purchase of New Car Park Vehicles	0	This scheme is complete, on budget.
Bacton Car Park	426	This scheme is complete with a small overspend
Purchase of Property Services Vehicle	17,744	Additional vehicle purchased, funded by a revenue contribution.
Laundry Loke – Victory Housing	0	The agreed contribution has now been paid in full.
Fakenham Extra Care	1,024	This project is now complete, with an overspend met by capital receipts.
Gypsy and Traveller Short Stay Stopping Facilities	(8,534)	The grant for this scheme has now been fully applied. Future costs have been accounted for within the revenue budget.
Cromer Pier Structural Works – Phase 2	(7,817)	This project is now complete and came in under budget.
Bacton and Walcott Coastal Management Scheme	234,405	The sandscaping programme is now complete, with final accounts reconciled. Financing was met mainly by grants and contributions, with the residual £183K met by capital receipts.
Holt Country Park Play Area	398	This scheme is complete, with a small overspend
Environmental Health IT System Procurement	(472)	The project is now complete, with a small underspend.
Back Scanning of Files	2,588	Project now complete, with the overspend met by capital receipts.
Housing Options System	(19,350)	This project is now complete and came in under budget.
Revenue & Benefits IT System Licences	0	The project was completed on budget.
Concerto Asset Management System	0	The system was implemented on budget.

- 5.6 Schemes which did not complete in 2020/21 and underspent their allocation for the year had their budget reprofiled into 2021/22. There were five schemes with slippage in excess of £100,000.

Table 5 - Budget Slippage from 20-21 to the 21-22 Capital Programme over £100K

Capital Scheme	Re-profiled Amount £
Public Conveniences	387,873
Compulsory Purchase of Long Term Empty Properties	184,823
Shannoeks Hotel	396,174
Community Housing Fund	407,993
Provision of Temporary Accommodation	135,273
Coastal Adaptions	247,493

6 Capital Programme – 2021/22 Update

6.1 Appendix E shows the updated capital programme for the period 2021/22 to 2024/25. The capital programme has been updated to reflect the slippage identified within this report, together with the capital outturn position. It also includes schemes which have already received formal approval by Cabinet, the 2021/22 budget report and P10 monitoring report which went to Full Council in March. For reference, new capital schemes starting in 2021/22 are listed in Table 6.

Table 6 – New Capital Schemes Commencing 2021/22

Capital Scheme	Approved Budget 2021/22 £	Financing Commentary
Car Park Ticket Machine Replacement Programme	85,500	Financed by Capital Receipts.
Weybourne Car Park Public Convenience	16,000	Works to be met by Capital Receipts.
Fakenham Urban Extension	1,800,000	Agreed to be met by the Delivery Plan Reserve £0.8m, Business Rate Pool £0.5m and Norfolk Strategic Fund £0.4m.
Community Renewal – Fakenham	800,000	Funded by the Community Renewal Fund £0.6m and Delivery Plan Reserve £0.2m.
Community Renewal – North Walsham	800,000	Funded by the Community Renewal Fund £0.6m and Delivery Plan Reserve £0.2m.

S106 Enabling	500,000	Financed by S106 Commuted Sums.
Provision of Temporary Accommodation – Purchase of additional TA properties.	546,270	Financed by underspends; £0.5m DFG Grant and the remainder from a prior project.
Sheringham Enabling Land	110,000	Met by Capital Receipts.
Refurbishment of Chalets in Cromer and Sheringham	60,000	Financed by Capital Receipts.

- 6.2 Budgets have been removed for capital programmes relating to assets that have been agreed to be sold in 2021/22. This is reflected in Appendix E, and listed in Table 7 below.

Table 7 – Budget removed for cancelled Capital Projects 2021/22

Capital Scheme	Removed Budget 2021/22 £
Fair Meadow Improvements	33,350
Fair Meadow Annexe	55,000
Parkland Improvements	86,676

- 6.3 Appendix E has been updated to include additional budget requested to complete current approved schemes in 2021/22. Table 8 details the budget required with funding implications for approval.

Table 8 – Additional budget request for approved schemes 2021/22

Capital Scheme	Additional Budget Requested 2021/22 £	Financing Commentary
Deep History Coast	5,000	Additional budget required to complete the project for landscaping works.

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

7. Update on Central Government Reviews and Budget Setting for 2022/23

- 7.1 The Council is undertaking a Zero Based Budgeting exercise as part of its budget setting for the 2022/23 financial year. Service managers have been asked to complete returns for each operational unit of the Council which contain a Gold and Silver budget option, along with Capital Bids, Fees and Charges and Support Service Charges where relevant. Once this initial process is complete an update will be provided to Members.
- 7.2 It now looks likely that the Fair Funding Review and Review of the Business Rates Retention Scheme will not be complete for a start on 1st April 2022. This has not been officially confirmed by MHCLG, but the timelines for required consultation are now so tight that officers believe it is no longer feasible to be completed in this financial year. This means that many of the funding pressures that had been forecast for 2022/23 could happen in 2023/24 instead.
- 7.3 Work on the Spending Review, which sets Departmental Expenditure Limits (DELs) for each Government department also appears to be delayed. This will make forecasting the overall amount of money that MHCLG are likely to have to distribute, difficult.

8 Financial Implications and Risks

- 8.1 The more significant risks in relation to the outturn position for 2020/21 and the ongoing financial position are summarised below.
- 8.2 **Under and Overspends** - This outturn report has identified a number of underspends at the service level; some have occurred due to factors outside of the Council's control which has meant that expenditure has not been incurred as planned. Where applicable service underspends have been carried forward within Earmarked Reserves to fund one-off costs or where projects have been delayed until the 2021/22 financial year. Similarly, there have been some areas of overspending.
- 8.3 **Housing Benefit Subsidy** – as mentioned earlier in the report the outturn position includes the unaudited benefits subsidy position. Expenditure of £21.093 million has been incurred in the year to be recovered from subsidy payable by the Department for Work and Pensions (DWP). The final position will not be confirmed until the claim has been audited by the Council's external auditors and signed off by the DWP later in the year. Much of the risk around changes to the claim and subsidy recoverable is reduced by the Benefits Earmarked Reserve which is maintained to help mitigate the impact of any claw back from the DWP following the final audited subsidy claim. The nationwide economic impact of COVID-19 has caused a spike in claimant numbers.
- 8.4 **Temporary accommodation** – the Council saw a shortfall in housing benefit subsidy in 2020/21 of £431,441 which all related to unrecoverable Temporary Accommodation costs. The Council is currently acquiring local properties to use directly to help manage the cost of this provision. This cost is however still increasing year on year at an alarming rate and will be closely monitored during the next financial year.
- 8.5 **Business Rates Retention Scheme** – Local Authority funding from business rates is open to risks around funding fluctuations due to increases and decreases in the rateable values (RV) of non-domestic properties and successful appeals against the RV. The NNDR 3 return was submitted slightly later this year at the end of July (rather than April) as a result of COVID-19 and will be subject to external audit review as part of the final accounts audit work.

Any changes to the figures included in the outturn position could have an impact on the General Fund balance. Furthermore, there is a risk of business rates appeals and whilst the NNDR returns do include assumptions around provisions for appeals and backdating, these elements could be subject to fluctuations. The Valuation Office Agency (VOA), who hear the appeals, currently have a backlog and are slow to clear outstanding appeals increasing the risk of the Council needing to pay out large refunds in rates. These risks are again however mitigated by the Business Rates Earmarked Reserve.

- 9 Sustainability** – None as a direct consequence of this report.
- 10 Equality and Diversity** – None as a direct consequence of this report.
- 11 Section 17 Crime and Disorder considerations** – None as a direct consequence of this report.

General Fund Summary 2020-21 Outturn Position

Appendix A

Service Area	2020-21	2020-21	Outturn	Outturn Variance
	Base Budget	Updated Budget		
	£	£	£	£
Corporate Leadership Team/Corporate	314,973	277,015	276,852	(163)
Community & Economic Development	4,456,448	4,728,178	7,409,769	2,681,591
Customer Services & ICT	769,811	912,091	843,824	(68,267)
Environmental Health	3,902,129	3,898,574	3,629,989	(268,585)
Finance and Assets	3,883,103	3,985,045	6,684,263	2,699,218
Legal and Democratic Services	1,606,069	1,637,068	1,700,018	62,950
Planning	2,379,017	2,302,200	2,603,674	301,474
Net Cost of Services	17,311,550	17,740,171	23,148,390	5,408,219
Parish Precepts	2,520,143	2,520,143	2,520,143	0
Capital Charges	(1,819,204)	(1,819,204)	(3,212,018)	(1,392,814)
Refcus	(842,667)	(842,667)	(2,126,581)	(1,283,914)
Interest Receivable	(1,310,977)	(1,310,977)	(1,230,305)	80,672
External Interest Paid	358,100	358,100	3,255	(354,845)
Revenue Financing for Capital:	4,892,728	3,399,967	1,866,706	(1,533,261)
Capital Grants and Contributions	0	0	(20,754,319)	(20,754,319)
IAS 19 Pension Adjustment	260,290	260,290	(434,424)	(694,714)
Net Operating Expenditure	21,369,963	20,305,823	(219,154)	(20,524,977)
Contribution to/(from) the Earmarked Reserves				
Capital Projects Reserve	(636,302)	(1,198,857)	(397,701)	801,156
Asset Management	(27,000)	(211,668)	(467,438)	(255,770)
Benefits	(253,801)	(284,800)	(167,211)	117,589
Building Control	(44,441)	(44,441)	(35,952)	8,489
Business Rates	(27,068)	(157,058)	8,016,154	8,173,212
Coast Protection	(37,958)	(37,958)	23,042	61,000
Communities	(242,000)	(325,000)	(204,646)	120,354
Delivery Plan	2,379,266	2,345,289	2,914,166	568,877
Economic Development & Tourism	(10,000)	(10,000)	(10,000)	0
Elections	40,000	40,000	50,000	10,000
Enforcement Board	0	0	(10,989)	(10,989)
Environmental Health	0	(150,000)	(108,500)	41,500
Environment	0	150,000	150,000	0
Grants	(57,086)	(73,605)	1,372,062	1,445,667
Housing	(488,585)	(575,641)	(12,191)	563,450
Land Charges	0	0	35,071	35,071
Legal	(25,426)	(25,446)	(36,986)	(11,540)
New Homes Bonus Reserve	(225,460)	(25,773)	(12,343)	13,430
Organisational Development	(97,885)	(117,198)	(68,686)	48,512
Pathfinder	(20,500)	(20,500)	(20,500)	0
Planning Revenue	50,000	8,242	8,242	0
Property Investment Fund	(1,000,000)	(999,476)	(733,641)	265,835
Property Company	(2,000,000)	0	0	0
Restructuring/Invest to save	(732,950)	(699,830)	(199,687)	500,143
Sports Halls	0	0	(740)	(740)
Contribution to/(from) the General Reserve	(116,528)	(95,864)	(77,392)	18,472
Amount to be met from Government Grant and Local Taxpayers	17,796,239	17,796,239	9,784,980	(8,011,259)
Collection Fund – Parishes	(2,520,143)	(2,520,143)	(2,520,143)	0
Collection Fund – District	(6,305,671)	(6,305,671)	(6,335,648)	(29,977)
Retained Business Rates	(7,504,661)	(7,504,661)	(17,430,269)	(9,925,608)
Revenue Support Grant	(89,799)	(89,799)	(89,799)	0
New Homes bonus	(892,194)	(892,194)	(892,194)	0
Rural Services Delivery Grant	(483,771)	(483,771)	(483,771)	0
Covid Grants not allocated to Net Cost of Services	0	0	(2,053,560)	(2,053,560)
Sales ,Fees and Charges Support	0	0	(637,576)	(637,576)
Tax Income compensation scheme	0	0	(57,044)	(57,044)
Non ring-fenced grants	0	0	(39,295)	(39,295)
Capital Grants and Contributions	0	0	20,754,319	20,754,319
Income from Government Grant and Taxpayers	(17,796,239)	(17,796,239)	(9,784,980)	8,011,259
(Surplus)/Deficit	0	0	(0)	(0)

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Service Area Summaries Outturn 2020-21

Community, Econ Dev & Coast

	Full Year Budget £	Outturn £	Variance £	Variance Explanation
Car Parking				
R200				
Gross Direct Costs	824,726	867,305	42,579	See Note A Below:
Capital Charges	62	362,557	362,495	£32,885 - Depreciation. £329,609 - Investment property revaluation gain/loss.
Gross Direct Income	(2,634,946)	(1,949,956)	684,990	£701,794 - Reduced car park income (£7,775) - Contribution re Millers Walk, new Car Park set up costs. £3,533 - Rents - Other. (£10,000) - Millers Walk Car Park, Fakenham annual management fee.
Support Service Charges	151,089	180,973	29,884	See Note B Below:
R200	(1,659,069)	(539,120)	1,119,949	

Note A: £13,550 - Higher rent of land. £60,722 - Nndr / Business Rates (increase in multiplier and loss of transitional relief). £15,997 - Credit Card Charges. (£37,275) - Management fee (£21,521) - Cleansing contract. (£4,618) - Other professional fees. (£3,985) - Advertising. £3,054 - Repair and maintenance. £4,581 - Grounds maintenance. The balance consists of minor variances.

Note B: £15,192 - Higher recharge from Postal and Scanning Service, reflecting staff time. £15,749 - Higher recharge from Property Services because of higher costs within the service. (£11,608) - Lower insurance recharge reflecting claims history. £5,345 - Higher recharge from Leisure Services, reflecting higher service costs £2,646 - Higher recharge from Legal Services, reflecting higher staff time.

Markets				
R200A				
Gross Direct Costs	56,318	56,378	60	No Major Variances.
IAS 19 Superannuation Adj	0	1,009	1,009	Pension fund adjustment (current service costs).
Gross Direct Income	(63,654)	(30,511)	33,143	£33,142 - Lower income from market pitch fees.
Support Service Charges	22,990	27,103	4,113	No Major Variances.
R200A	15,654	53,978	38,324	
Parks & Open Spaces				
R300				
Gross Direct Costs	292,174	309,879	17,705	£16,124 - Higher grounds maintenance costs. (£19,371) - Lower costs relating the cleansing contract. £5,346 - Higher water charges. (£2,759) - Lower electricity costs. £19,038 - Higher general maintenance, including water feature compliance works at Cromer and Sheringham and bench replacement.
Capital Charges	11,434	5,806	(5,628)	Lower depreciation costs.
Gross Direct Income	(14,590)	(9,912)	4,678	£3,690 - Lower income from rent of land.
Support Service Charges	115,030	124,874	9,844	£14,655 - Higher recharge from Property Services as a result of higher costs within the service. (£6,633) - Lower recharges from Insurances to reflect a reduction in claims.
R300	404,048	430,647	26,599	
Foreshore				
R301				
Gross Direct Costs	150,727	144,164	(6,563)	See Note A Below:
IAS 19 Superannuation Adj	0	2,161	2,161	Pension fund adjustment (current service costs).
Capital Charges	109,610	4,104	(105,506)	Depreciation.
Gross Direct Income	(217,362)	(214,023)	3,339	£4,808 - Chalet and Hut rentals.
Support Service Charges	188,230	218,664	30,434	See Note B Below:
R301	231,205	155,070	(76,135)	

Note A: £4,243 - Salaries and oncosts higher than expected. (£21,366) - Repair and maintenance not undertaken. £4,444 - Winter storage costs. £3,734 - Higher electricity charges. £3,433 - Other professional fees.

Note B: £16,999 - Higher recharge from Property Services because of higher costs within the service. £3,967 - Higher recharge from Insurances as a result of claims history. £5,466 - Higher recharge from Leisure Services as a result of higher costs within the service. The balance consists of minor variances.

R304 Leisure Complexes					
R304	Gross Direct Costs	296,515	895,726	599,211	£610,819 - Management fee - Covid support re furlough and key workers. £10,719 - Repair and maintenance costs. (£35,800) - Hall hire costs lower. £2,648 - Equipment Purchases - Cabbell Park Football Goals. £5,622 - Professional fees relating to Covid support.
	Capital Charges	538,140	1,600,466	1,062,326	(£679,516) - Depreciation. £1,741,842 - Investment Property revaluations gain/loss.
	Gross Direct Income	0	(204,342)	(204,342)	Grant from the National Leisure Recovery Fund.
	Support Service Charges	101,830	106,626	4,796	£4,734 - Higher recharge from Leisure Services as a result of higher costs within the service.
R304		936,485	2,398,476	1,461,991	
R305 Other Sports					
R305	Gross Direct Costs	91,645	99,707	8,062	£4,676 - Costs relating to the Mammoth Marathon, offset by income. £5,284 - Pensions deficit funding. (£3,619) - Other professional fees. Due to Covid no activities took place.
	IAS 19 Superannuation Adj	0	3,298	3,298	Pension fund adjustment (current service costs).
	Gross Direct Income	(10,000)	(5,262)	4,738	(£4,676) - Mammoth Marathon fee income. £9,414 - No income from courses as a result of Covid.
	Support Service Charges	65,740	62,617	(3,123)	Lower recharges from Leisure as a result of less staff time being spent on the service.
R305		147,385	160,360	12,975	
R306 Recreation Grounds					
R306	Gross Direct Costs	13,800	12,392	(1,408)	No Major Variances.
	Capital Charges	79	5,632	5,553	Depreciation.
	Gross Direct Income	(1,000)	(895)	105	No Major Variances.
	Support Service Charges	5,780	2,165	(3,615)	(£3,631) - Reduced recharge from Property Services to reflect lower staff time spent.
R306		18,659	19,294	635	
R309 Pier Pavilion					
R309	Gross Direct Costs	2,780	30,179	27,399	£17,425 - Bad debt provision. £2,539 - External fittings. £2,377 - Full service of pumps. £5,076 - Electricity costs relating to storage facility.
	Capital Charges	0	17,020	17,020	Depreciation.
	Gross Direct Income	(20,000)	(19,361)	639	No Major Variances.
	Support Service Charges	35,160	42,975	7,815	£7,839 - Higher recharge from Property Services as a result of higher costs within the service.
R309		17,940	70,813	52,873	
R310 Foreshore (Community)					
R310	Gross Direct Costs	416,415	293,212	(123,203)	(£2,430) - Repair and maintenance. £8,377 - Removal of stranded dead sperm whales. £5,200 - Contract extension. (£74,027) - Bills of quantity. (£52,960) - Lifeguard contract. £10,408 - Expenditure incurred in relation to the Blue Flag Award. (£4,362) - Emergency phone expenditure. (£12,170) - Memorial seats.
	Support Service Charges	69,240	79,683	10,443	£4,154 - Higher recharge from Property Services. £5,810 - Higher recharge from Leisure Services. Both as a result of higher spend in the service.
R310		485,655	372,895	(112,760)	
R312 Woodlands Management					
R312	Gross Direct Costs	200,610	241,971	41,361	£2,558 - Higher salaries and oncosts as a result of higher than anticipated pay award. £26,738 - Higher maintenance costs, mainly tree safety work. £5,839 - Other Professional Fees (including Skyguard contract). The balance consists of minor variances.
	IAS 19 Superannuation Adj	0	7,418	7,418	Pension fund adjustment (current service costs).
	Capital Charges	1,346	(9,776)	(11,122)	Depreciation.
	Gross Direct Income	(25,550)	(46,644)	(21,094)	(£19,144) - Higher income from car parking charges. (£4,095) - Higher rental income.
	Support Service Charges	156,280	163,562	7,282	£7,250 - Higher recharge from Leisure Services as a result of higher costs within the service.
R312		332,686	356,531	23,845	

Cromer Pier					
R314	Gross Direct Costs	95,649	98,483	2,834	No Major Variances.
	Capital Charges	5,277	20,737	15,460	Depreciation.
	Gross Direct Income	(28,274)	(28,160)	114	No Major Variances.
	Support Service Charges	79,550	123,445	43,895	£21,506 - Higher recharge from Property Services as a result of higher costs within the service. £21,277 - Higher recharges from Insurances as a result of claims history.
R314		152,202	214,506	62,304	
Economic Growth					
R330	Gross Direct Costs	82,030	67,161	(14,869)	Base budget underspend due to prioritisation of Covid support to businesses.
	Capital Charges	50,211	2,038	(48,173)	Depreciation.
	Gross Direct Income	0	(1,659)	(1,659)	No Major Variances.
	Support Service Charges	349,280	381,447	32,167	High recharge from Business Growth Staffing.
R330		481,521	448,987	(32,534)	
Tourism					
R333	Gross Direct Costs	43,588	221,316	177,728	Grants & Contributions paid as part of the Tourism Sector Support Package (TSSP).
	Gross Direct Income	0	(150,000)	(150,000)	Tourism Sector Support Grant (TSSP).
	Support Service Charges	19,200	20,644	1,444	No Major Variances.
R333		62,788	91,960	29,172	
Market Town Initiatives					
R336	Gross Direct Costs	0	(9,550)	(9,550)	Grant repaid
R336		0	(9,550)	(9,550)	
Coast Management					
R340	Gross Direct Costs	321,730	286,823	(34,907)	Underspend on Sea Defence work - this is subject to a roll forward request to fund maintenance works for sea protection at Overstrand.
	Capital Charges	509,716	1,015,242	505,526	(£5,756) Depreciation. £511,282 - Refcus.
	Gross Direct Income	0	(30,000)	(30,000)	Contribution towards Coastal Loss Innovative Funding and Finance project (CLIFF).
	Support Service Charges	390,900	407,704	16,804	Higher recharges of £8,979 from Property Services and £13,392 from Coastal Management as a result of higher costs within the services. (£7,491) Lower recharge from Legal Services.
R340		1,222,346	1,679,769	457,423	
Business Growth Staffing					
R391	Gross Direct Costs	269,551	268,270	(1,281)	No Major Variances.
	IAS 19 Superannuation Adj	0	17,702	17,702	Pension fund adjustment (current service costs).
	Support Service Charges	(269,551)	(285,972)	(16,421)	Higher service costs recharged out.
R391		0	0	(0)	
Economic & Comm Dev Mgt					
R391B	Gross Direct Costs	84,401	89,768	5,367	Staffing costs.
	IAS 19 Superannuation Adj	0	5,184	5,184	Pension fund adjustment (current service costs).
	Support Service Charges	(84,401)	(94,952)	(10,551)	Higher internal recharging out reflecting higher service costs.
R391B		0	0	0	
Leisure					
R397	Gross Direct Costs	205,421	213,877	8,456	£7,481 - Salaries and oncosts higher than anticipated.
	IAS 19 Superannuation Adj	0	9,022	9,022	Pension fund adjustment (current service costs).
	Gross Direct Income	(700)	0	700	No Major Variances.
	Support Service Charges	(204,721)	(222,899)	(18,178)	See Note A Below:
R397		0	0	0	

Note A: (£36,126) - Lower recharge from Customer Services reflecting lower staff time. £2,215 - Higher recharge from Computer Network and PCs. £2,398 - Higher recharge from Community and Economic Development Management. £7,456 - Higher recharge from Legal Services reflecting more staff time. £31,842 - Higher recharges from Digital Transformation, reflecting more staff time. (£28,510) - Increased internal recharges out as a result of higher staff costs.

Housing Strategy				
R399	Gross Direct Costs	408,015	396,417	(11,598) Saving in fixed term contracts.
	IAS 19 Superannuation Adj	0	21,458	21,458 Pension fund adjustment (current service costs).
	Capital Charges	742,667	470,724	(271,943) (£7,350) - Revaluation gains and losses. (£264,593) - Refcus.
	Gross Direct Income	0	(34,421)	(34,421) Surplus Home Improvement Agency (HIA) admin fee income to be transferred to the Housing Reserve.
	Support Service Charges	102,296	109,382	7,086 Lower recharges of (£21,205) from Housing Strategy and (£8,280) from Property Services. £32,544 Higher recharge from Legal Services.
R399		1,252,978	963,561	(289,417)
Health & Communities				
R415	Gross Direct Costs	792,859	597,458	(195,401) See Note A Below:
	IAS 19 Superannuation Adj	0	13,555	13,555 Pension fund adjustment (current service costs).
	Gross Direct Income	(199,104)	(188,610)	10,494 £42,677 - No grant received relating to Citizens Advice Bureaux. (£28,433) - Grant from Norfolk County Council for social prescribing. (£5,200) - Grant repaid.
	Support Service Charges	31,940	119,190	87,250 See Note B Below:
R415		625,695	541,593	(84,102)
Note A: (£6,612) - Arts grants. £2,185 - Salaries and oncosts higher than expected. £3,925 - Pension deficit funding. (£34,127) - Expenditure not incurred in relation to social prescribing. A request will be made to roll this forward to support temporary recruitment. (£43,064) - Lower grant to the Citizens Advice Bureaux as a result of no receipt of grant from Norfolk County Council. (£110,154) - Sustainable Communities grants not claimed. (£5,000) - Transport grants not claimed The last two will be transferred to an earmarked reserve				
Note B: £2,217 - Higher recharge from Postal and Scanning Services. £15,072 - Higher recharge from Customer Services. £8,711 - Higher recharge from Personnel Services. £18,676 - Higher recharge from Computer Network and PCs. £11,981 - Higher recharge from Computer (Applications Team). £3,512 - Higher recharge from Communications Team. £6,528 - Higher recharge from Computer (Web Team). £5,308 - Higher recharge from Admin Buildings. £5,290 - Higher recharge from Central Costs. £4,023 - Higher recharge from Digital Transformation. The balance consists of minor variances				
Coastal Management				
R472	Gross Direct Costs	287,290	340,404	53,114 Staffing - partially funded by contributions.
	IAS 19 Superannuation Adj	0	15,155	15,155 Pension fund adjustment (current service costs).
	Gross Direct Income	0	(60,662)	(60,662) Contributions for staffing from Coastal Partnership East and Great Yarmouth BC.
	Support Service Charges	(287,290)	(294,897)	(7,607) Higher internal recharging out reflecting higher service costs.
R472		0	0	(0)
Total Community, Econ Dev & Coast		4,728,178	7,409,769	2,681,591

Service Area Summaries Outturn 2020-21

CLT / Corporate

	Full Year Budget £	Outturn £	Variance £	Variance Explanation
Human Resources & Payroll				
Gross Direct Costs	377,192	399,768	22,576	See Note A Below:
IAS 19 Superannuation Adj	0	18,734	18,734	Pension fund adjustment (current service costs).
Gross Direct Income	(1,000)	(3,934)	(2,934)	Cycle scheme
Support Service Charges	(376,192)	(414,568)	(38,376)	See Note B Below:
	0	0	0	
Note A: £16,638 - Salaries and oncosts higher than expected. £2,722 - Pensions Deficit Funding. £4,381 - Cycle scheme purchases. £32,698 - Occupational Health and general employment advice. (£30,696) - General training. Savings resulting from delays in the corporate training programme due to Covid. This will be ring-fenced in 2021/22 to provide leadership development to the six newly appointed Assistant Directors and the Corporate Leadership team.				
Note B: £6,531 - Higher recharge from Computer Network and PCs. £2,715 - Higher recharge from Computer (Applications Team). £5,532 - Higher recharge from Insurances reflecting claims history. £3,076 - Higher recharge from Legal Services reflecting more staff time. (£54,672) - Higher internal recharges out reflecting higher service costs.				
Registration Services				
Gross Direct Costs	246,243	209,166	(37,077)	(£10,642) Staffing costs - change in team structure; (£43,091) Savings on printing, staffing and postage in connection with IER, offset by additional costs for equipment and PPE for the elections. £13,744 VAT due on prior elections.
IAS 19 Superannuation Adj	0	7,736	7,736	Pension fund adjustment (current service costs).
Gross Direct Income	(54,120)	(42,636)	11,484	£7,180 - no income recharged for holding local elections; £2,574 - less grant income received for IER.
Support Service Charges	122,850	102,586	(20,264)	Lower recharges of (£13,148) to Customer Services reflecting reduced time spent and (£3,650) to CLT. Higher recharges of £3,526 to Postal & Scanning Services. The balance consists of various minor variances.
	314,973	276,852	(38,121)	
Corporate Leadership Team				
Gross Direct Costs	480,324	337,764	(142,560)	(£115,840) - Salaries and oncosts lower following officer restructure. (£11,659) - Pension deficit funding. (£5,787) - Other professional fees. £4,212 - Marketing. (£7,768) - Mileage and subsistence. (£3,081) - Conference expenses
IAS 19 Superannuation Adj	0	19,285	19,285	Pension fund adjustment (current service costs).
Support Service Charges	(480,324)	(357,049)	123,275	£20,213 - Higher recharge from legal Services as a result of more staff time. £104,264 - Reduced internal recharges out as a result of lower service costs
	0	0	0	
Communications				
Gross Direct Costs	257,210	210,267	(46,943)	(£19,176) - Lower salaries and oncosts as a result of staff vacancies. (£17,002) - Lower marketing spend. (£5,700) - Lower digital promotion spend. (£6,030) - Lower pensions funding as a result of staff vacancies.
IAS 19 Superannuation Adj	0	11,714	11,714	Pension fund adjustment (current service costs).
Capital Charges	0	62,451	62,451	Intangible Amortisation
Gross Direct Income	0	(1,830)	(1,830)	No Major Variances.
Support Service Charges	(295,168)	(282,602)	12,566	See Note A below:
	(37,958)	0	37,958	
Note A: (£4,511) - Lower recharges from Computer Services, reflecting reduced time spent. (£3,547) - Lower recharge from Admin Buildings. (£2,023) - Reduced recharges from Central Costs. (£2,219) - Reduced recharges from Digital Transformation. £26,720 - Reduced internal recharges out as a result of lower service costs				
Total CLT / Corporate	277,015	276,852	(163)	

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Service Area Summaries Outturn 2020-21

Customer Services

	Full Year Budget	Outturn	Variance	Variance Explanation
	£	£	£	
It - Support Services				
Gross Direct Costs	1,422,079	1,617,159	195,080	See Note A Below:
IAS 19 Superannuation Adj	0	48,635	48,635	Pension fund adjustment (current service costs).
Capital Charges	79,420	114,179	34,759	£64,475 - Depreciation, (£34,716) - Intangible Amortisation.
Gross Direct Income	(410)	(3,000)	(2,590)	Grants - Other (Contribution to a certificate in Cyber security funded by MHCLG).
Support Service Charges	(1,424,504)	(1,776,973)	(352,469)	See Note B Below:
	76,585	0	(76,585)	

Note A: (£2,347) - Salaries and oncosts lower than anticipated. £12,565 - Overtime. £93,650 - Computer Software Licences. This is caused by the removal of the Microsoft Government Framework which delivered significant cost reductions on our Microsoft software. £52,245 - Computer Maintenance. (£37,225) - Computer Lines and Modems. £54,945 - Computer Purchases - Hardware (mainly as a result of Covid). £3,868 - Migration of Skype to Teams. £10,383 - Pensions Deficit Funding. £19,634 - Other professional fees. (£12,502) - Computer Consumables.

Note B: £3,305 - Higher recharge from Postal and Scanning Services. £22,053 - Higher recharge from Customer Services. £4,907 - Higher recharge from Personnel Services. (£4,366) - Lower recharge from Admin Buildings. (£53,404) - Lower recharge from Digital Transformation, reflecting less staff time. (£327,778) - Higher internal recharges as a result of higher service costs.

Tourist Information Centres

Gross Direct Costs	105,898	105,486	(412)	£4,303 - Higher salaries and oncosts. (£7,157) - Fewer purchases for resale. Centres closed as a result of Covid. (£3,154) - Lower telephone costs. £6,061 - Repair and maintenance.
IAS 19 Superannuation Adj	0	3,618	3,618	Pension fund adjustment (current service costs).
Capital Charges	5,729	6,040	311	No Major Variances.
Gross Direct Income	(27,000)	(11,282)	15,718	£15,737 - No sale of goods as a result of closure due to Covid.
Support Service Charges	77,020	94,416	17,396	£14,269 - Higher recharge from Digital Transformation as a result of more staff time. The balance consists of minor variances.
	161,647	198,278	36,631	

Homelessness

Gross Direct Costs	308,520	916,656	608,136	See Note A below:
Capital Charges	4,856	24,482	19,626	Depreciation and Intangible Amortisation.
Gross Direct Income	(598,103)	(1,240,115)	(642,012)	See Note B below:
Support Service Charges	632,340	752,653	120,313	Higher recharges of £88,572 from Customer Services Housing, £12,791 from Creditors and £13,172 from Legal.
	347,613	453,675	106,062	

Note A: £463,576 B&B charges, £11,835 Higher R&M costs and lower rental costs. £65,864 Other professional fees which include Covid placements and Spot purchases. £25,231 Computer and Licence purchases. £10,000 Contribution to the Norfolk Strategic Housing Authority. £30,429 Bad debt provision and write offs.

Note B: (£585,881) Homelessness and temporary accommodation subsidy and recoverable charges. (£40,000) Local Outbreak Control Plan (LOCP) grants.

Customer Services Housing

Gross Direct Costs	464,199	481,778	17,579	Staffing costs including Pension Deficit Funding.
IAS 19 Superannuation Adj	0	26,080	26,080	Pension fund adjustment (current service costs).
Support Service Charges	(410,872)	(507,858)	(96,986)	Higher recharges reflecting higher service costs.
	53,327	0	(53,327)	

Digital Transformation

Gross Direct Costs	290,519	309,720	19,201	£4,639 - Overtime. £13,695 - Higher than anticipated Salaries and oncosts. £2,602 - Pensions Deficit Funding
IAS 19 Superannuation Adj	0	18,512	18,512	Pension fund adjustment (current service costs).
Capital Charges	31,500	0	(31,500)	Intangible Amortisation.
Support Service Charges	(70,114)	(136,361)	(66,247)	See Note A Below:
	251,905	191,871	(60,034)	

Note A: (£60,926) - Lower recharge from Computer Network and PCs. £9,874 - Higher recharge from Computer (Applications Team). £19,248 - Higher recharge from Computer (Web Team). (£3,367) - Lower recharge from Admin Buildings. (£45,370) - Lower recharge to IT Business Support from Digital Transformation. (£4,911) - Salaries charged to capital spend. £19,894 - Reduced recharges out as a result of lower costs within the service.

Reprographics

Gross Direct Costs	83,047	76,595	(6,452)	(£4,778) - Lower operating lease rental costs. (£4,140) - Lower paper costs. Both of these are as a result of lower use of the service due to Covid.
IAS 19 Superannuation Adj	0	2,595	2,595	Pension fund adjustment (current service costs).
Gross Direct Income	(7,500)	(1,973)	5,527	£5,527 - Lower income. Demand from external customers lower as a result of Covid.
Support Service Charges	(75,547)	(77,217)	(1,670)	£20,206 - Higher recharge from Digital Transformation reflecting more staff time. (£22,745) - Higher internal recharges as a result of higher service costs.
	0	0	0	

Customer Services - Corporate

Gross Direct Costs	718,067	765,825	47,758	See Note A Below:
IAS 19 Superannuation Adj	0	34,327	34,327	Pension fund adjustment (current service costs).
Capital Charges	0	16,034	16,034	Intangible Amortisation
Gross Direct Income	(22,070)	(25,989)	(3,919)	(£7,700) - Higher income from service charges. £3,031 - Lower income as a result of less post going out.
Support Service Charges	(674,983)	(790,197)	(115,214)	See Note B Below:
	21,014	0	(21,014)	

Note A: £23,046 - Higher salaries and oncosts as a result of no staff turnover and pay award higher than estimated (2.75% compared to 2%). £4,459 - Pensions deficit funding. £12,017 - Overtime, of which £7,795 relates to Covid. £3,490 - Higher than expected postage costs. £9,777 - Personal Protective Equipment purchased as a result of Covid. (£5,778) - Lower spend on other professional fees. £2,814 - Bad debt provision.

Note B: £11,474 - Higher recharge from Computer Network and PCs, reflecting higher costs within the service (£3,249) - Lower recharge from Communications as a result of less staff time being spent on Customer Services £7,319 - Higher recharge from Computer (Web Team), reflecting higher costs within the services. (£9,782) - Lower recharge from Admin Buildings, reflecting lower costs within the service. £24,717 - Higher recharge from Digital Transformation as a result of more staff time spent. (£152,094) - Higher recharges out to internal customers as a result of higher service costs. The balance consists of minor variances.

Service Area Summaries Outturn 2020-21

Environmental Health

	Full Year Budget £	Outturn £	Variance £	Variance Explanation
Commercial Services				
Gross Direct Costs	310,188	97,518	(212,670)	Staffing costs associated with Covid work offset by Surge grant funding and Contain Outbreak Management Funding (COMF) funding.
IAS 19 Superannuation Adj	0	7,229	7,229	Pension fund adjustment (current service costs).
Gross Direct Income	(11,250)	(2,495)	8,756	Due to Covid, no food hygiene courses held and no food hygiene re-rating visits undertaken.
Support Service Charges	91,780	74,374	(17,406)	Misc. minor variances and higher internal recharges at year end.
	390,718	176,626	(214,092)	
Internal Drainage Board Levies				
Gross Direct Costs	412,188	407,405	(4,783)	Lower inflation than budgeted.
Support Service Charges	190	220	30	No Major Variances.
	412,378	407,625	(4,753)	
Travellers				
Gross Direct Costs	50,320	30,364	(19,956)	Lease payments funded from capital grant/ Refcus.
Gross Direct Income	(4,000)	(1,610)	2,390	No Major Variances.
Support Service Charges	870	956	86	No Major Variances.
	47,190	29,710	(17,480)	
Public Protection				
Gross Direct Costs	198,935	132,145	(66,790)	Staffing costs associated with Covid work offset by Surge grant funding and COMF funding.
IAS 19 Superannuation Adj	0	7,651	7,651	Pension fund adjustment (current service costs).
Gross Direct Income	(197,000)	(150,531)	46,469	Reduced level of all licencing income due to Covid.
Support Service Charges	100,110	104,050	3,940	See Note A below:
	102,045	93,315	(8,730)	

Note A: Lower recharges of (£6,223) from Postal & Scanning and (£12,889) from Customer Services. Higher recharges of £10,543 from Computer teams and £7,866 from Legal services.

Street Signage

Gross Direct Costs	12,000	2,746	(9,254)	Fewer street signs ordered and installed.
Capital Charges	4,235	4,235	(0)	No Major Variances.
Support Service Charges	18,920	19,565	645	No Major Variances.
	35,155	26,546	(8,609)	

Environmental Protection

Gross Direct Costs	687,269	862,397	175,128	See Note A below:
IAS 19 Superannuation Adj	0	30,921	30,921	Pension fund adjustment (current service costs).
Capital Charges	8,397	22,944	14,547	Depreciation.
Gross Direct Income	(58,375)	(448,477)	(390,102)	See Note B below:
Support Service Charges	195,040	185,484	(9,556)	Misc. minor variances.

Note A: (£52,090) Staff costs associated with Covid (track and trace and enforcement) which has been funded from grants; £225,626 - Professional fees of which £238k relates to staffing costs coded to the Contain Outbreak Management Fund (COMF) and (£10k) relating to budgets not needed in year for rechargeable works. £8,618 Bad debt provision, (£4,466) Equipment budgets not fully spent.

Note B: (£396,000) COMF grant funding from Norfolk County Council; £22,136 Reduced fee income for private water sampling and risk assessments; (£10,648) Reimbursement of costs relating to works for Enforcement Board. The balance relates to licencing fees for Houses in Multiple Occupation and sales of merchandising.

832,331	653,269	(179,062)
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Env Health - Service Mgmt			
Gross Direct Costs	140,332	184,777	44,445 Staffing costs: £45,705 relates to the management restructure and a temporary fixed term contract (offset from a vacant post within the department). This is offset by savings of (£5,318) in training and subscriptions
IAS 19 Superannuation Adj	0	9,026	9,026 Pension fund adjustment (current service costs).
Support Service Charges	(140,332)	(193,803)	(53,471) Higher internal recharges out, reflecting higher service costs.
	0	0	0
Combined Enforcement Team			
Gross Direct Costs	159,503	121,662	(37,841) Vacant post used to fund a temporary fixed term contract post in Environmental Health.
IAS 19 Superannuation Adj	0	6,756	6,756 Pension fund adjustment (current service costs).
Support Service Charges	(159,503)	(128,418)	31,085 Reduced internal recharges out as a result of lower service costs.
	0	0	0
Environmental Contracts			
Gross Direct Costs	282,296	275,906	(6,390) Staff saving from a vacant post.
IAS 19 Superannuation Adj	0	16,005	16,005 Pension fund adjustment (current service costs).
Capital Charges	4,521	4,521	0
Support Service Charges	(286,817)	(296,432)	(9,615) Higher internal recharges out, reflecting higher service costs.
	0	0	0
Waste Collection And Disposal			
Gross Direct Costs	4,138,993	4,022,976	(116,017) See Note A below:
Capital Charges	48,815	228,484	179,669 £91,259 Depreciation. £137,225 - Refcus
Gross Direct Income	(3,447,361)	(3,469,340)	(21,979) See Note B below:
Support Service Charges	450,780	467,219	16,439 See Note C below:
	1,191,227	1,249,339	58,112

Note A: (£124,982) Lower commercial waste disposal costs reflecting loss in fee income. (£20,255) Lower processing costs for recyclable waste. £34,725 Higher waste collection costs partially due to an extension to the Kier contract. (£25,633) Lower contributions to the Norfolk Waste Partnership. £17,634 Bad debt provision.

Note B: (£78,325) Increased fee income from garden bins and bulky collections. £191,995 Loss of income from commercial waste customers due to suspended and cancelled contracts during the pandemic. (£104,948) Higher recycling credit income. (£35,518) Smoothing mechanism payment from Norfolk Environmental Waste Services (NEWS).

Note C: £29,937 Higher recharges from Environmental Health and Environmental Contracts reflecting more staff time. (£15,846) Lower recharge from Customer services. The balance is made up of minor misc. variances.

Cleansing			
Gross Direct Costs	690,300	786,136	95,836 Additional cleansing contract costs partially attributable to Covid. However, the overall Cleansing contract cost shows a saving of £18,546 for the authority.
Capital Charges	18,000	0	(18,000) Depreciation.
Gross Direct Income	(57,170)	(61,206)	(4,036) Recharges for dog and litter bin emptying.
Support Service Charges	58,580	62,965	4,385 Higher recharge from Environmental Health.
	709,710	787,894	78,184

Environmental Strategy			
Gross Direct Costs	25,000	31,064	6,064 (£25,000) Saving as Green Build event postponed. In-year costs relate to staffing for the new Environmental Sustainability posts - funded from Reserves.
IAS 19 Superannuation Adj	0	1,610	1,610 Pension fund adjustment (current service costs).
Gross Direct Income	(15,000)	0	15,000 Green Build event postponed - no income from sponsorships or exhibitors.
Support Service Charges	19,840	19,152	(688) No Major Variances.
	29,840	51,826	21,986
Community Safety			
Gross Direct Costs	30,647	16,928	(13,719) Vacant post - staff on secondment.
IAS 19 Superannuation Adj	0	859	859 Pension fund adjustment (current service costs).
Support Service Charges	250	19,996	19,746 Higher recharge of £10,740 from the Computer teams - the balance consists of misc. minor variances.
	30,897	37,783	6,886
Civil Contingencies			
Gross Direct Costs	87,743	79,035	(8,708) No Major Variances.
IAS 19 Superannuation Adj	0	4,202	4,202 Pension fund adjustment (current service costs).
Support Service Charges	29,340	32,818	3,478 No Major Variances.
	117,083	116,055	(1,028)

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Service Area Summaries Outturn 2020-21

Legal & Democratic Svs

	Full Year Budget	Outturn	Variance	Variance Explanation
	£	£	£	
Benefits Administration				
Gross Direct Costs	932,477	1,033,936	101,459	See Note A below:
IAS 19 Superannuation Adj	0	49,128	49,128	Pension fund adjustment (current service costs).
Capital Charges	0	51,143	51,143	Intangible amortisation.
Gross Direct Income	(349,121)	(510,724)	(161,603)	Additional grant income, some of which has been used to offset staffing growth, The balance forms part of a roll forward request.
Support Service Charges	488,240	524,537	36,297	See Note B below:
	1,071,596	1,148,019	76,423	

Note A: £66,225 Additional staffing costs. £6,395 Pension deficit funding. £20,406 Purchase of computers and licensing software. £8,122 Additional postage, hybrid mailing and billing costs. Additional Staffing and IT costs have been funded from Covid grants.

Note B: Higher recharges of £28,856 from the Computer teams, £36,925 from Digital Transformation and £7,070 from Customer Services & Personnel. Lower recharges of (£19,362) from Legal Services, (£7,536) from Admin Buildings, (£6,223) Postal & Scanning services.

Members Services

Gross Direct Costs	507,462	478,100	(29,362)	See Note A Below:
IAS 19 Superannuation Adj	0	9,367	9,367	Pension fund adjustment (current service costs).
Gross Direct Income	(400)	0	400	No Major Variances.
Support Service Charges	58,410	64,532	6,122	£2,726 - Higher computer service recharge as a result of higher costs within the service. The balance consists of minor variances.
	565,472	551,999	(13,473)	

Note A: £3,734 - Higher salary and oncosts as a result of no staff turnover. (£6,510) - Lower Member training costs. (£15,451) - Lower mileage claims. (£9,446) - Lower Chairman's Civic Expenditure. £6,064 - Higher Members allowances. (£3,000) - No refreshment costs as no office meetings took place due to Covid. The balance consists of minor variances.

Legal Services

Gross Direct Costs	646,462	682,414	35,952	(£2,504) - Lower client disbursements. £18,348 - Higher salaries and oncosts. £22,136 - Higher locum costs. (£2,640) - Car lease payments. (£2,121) - Lower postage costs. The net additional expenditure will be funded from the legal reserve.
IAS 19 Superannuation Adj	0	33,858	33,858	Pension fund adjustment (current service costs).
Gross Direct Income	(329,946)	(335,580)	(5,634)	(£5,870) - Higher recoverable charges.
Support Service Charges	(316,516)	(380,692)	(64,176)	£6,985 - Higher computer service recharge as a result of higher costs within the service. The balance consists of minor variances. (£71,714) - Higher recharges out as a result of higher service costs
	0	0	0	

Total Legal & Democratic Svs **1,637,068** **1,700,018** **62,950**

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Service Area Summaries Outturn 2020-21

Finance & Assets

	Full Year Budget £	Outturn £	Variance £	Variance Explanation
Industrial Estates				
Gross Direct Costs	15,517	8,641	(6,876)	No Major Variances.
Capital Charges	46,240	15,913	(30,327)	Depreciation.
Gross Direct Income	(134,600)	(132,667)	1,933	No Major Variances.
Support Service Charges	46,230	75,435	29,205	Increased recharges of £22,739 from Property Services reflecting more officer time and £5,758 from Legal Services.
	(26,613)	(32,678)	(6,065)	
Surveyors Allotments				
Gross Direct Costs	3,000	25	(2,975)	Repair & maintenance budgets not spent.
Gross Direct Income	(50)	(50)	0	No Major Variances.
Support Service Charges	12,070	16,017	3,947	Increased recharges from Property Services reflecting more staff time.
	15,020	15,992	972	
Handy Man				
Gross Direct Costs	3,251	0	(3,251)	Pension fund adjustment (current service costs).
Gross Direct Income	(54,730)	0	54,730	No recharges in year. All budgets transferred to Property Services.
Support Service Charges	60,970	0	(60,970)	Lower recharges reflecting change in use of service.
	9,491	0	(9,491)	
Parklands				
Gross Direct Costs	34,767	39,063	4,296	Higher electricity costs.
Capital Charges	432	0	(432)	Depreciation.
Gross Direct Income	(64,055)	(77,400)	(13,345)	Commission earned on sale of a plot.
Support Service Charges	32,560	44,332	11,772	Increased recharges from Property Services reflecting more staff time.
	3,704	5,995	2,291	
Revenue Services				
Gross Direct Costs	66,192,154	96,976,180	30,784,026	£11,901 staff costs, £9,818 relating to overtime funded from Covid grant. £41,988 External support Civica on demand funded from the Covid grant. £30,705,102 Business support grant payments fully funded by Central Government.
IAS 19 Superannuation Adj	0	34,463	34,463	Pension fund adjustment (current service costs).
Gross Direct Income	(65,944,911)	(96,756,307)	(30,811,396)	£91,722 reduction in income from costs awarded. (£6,219) Cost of collection allowance. (£180,097) Balance of Hardship fund grant. (£30,678,802) Central Government Grants for Business support.
Support Service Charges	383,980	608,501	224,521	Higher recharges of £185,180 from Customer Services, £19,909 from Postal & Scanning and £27,577 from IT teams.
	631,223	862,837	231,614	
Benefits Subsidy				
Gross Direct Costs	21,979,945	21,030,855	(949,090)	£48,500 Covid Test and Trace payments, (£110,415) movement in the provision for bad and doubtful debts. (£887,047) Benefit payments to claimants.
Gross Direct Income	(21,726,144)	(20,603,603)	1,122,541	See Note A below:
	253,801	427,252	173,451	
Note A: (£62,050) Post Audit adjustments to prior year claims less than anticipated. £1,318,488 Reduced subsidy, partially due to lower level of subsidy payments but also due to irrecoverable subsidy on Temporary accommodation (TA) charges and overpayments. Some of the TA costs were in relation to Covid and this impact has been mitigated through the allocation of grant. (£48,500) Test and Trace Grants. £135,909 Movement in Overpayment debtor for debts held on the Civica system. (£221,306) Overpayment cash received in year.				
Discretionary Payments				
Support Service Charges	3,820	0	(3,820)	Lower recharge from Creditors.
	3,820	0	(3,820)	
Non Distributed Costs				
Gross Direct Costs	260,290	265,207	4,917	(£4,408) - Lower Added Years costs. £9,331 - Actuarial Strain costs
IAS19 Added Years	(260,290)	(265,207)	(4,917)	£4,408 - Lower Added Years costs. (£9,331) - Actuarial Strain costs.
	0	0	0	

Administration Buildings Svs				
Gross Direct Costs	575,759	690,542	114,783	£85,127 R&M costs of which £28,201 was Covid related. £5,504 Additional management fee for Poppyfields canteen. £21,325 Bad debt provision.
Capital Charges	75,862	31,896	(43,966)	Depreciation.
Gross Direct Income	(344,158)	(398,607)	(54,449)	(£46,905) Insurance claim for storm damage at Cromer office. (£30,771) Recharges for additional cleansing costs at Cromer & Fakenham offices. £34,007 Lower rents and service charges (fewer tenants). (£10,568) Capital contributions.
Support Service Charges	(281,517)	(153,587)	127,930	Higher recharges of £33,685 from Property Services. Lower recharges of (£5,590) from Admin Buildings. Reduced internal recharges out as a result of lower service costs within Admin Buildings.
	25,946	170,244	144,298	
Property Services				
Gross Direct Costs	697,321	903,075	205,754	See Note A below:
IAS 19 Superannuation Adj	0	34,945	34,945	Pension fund adjustment (current service costs).
Capital Charges	3,002	16,787	13,785	Depreciation.
Gross Direct Income	(10,000)	(84,061)	(74,061)	See Note B below:
Support Service Charges	(615,796)	(870,746)	(254,950)	Higher internal recharges out reflecting higher costs within the service.
	74,527	0	(74,527)	
Note A: (£10,320) Staffing costs reflecting vacant posts for part of the year. £64,164 R&M costs, the majority of which is Covid related. £110,035 Covid related expenditure on equipment, consumables and cleansing. £15,728 Additional van stock for the Multi Skilled Operatives. £8,267 Works for the Enforcement Board. £12,530 Other professional fees (valuations, architect fees, consultation fees and insurance appraisals).				
Note B: (£59,126) Grant income - the majority of which relates to the Re-opening of the High Street Safely Fund (RHSSF). (£13,755) Sale of a property and rechargeable works.				
Head Of Finance & Assets				
Gross Direct Costs	109,836	113,541	3,705	Incremental increase to salary.
IAS 19 Superannuation Adj	0	6,626	6,626	Pension fund adjustment (current service costs).
Support Service Charges	(109,836)	(120,167)	(10,331)	Higher internal recharges out reflecting higher costs within the service.
	0	0	0	
Corporate Finance				
Gross Direct Costs	446,119	420,645	(25,474)	Staff savings - vacant post.
IAS 19 Superannuation Adj	0	20,949	20,949	Pension fund adjustment (current service costs).
Capital Charges	0	16,146	16,146	Intangible Amortisation.
Support Service Charges	(446,119)	(457,740)	(11,621)	Higher internal recharges out reflecting higher costs within the service.
	0	0	0	
Insurance & Risk Management				
Gross Direct Costs	199,704	205,684	5,980	Other professional fees.
Gross Direct Income	(650)	(219)	431	No Major Variances.
Support Service Charges	(199,054)	(205,465)	(6,411)	Higher recharges out reflecting higher costs within the service.
	0	0	0	
Internal Audit				
Gross Direct Costs	75,000	74,705	(295)	No Major Variances.
Support Service Charges	(75,000)	(74,705)	295	No Major Variances.
	0	0	0	
Playgrounds				
Gross Direct Costs	57,110	68,690	11,580	Higher R&M costs together with additional costs for playground equipment.
Support Service Charges	37,740	51,526	13,786	Increased recharges from Property Services reflecting more staff time.
	94,850	120,216	25,366	
Community Centres				
Gross Direct Costs	9,893	8,090	(1,803)	No Major Variances.
Capital Charges	0	(665)	(665)	No Major Variances.
Support Service Charges	8,650	14,043	5,393	Increased recharges from Property Services reflecting more staff time.
	18,543	21,468	2,925	

Public Conveniences

Gross Direct Costs	586,309	608,500	22,191	£58,659 R&M - Legionella corrective works. (£45,526) Ndr - Business Rates - Refund due on transitional relief. £8,875 Additional cleaning contractor costs.
Capital Charges	179,646	69,793	(109,853)	Depreciation.
Gross Direct Income	0	(1,105)	(1,105)	No Major Variances.
Support Service Charges	87,477	99,824	12,347	Increased recharges from Property Services reflecting more staff time.
	853,432	777,012	(76,420)	

Investment Properties

Gross Direct Costs	146,039	185,507	39,468	See Note A below:
IAS 19 Superannuation Adj	0	5	5	Pension fund adjustment (current service costs).
Capital Charges	46,674	73,240	26,566	(£8,470) Property revaluations; £35,036 Depreciation.
Gross Direct Income	(210,105)	(223,363)	(13,258)	Rechargeable works.
Support Service Charges	154,140	313,487	159,347	Increased recharges from Property Services reflecting more staff time.
	136,748	348,877	212,129	

Note A: £18,580 Repair and maintenance costs. £3,736 Grounds maintenance costs. £2,437 Higher running costs. £7,496 Professional fees (surveys, valuation and appraisals). £6,390 Bad Debt provision.

Central Costs

Gross Direct Costs	91,205	86,167	(5,038)	£3,108 - Apprenticeship Levy higher than expected. (£12,329) - No events took place as a result of Covid. £2,900 - Data protection registration.
IAS 19 Superannuation Adj	0	2,726	2,726	Pension fund adjustment (current service costs).
Support Service Charges	(87,650)	(88,893)	(1,243)	See Note A below:
	3,555	0	(3,555)	

Note A: (£2,798) - Lower recharge from Corporate Enforcement Team. (£15,292) - Lower recharge from Customer Services. £4,646 - Higher recharge from Fakenham Connect. (£3,174) - Reduced recharge from Corporate Leadership Team. £15,203 - Reduced recharges out as a result of lower costs within the service.

Corporate & Democratic Core

Gross Direct Costs	611,448	1,802,582	1,191,134	See Note A Below:
IAS 19 Superannuation Adj	0	10,137	10,137	Pension fund adjustment (current service costs).
Capital Charges	100,000	1,000,000	900,000	Revenue funding for Capital
Gross Direct Income	0	(61,244)	(61,244)	(£52,641) - Surge enforcement funding. (£8,103) - Other grants
Support Service Charges	1,175,550	1,215,572	40,022	See Note B Below:
	1,886,998	3,967,047	2,080,049	

Note A: £3,026 - Bank Charges. (£6,425) - Treasury consultancy fees. (£3,565) - Salaries and oncosts lower than expected. £52,641 - Staff employed for surge testing for Covid. This is funded by grant. £6,982 - Enterprise Zone payment. £27,266 - Countywide mailshot re Covid. £10,000 - Foodbank donation. £150,000 - Contribution towards fighting fund. £3,855 - External printing relating to Covid. £7,623 - External Audit fees re prior years grants audit. £222,878 - Business Rates Retention share to Norfolk County Council. £714,292 - Business Rates Retention Levy.

Note B: £13,135 - Increased recharge from Environmental Health. £30,424 - Increased recharge from Personnel Services. (£9,316) - Reduced recharge from Admin Buildings. £95,970 - Increased recharge from Property Services. £5,788 - Increased recharge from Head of Finance and Assets. £30,987 - Increased recharge from Accountancy. (£51,440) - Reduced recharge from Digital Transformation. (£86,929) - Reduced recharge from Corporate Leadership Team. £11,963 - Increased recharge from Legal Services.

Total Finance & Assets	3,985,045	6,684,263	2,699,218	
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Service Area Summaries Outturn 2020-21

Planning

	Full Year Budget £	Outturn £	Variance £	Variance Explanation
Development Management				
Gross Direct Costs	1,062,973	1,128,286	65,313	£20,980 Higher staffing costs and Pension deficit funding. (£7,737) Transport savings due to new ways of working during the pandemic. £20,641 Agency staffing funded from Covid grant. £27,528 Professional fees relating to planning appeals.
IAS 19 Superannuation Adj	0	56,108	56,108	Pension fund adjustment (current service costs).
Capital Charges	36,000	86,427	50,427	Intangible Amortisation.
Gross Direct Income	(801,700)	(741,279)	60,421	£79,643 Less Planning fee income, this shortfall was included in the Sales fees and charges compensation claim. (£18,795) Pre-application advice.
Support Service Charges	598,290	585,122	(13,168)	See Note A below:
	895,563	1,114,664	219,101	

Note A: Lower recharges of (£25,459) from Corporate Enforcement, (£40,318) from Customer Services and (£6,144) Admin Buildings. Higher recharges of £25,1554 from Postal & Scanning Services and £32,572 from the Computer teams.

Planning Policy

Gross Direct Costs	469,656	416,983	(52,673)	(£36,995) Lower staffing costs due to turnover savings from vacant posts. (£2,921) Travel costs relating to new ways of working during the pandemic.
IAS 19 Superannuation Adj	0	20,857	20,857	Pension fund adjustment (current service costs).
Gross Direct Income	0	(6,271)	(6,271)	Neighbourhood Planning grant, this has been offset by expenditure.
Support Service Charges	93,076	105,530	12,454	Higher recharges of £7,986 from the Computer teams and £9,051 from Legal, offset by minor variances.
	562,732	537,099	(25,633)	

Conservation, Design & Landscap

Gross Direct Costs	171,277	143,934	(27,343)	(£9,073) Professional fees. (£17,500) Contributions.
IAS 19 Superannuation Adj	0	5,558	5,558	Pension fund adjustment (current service costs).
Support Service Charges	76,830	72,207	(4,623)	Lower recharge from Legal Services.
	248,107	221,699	(26,408)	
Major Developments				
Gross Direct Costs	277,293	364,075	86,782	£9,468 Staffing and travel costs. £77,314 Professional fees - mainly in relation to legal support for planning appeals.
IAS 19 Superannuation Adj	0	10,112	10,112	Pension fund adjustment (current service costs).
Gross Direct Income	0	(7,177)	(7,177)	Misc. rechargeable income.
Support Service Charges	78,760	106,906	28,146	Higher recharges of £13,753 from the Computer teams and £7,973 from Legal - the balance relates to minor variances.
	356,053	473,916	117,863	

Building Control

Gross Direct Costs	451,956	435,347	(16,609)	Lower staffing and travel costs.
IAS 19 Superannuation Adj	0	23,071	23,071	Pension fund adjustment (current service costs).
Gross Direct Income	(390,000)	(359,413)	30,587	£30,587 Fee income down against budget - this loss was included as part of a compensation bid for funding to Central Government.
Support Service Charges	124,740	129,374	4,634	Higher recharges of £18,566 from the Computer teams. Lower recharges of (£15,509) from Customer Services.
	186,696	228,379	41,683	

Head Of Planning

Gross Direct Costs	132,755	116,396	(16,359)	Lower supplement payments and training costs.
IAS 19 Superannuation Adj	0	5,388	5,388	Pension fund adjustment (current service costs).
Support Service Charges	(132,755)	(121,784)	10,971	Reduced internal recharges out as a result of lower service costs.

0	0	0
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Property Information

Gross Direct Costs	184,959	207,630	22,671	£4,330 Higher staffing costs. £14,676 Search fees. £4,203 Bad debt provision.
IAS 19 Superannuation Adj	0	4,874	4,874	Pension fund adjustment (current service costs).
Gross Direct Income	(182,190)	(235,493)	(53,303)	Search Fees.
Support Service Charges	50,280	50,905	625	No Major Variances.

53,049	27,917	(25,132)
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Total Planning

2,302,200	2,603,674	301,474
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<u>Scheme</u>	Budget 2020/21	Actual Expenditure 2020/21	Variance	Reprofiling
	£	£	£	£
Boosting Business Sustainability and Growth				
Local Property Investment Fund	999,476	733,641	(265,836)	0
Purchase of New Car Park Vehicles	15,000	15,000	0	0
Deep History Coast	15,000	27,222	12,222	0
Fair Meadow House Improvements	33,350	0	(33,350)	0
Fair Meadow House Annexe	55,000	0	(55,000)	0
Collectors Cabin	24,067	(620)	(24,686)	24,686
Cornish Way	30,000	4,907	(25,093)	25,093
Fakenham Connect	30,000	0	(30,000)	30,000
Bacton Car Park	59,408	59,835	426	0
North Walsham Heritage Action Zone	194,325	183,190	(11,136)	11,136
Public Convenience Improvements	402,423	14,550	(387,873)	387,873
Purchase of Property Services Vehicles	0	17,744	17,744	0
	1,858,050	1,055,469	(802,581)	478,788
Local Homes for Local Need				
Disabled Facilities Grants	992,094	696,841	(295,253)	0
Parkland Improvements	86,876	0	(86,876)	0
Compulsory Purchase of Long Term Empty Properties	184,823	0	(184,823)	184,823
Shannoeks Hotel	424,735	28,561	(396,174)	396,174
Laundry Loke - Victory Housing	100,000	100,000	0	0
Community Housing Fund	569,543	161,550	(407,993)	407,993
Provision of Temporary Accommodation	950,677	815,404	(135,273)	135,273
Fakenham Extra Care	44,476	45,500	1,024	0
	3,353,223	1,847,856	(1,505,367)	1,124,263
Climate, Coast and the Environment				
Gypsy and Traveller Short Stay Stopping Facilities	28,957	20,423	(8,534)	0
Cromer Pier Structural Works - Phase 2	7,817	0	(7,817)	0
Cromer Coast Protection Scheme	30,000	0	(30,000)	30,000
Coastal Erosion Assistance	48,797	0	(48,797)	48,797
Coastal Adaptations	247,493	0	(247,493)	247,493
Mundesley - Refurbishment of Coastal Defences	50,000	0	(50,000)	50,000
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	524,900	473,420	(51,480)	51,480
Sea Palling Ramp	9,651	0	(9,651)	9,651
Bacton and Walcott Coastal Management Scheme	408,744	643,149	234,405	0
Sandscaping Monitoring & Windblown Sand Reimbursement	0	78,855	78,855	0
	1,856,459	1,215,848	(640,611)	437,421
	1,858,050	1,055,469	(802,581)	478,788

Quality of Life

Holt Country Park Play Area	4,546	4,944	398	0
Fakenham Gym	62,500	0	(62,500)	62,500
Splash Gym Equipment	133,768	133,768	0	0
Splash Leisure Centre Reprovision	5,867,287	6,344,988	477,701	(477,701)
	6,068,101	6,483,699	415,599	(415,201)

Customer Focus and Financial Sustainability

Administrative Buildings	198,200	185,641	(12,559)	12,559
Council Chamber and Committee Room Improvements	8,412	598	(7,814)	7,814
Environmental Health IT System Procurement	17,971	17,499	(472)	0
Purchase of Bins	80,000	124,938	44,938	0
User IT Hardware Refresh	58,378	1,615	(56,763)	56,763
Storage Hardware	17,567	0	(17,567)	17,567
Members IT	23,543	0	(23,543)	23,543
Back Scanning of Files	33,210	35,798	2,588	0
Electric Vehicle Charging Points	129,176	39,121	(90,055)	90,055
Waste vehicles	3,111,843	3,531,796	419,953	(419,953)
Housing Options System	19,350	0	(19,350)	0
Backup Network Upgrade	14,000	0	(14,000)	14,000
Fire Wall Replacements	36,000	32,488	(3,512)	3,512
Refurbishment of IT Training Room	15,000	0	(15,000)	15,000
Revenue & Benefits IT System Licences	101,000	101,000	0	0
Citizen App	45,000	43,150	(1,850)	1,850
Concerto Asset Management System	25,000	25,000	0	0
	3,933,650	4,138,645	204,995	(177,291)

TOTAL EXPENDITURE	16,569,383	14,741,518	(1,827,866)	1,447,980
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Capital Programme Financing

Grants	1,864,092	1,697,607
Asset Management Reserve	583,161	464,030
Revenue Contribution to Capital (RCCO)	0	52,084
Capital Project Reserve	801,262	397,701
Other Reserves	2,016,442	952,891
Capital Receipts	3,325,297	2,434,174
Internal / External Borrowing	7,979,130	8,743,031
TOTAL FINANCING	16,569,383	14,741,518

Scheme	Scheme Total Current Estimate	Pre 31/03/21 Actual Expenditure	Updated Budget 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£
Boosting Business Sustainability and Growth						
Rocket House	77,084	37,465	39,619	0	0	0
Deep History Coast	886,998	881,998	5,000	0	0	0
Collectors Cabin	25,000	314	24,686	0	0	0
Cornish Way	170,000	7,333	162,667	0	0	0
Fakenham Connect	100,000	332	99,668	0	0	0
North Walsham Heritage Action Zone	3,120,000	183,364	1,765,886	863,500	307,250	0
Public Convenience Improvements	600,000	212,127	387,873	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	0	85,500	110,000	79,500	0
Weybourne Car Park Public Convenience	16,000	0	16,000	0	0	0
Fakenham Urban Extension	1,800,000	0	1,800,000	0	0	0
Community Renewal - Fakenham	800,000	0	800,000	0	0	0
Community Renewal - North Walsham	800,000	0	800,000	0	0	0
	8,725,082	1,322,933	6,041,899	973,500	386,750	0
Local Homes for Local Need						
Disabled Facilities Grants	Annual programme	Annual programme	1,000,000	1,000,000	0	0
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0	0	0
Shannocks Hotel	477,887	81,713	396,174	0	0	0
Community Housing Fund	2,098,261	735,934	885,160	477,167	0	0
Provision of Temporary Accommodation	1,670,560	989,017	681,543	0	0	0
S106 Enabling	1,400,000	0	500,000	300,000	300,000	300,000
	6,322,208	2,297,341	3,647,700	1,777,167	300,000	300,000
Climate, Coast and the Environment						
Cromer Coast Protection Scheme	8,822,001	5,305,817	1,773,092	1,743,092	0	0
Coastal Erosion Assistance	90,000	41,203	48,797	0	0	0
Coastal Adaptations	247,493	0	247,493	0	0	0
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,622,607	1,545,843	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,740,783	1,689,303	51,480	0	0	0
Sea Palling Ramp	10,000	349	9,651	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0
	14,176,777	7,089,222	3,798,620	3,288,935	0	0
Quality of Life						
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0
Splash Gym Equipment	1,013,000	510,466	502,534	0	0	0
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0	0	0
Splash Leisure Centre Reprovision	12,697,000	9,174,962	3,522,038	0	0	0
Sheringham Enabling Land	110,000	0	110,000	0	0	0
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	60,000	41,000	0	0
	14,871,001	9,696,593	5,133,408	41,000	0	0

Customer Focus and Financial Sustainability

Administrative Buildings	1,713,878	1,701,320	12,559	0	0	0
Council Chamber and Committee Room Improvements	89,000	81,186	7,814	0	0	0
Purchase of Bins	691,834	531,834	80,000	80,000	0	0
User IT Hardware Refresh	275,000	108,237	111,763	55,000	0	0
Storage Hardware	60,000	42,433	17,567	0	0	0
Members IT	65,000	41,457	23,543	0	0	0
Electric Vehicle Charging Points	248,600	158,545	90,055	0	0	0
Waste vehicles	4,500,000	3,531,796	968,204	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	0
Fire Wall Replacements	36,000	32,488	3,512	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0
Citizen App	45,000	43,150	1,850	0	0	0
	7,813,312	6,272,445	1,405,867	135,000	0	0
TOTAL EXPENDITURE	51,908,380	26,678,534	20,027,494	6,215,602	686,750	300,000
Capital Programme Financing			0	0	0	0
Grants			7,369,496	4,678,935	92,500	0
Other Contributions			1,400,000	300,000	300,000	300,000
Asset Management Reserve			326,373	0	0	0
Capital Project Reserve			906,522	0	0	0
Other Reserves			2,574,883	477,167	0	0
Capital Receipts			2,959,977	759,500	294,250	0
Internal / External Borrowing			4,490,243	0	0	0
TOTAL FINANCING			20,027,494	6,215,602	686,750	300,000

Prudential Indicator Outturn 2020/21

1. Background:

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

2. Capital Expenditure:

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

Capital Expenditure	2020/21 Estimate £000s	2020/21 Outturn £000s
Total	26,320	14,742

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

Capital Financing	2020/21 Estimate £000s	2020/21 Outturn £000s
Capital receipts	3,488	2,434
Government Grants and other contributions	6,368	1,698
Revenue contributions and Reserves	4,568	1,867
Internal/External Borrowing	11,896	8,743
Total Financing	26,320	14,742

3. Capital Financing Requirement:

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

Capital Financing Requirement	2020/21 Estimate £000s	2020/21 Outturn £000s
Total CFR	14,467	8,474

A portion of CFR indicated in the table relates to loans provided under the Local Investment Strategy. Although initially this would have increased the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. The remainder of the CFR relates to capital projects undertaken during the year that were funded through internal borrowing.

4. Authorised Limit and Operational Boundary for External Debt:

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

	2020/21 Estimate £000s	2020/21 Outturn £000s
Authorised Limit for Borrowing	27,400	27,400
Authorised Limit for Other Long-term Liabilities	0	0

Authorised Limit for External Debt	27,400	27,400
Operational Boundary for Borrowing	22,680	22,680
Operational Boundary for Other Long-term Liabilities	0	0
Operational Boundary for External Debt	22,680	22,680

5. Ratio of Financing Costs to Net Revenue Stream:

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

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

Ratio of Financing Costs to Net Revenue Stream	2020/21 Estimate %	2020/21 Outturn %
Total	(6.16)	(4.47)

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

6. Adoption of the CIPFA Treasury Management Code:

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

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

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Covid Grants and Expenditure 2021/22

Appendix G

Cost Centre Name	Activity	Activity Name	Grant Received 2020/21 £	2020/21 Grant balances carried forward to 2021/22 £	Grants Received in 2021/22 £	Expenditure at at 31/07/21 £	Balance Remaining £
THE SPLASH	500028	National Leisure Recovery Fund	(201,542)	0	(14,894)	0	(14,894)
Central Government Grants	500002	COVID 19 (General Grant)	(1,703,531)	(780,224)	(580,654)	11,316	(1,349,562)
Rent Allowances	500007	Test and Trace (Standard)	(43,500)	(17,500)	(10,000)	17,500	(10,000)
Rent Allowances	500008	Test and Trace (Disc)	(76,500)	(54,000)	0	10,500	(43,500)
Rent Allowances	500025	Test and Trace (Disc) Local Scheme	0	0	(40,000)	500	(39,500)
Central Government Grants	500009	Tourism Sector Support Package	(180,029)	(25,117)	0	3,686	(21,431)
Benefits Administration	500010	Test and Trace Administration	(38,975)	(21,218)	0	7,643	(13,575)
Homelessness	000000	Rough Sleeping Contingency Fund	(7,500)	0	0	0	0
Marketing North Norfolk	500012	Tourism Sector Support Grants	(150,000)	8,920	0	(3,839)	5,081
Business Grants	500013	Local Restrictions Support Grant	(5,267,214)	(352,456)	(290,800)	47,018	(596,238)
Business Grants	500014	Additional Restrictions Support	(3,028,013)	(1,758,013)	(760,114)	1,760,469	(757,658)
Benefits Administration	500018	COVID - CTAX new burdens hards	(10,654)	(10,654)	0	0	(10,654)
Business Rates	500019	COVID - NDR new burdens hardsh	(11,700)	(11,700)	0	0	(11,700)
Business Grants	500020	TIER 2 - Local Restrictions	(2,896,596)	(637,574)	0	534,160	(103,414)
Business Grants	500021	TIER 4 - Local Restrictions	(1,821,623)	(54,437)	0	20,604	(33,833)
Business Grants	500022	National Lockdown LRG	(16,177,872)	(866,736)	0	(7,817,349)	(8,684,085)
	500034	LRG - 3rd National Lockdown	0	0	0	7,865,352	7,865,352
Business Grants	500023	Closed Business Lockdown	(15,795,000)	(1,106,000)	0	318,000	(788,000)
Environmental Protection	500024	NCC COMF Funding	(336,000)	(97,194)	0	56,183	(41,011)
Health and Communities	500027	CEV Funding Shielding	(42,000)	(42,000)	0	0	(42,000)
Homelessness	500029	Local Outbreak Control Plan	(40,000)	(40,000)	0	0	(40,000)
Environmental Protection	500029	Local Outbreak Control Plan	(60,000)	(60,000)	0	0	(60,000)
Corporate Management	500011	SURGE ENFORCEMENT FUNDING	(52,641)	0	0	0	0
Business Grants	500031	Restart Grant	-	0	(26,166,249)	27,209,481	1,043,232
Property Services	500005	RE-OPENING OUR HIGH STREETS	(81,198)	0	0	0	0
	500030	Welcome Back Fund	0	0	0	2,329	2,329
Commercial Services	500032	DHSC COMF	-	0	(149,846)	88,442	(61,404)
Council Tax Administration	520900	Covid-19 Hardship Fund	(723,834)	(180,097)	0	0	(180,097)
Business Grants	590500	Business Support Grants	(65,502,000)	(12,267,000)	0	12,267,000	0
Business Grants	590501	Disc Grants		2,723,000	0	(2,723,000)	0
Central Government Grants	590500	Business Support Grants	(170,000)	(170,000)	0	0	(170,000)
			(114,417,922)	(15,820,000)	(28,012,557)	39,675,995	(4,156,563)

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Reserves Statement 2020-21 Outturn

Appendix C

Appendix D

Reserve	Purpose and Use of Reserve	Balance 01/04/20	Contributions in	Contributions Out	Outturn Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Committed but not allocated to Budgets	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	2,404,127	<i>10,000</i>	<i>(87,392)</i>	(77,392)	2,326,735	(86,341)	0	2,240,394	(50,000)	2,190,394	(50,000)	2,140,394	0	2,140,394
Earmarked Reserves:															
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	1,303,796	<i>0</i>	<i>(397,701)</i>	(397,701)	906,095	0		906,095	0	906,095	0	906,095	0	906,095
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	954,190	<i>10,467</i>	<i>(477,905)</i>	(467,438)	486,752	(142,574)		344,178	(15,000)	329,178	(5,000)	324,178	0	324,178
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	897,959	<i>55,539</i>	<i>(222,750)</i>	(167,211)	730,748	0		730,748	0	730,748	0	730,748	0	730,748
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	212,481	<i>0</i>	<i>(35,952)</i>	(35,952)	176,529	(28,876)		147,653	(28,906)	118,747	(28,906)	89,841	(28,906)	60,935
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	2,074,708	<i>9,116,019</i>	<i>(1,099,865)</i>	8,016,154	10,090,861	324,058	(6,144,458)	4,270,461	(18,000)	4,252,461	(18,000)	4,234,461	0	4,234,461
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	238,293	<i>61,000</i>	<i>(37,958)</i>	23,042	261,335	(42,039)		219,296	0	219,296	0	219,296	0	219,296
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	1,000,996	<i>0</i>	<i>(204,646)</i>	(204,646)	796,350	(275,000)	(50,000)	471,350	(242,000)	229,350	0	229,350	0	229,350
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	0	<i>2,379,266</i>	<i>(217,325)</i>	2,161,941	2,161,941	1,535,586	(1,871,770)	1,825,757	(175,090)	1,650,667	(122,663)	1,528,004	(15,676)	1,512,328
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	165,621	<i>0</i>	<i>(10,000)</i>	(10,000)	155,621	0		155,621	0	155,621	0	155,621	0	155,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	3,000	<i>50,000</i>	<i>0</i>	50,000	53,000	50,000		103,000	50,000	153,000	(110,000)	43,000	50,000	93,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	112,973	<i>0</i>	<i>(10,989)</i>	(10,989)	101,984	0		101,984	0	101,984	0	101,984	0	101,984
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	336,065	<i>41,500</i>	<i>(150,000)</i>	(108,500)	227,565	0		227,565	0	227,565	0	227,565	0	227,565
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	0	<i>150,000</i>	<i>0</i>	150,000	150,000	0		150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	609,038	<i>1,429,284</i>	<i>(57,222)</i>	1,372,062	1,981,100	(25,104)	(1,429,284)	526,712	(25,104)	501,608	(14,655)	486,953		486,953
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,528,543	<i>422,288</i>	<i>(434,479)</i>	(12,191)	2,516,352	(328,010)		2,188,342	(527,167)	1,661,175	0	1,661,175	0	1,661,175

Reserves Statement 2020-21 Outturn

Appendix C **Appendix D**

Reserve	Purpose and Use of Reserve	Balance 01/04/20	Contributions in	Contributions Out	Outturn Movement 2020/21	Balance 01/04/21	Budgeted Movement 2021/22	Committed but not allocated to Budgets	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
Land Charges	To mitigate the impact of potential income reductions.	308,526	35,071	0	35,071	343,597	0		343,597	0	343,597	0	343,597	0	343,597
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	196,119	0	(36,986)	(36,986)	159,133	(15,520)		143,613	0	143,613	0	143,613	0	143,613
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	0	0	0	0	0	355,694		355,694	280,000	635,694	280,000	915,694	280,000	1,195,694
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	292,207	0	(12,343)	(12,343)	279,864	(97,471)	(13,430)	168,963	(120,000)	48,963	0	48,963	0	48,963
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	269,041	31,000	(99,686)	(68,686)	200,355	(72,639)	(36,826)	90,890	(29,078)	61,812	0	61,812	0	61,812
Pathfinder	To help Coastal Communities adapt to coastal changes.	128,053	0	(20,500)	(20,500)	107,553	(21,627)		85,926	(3,417)	82,509	0	82,509	0	82,509
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	159,684	50,000	(41,758)	8,242	167,926	36,728		204,654	50,000	254,654	50,000	304,654	50,000	354,654
Property Investment Funds	To provide funding for the acquisition and development of new land and property assets	999,476	0	(733,641)	(733,641)	265,835	(265,835)		0	0	0	0	0	0	0
Property Company	To fund potetial housing development and property related schemes	2,000,000	0	0	0	2,000,000	(2,000,000)		0	0	0	0	0	0	0
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	1,669,383	130,453	(330,140)	(199,687)	1,469,696	40,654		1,510,350	130,453	1,640,803	0	1,640,803	0	1,640,803
Sports Hall Equipment & Sports Facilities	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	2,640	0	(740)	(740)	1,900	0		1,900	0	1,900	0	1,900	0	1,900
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	0	0	0	0	0	500,000		500,000		500,000		500,000	0	500,000
Total Reserves		18,866,917	13,971,886	(4,719,978)	9,251,908	28,118,825	(558,316)	(9,545,768)	18,014,741	(723,309)	17,291,432	(19,224)	17,272,208	335,418	17,607,626

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2020/21 Under spends and Grants - Requests to Roll Forward

Appendix H

Ref	Service Area	Service	Amount £	Amount Agreed by Management Team	Under spend and details of request	Request Made by (Service Mgr/Budget Holder)	Recommended Treatment / Reserve Allocation
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1) Requests to roll forward service underspends.

US1	Corporate	Elections	10,000	10,000	I would like to request that some of the under spend within the Electoral Services staffing budgets is rolled forward to assist with the delivery of the Elections in 2021 for the planned elections in May and any subsequent by elections, until April 2022.	Tracey Holmes	Elections
US2	Environmental & Leisure Services	Environmental Health	30,000	30,000	The underspend on the vacant Commercial Officer post will allow the service to plan its restructure accordingly and employ additional temporary support staff in the short-term to complete statutory work that was delayed and outstanding due to the Covid pandemic. This will help ensure that businesses are operating safely and compliantly. It will also allow for staff to catch up with their CPD training which has not been achieved during the pandemic.	Tracy Howard	Environmental Health
US3	Sustainable Growth	Sustainable Growth	10,000	10,000	It is proposed that the rollover underspend from last year's cancelled Greenbuild event should be used to assist in funding the staff resource required to organize, garner sponsorship income and promote Greenbuild 2021 (or April 2022 subject to Member decision).	Annie Sommazzi	General Reserve
US4	Environmental & Leisure Services	Environmental Services	11,500	11,500	Underspent as we were awaiting the outcome of a funding bid related to litter bin provision. We have been awarded c. £14k when £25k was initially sought. Award has been made on basis of a whole project cost of £36k and it has not been possible to place orders and take delivery of any bins as yet as outcome was only recently communicated to us. Annual bin budget is £12k, as such we will require both 20/21 and 21/22 budget to implement the project in full (and meet the terms of the external funding). Therefore, the underspend will be fully utilised in 21/22.	Scott Martin	Environmental Health
US5	Sustainable Growth	Coast Protection	31,000	31,000	The roll forward is for funding maintenance works for sea protection at Overstrand. The works were to begin in 2020/21 and have been tendered, however, due to various factors the works will not be spend in 20/21 and will progress in 21/22. The value of the roll forward may change due to final payment of invoices from other works.	Rob Goodliffe	Coast Protection
US6	Corporate	Human Resources	31,000	31,000	Savings resulting from delays in the corporate training programme due to Covid. This would be ringfenced in 2021/22 to provide leadership development to the six newly appointed Assistant Directors and the Corporate Leadership team.	James Claxton	Organisational Development

123,500	123,500
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2020/21 Under spends and Grants - Requests to Roll Forward

Appendix H

Ref	Service Area	Service	Amount £	Amount Agreed by Management Team	Under spend and details of request	Request Made by (Service Mgr/Budget Holder)	Recommended Treatment / Reserve Allocation
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2) Unspent grants - grants received in the year that remain unspent at 31 March 2021

Grant 1	Sustainable Growth	Coast Protection	10,000	10,000	Coastal Partnership East is completing a project entitled 'Coastal Loss Innovative Funding and Finance', this project is part funded by third parties. The income has been received from a partner to contribute to the project costs, however due to type of the contract the vales will not be spent until the contracted tasks are completed. As such the request is to roll forward the grant received to contribute to the spend in 2021/22.	Rob Goodliffe	Coast Protection
Grant 2	People Services	Health & Communities	34,127	34,127	Ringfenced grant relating to funding for Social Prescribing posts. This grant will be used to extend a social prescribing post for 1 year until 31 March 2022	Sonia Shuter	Housing
Grant 3	People Services	Housing Adaptions	32,751	32,751	This request is to roll forward the unspent fee income generated from Diasbled facilities grant, to be used to support the staffing costs of the Housing Adaptions Team in 2021/22.	Karen Hill	Housing
Grant 4	People Services	Benefits Administration	55,539	55,539	Burdens funding through the DWP . The caseload for HB & CTS is continuing to rise as a result of Covid-19 and the financial and economic disruption to households and businesses. The service has seen an increase to the number of new claims and change of circumstances following Covid-19. It will need to rely on support of additional working through overtime and the use of agency to keep up with demand for our services from vulnerable people. The service is also continuing to improve accessibility and the customer journey to make it simple and easy for vulnerable people to access vital benefits they need. Underspends will be used to improve system functionality, accessibility, staff training, etc. These improvements could not be funded from the revenue budget	Trudi Grant/Lindsay Circuit	Benefits

<u>132,417</u>	<u>132,417</u>
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TOTAL

<u>255,917</u>	<u>255,917</u>
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Treasury Management Annual Report 2020/21

Introduction

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2020/21 was approved at a meeting on 3rd February 2020. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

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

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 3rd February 2020.

External Context

Economic background: The coronavirus pandemic dominated 2020/21, leading to almost the entire planet being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.

Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout started in earnest; over 31 million people had received their first dose by 31st March.

A Brexit trade deal was agreed with only days to spare before the 11pm 31st December 2020 deadline having been agreed with the European Union on Christmas Eve.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside

risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme until September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Since March 2020, the government schemes have helped protect more than 11 million jobs.

Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.

Inflation has remained low over the 12-month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. The ONS' preferred measure of CPIH which includes owner-occupied housing was 0.7% year/year (1.0% expected).

After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.

Financial markets: Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.

Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages (particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.

The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from 0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.

1-month, 3-month and 12-month SONIA bid rates averaged 0.01%, 0.10% and 0.23% respectively over the financial year.

Credit review: After spiking in March 2020, credit default swap spreads declined over the remaining period of the year to broadly pre-pandemic levels. The gap in spreads between UK ringfenced and non-ringfenced entities remained, albeit Santander UK is still an outlier compared to the other ringfenced/retail banks. At the end of the period Santander UK was trading the highest at 57bps and Standard Chartered the lowest at 32bps. The other ringfenced banks were trading around 33 and 34bps while Nationwide Building Society was 43bps.

Credit rating actions to the period ending September 2020 have been covered in previous outturn reports. Subsequent credit developments include Moody's downgrading the UK sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government. In the last quarter of the financial year S&P upgraded Clydesdale Bank to A- and revised Barclay's outlook to stable (from negative) while Moody's downgraded HSBC's Baseline Credit Assessment to baa3 whilst affirming the long-term rating at A1.

The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

Local Context

On 31st March 2021, the Authority had net investments of £36.810m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The treasury management position at 31st March 2021 and the change during the year is shown in Table 1 below.

Table 1: Treasury Management Summary

	31.3.20 Balance £m	Movement £m	31.3.21 Balance £m	31.3.21 Rate %
Long-term borrowing	0.000	0.000	0.000	0.00
Short-term borrowing	5.000	2.000	7.000	0.29
Total borrowing	5.000	2.000	7.000	
Long-term investments	32.000	0.000	32.000	3.46
Short-term investments	6.265	3.545	9.810	0.11
Total investments	38.265	3.545	41.810	-
Net investments	33.265	5.545	36.810	-

Borrowing Update

In November 2020 the PWLB published its response to the consultation on 'Future Lending Terms'. From 26th November the margin on PWLB loans above gilt yields was reduced from 1.8% to 0.8% providing that the borrowing authority can confirm that it is not planning to purchase 'investment assets primarily for yield' in the current or next two financial years. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. As part of the borrowing process authorities will now be required to submit more detailed capital expenditure plans with confirmation of the purpose of capital expenditure from the Section 151 Officer. The PWLB can now also restrict local authorities from borrowing in unusual or large amounts.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management. Misuse of PWLB borrowing could result in the PWLB requesting that Authority unwinds problematic transactions, suspending access to the PWLB and repayment of loans with penalties.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders.

To take advantage of the reduction in the PWLB borrowing rate, the Authority removed from the capital programme the purchase of any investment assets primarily for yield within the next three years. The Authority is currently developing a rent recycling scheme that will enable future capital works of a commercial basis to be carried out within the PWLB stipulations.

Municipal Bonds Agency (MBA): The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor. A planned third bond issuance by Warrington Borough Council was withdrawn in early December after the reduction in PWLB borrowing rates.

If the Authority intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

UK Infrastructure Bank: In his March 2021 budget the Chancellor confirmed that a UK Infrastructure Bank will be set up with £4bn in lending earmarked for local authorities from the summer of 2021. Loans will be available at gilt yield plus 0.60%, 0.20% lower than the PWLB certainty rate. A bidding process to access these loans is likely with a preference to projects likely to help the government meet its Net Zero emissions target. However other "high value and complex economic infrastructure projects" may also be considered.

Borrowing strategy

At 31st March 2021 the Authority held £7m of short-term loans, an increase of £2m to 31st March 2020, as part of its strategy for funding current years' capital programmes and cash flow. Outstanding loans on 31st March are summarised in Table 2 below.

Table 2: Borrowing Position

	31.3.20 Balance £m	Net Movement £m	31.3.21 Balance £m	31.3.21 Weighted Average Rate %	31.3.21 Weighted Average Maturity (years)
Local authorities (short-term)	5.00	2.00	7.00	0.29	<1
Total borrowing	5.00	2.00	7.00	-	-

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

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

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

Treasury Investment Activity

The Authority received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. £114.42m was received, temporarily invested in short-dated, liquid instruments such as Money Market Funds and the Debt Management Office. £98.60m was disbursed by the end of March.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £109.982m and £42.512 million due to timing differences between income and expenditure. The maximum range higher than normal due to additional cash inflows from central government in response to COVID. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

	31.3.20 Balance £m	Net Movement £m	31.3.21 Balance £m	31.3.21 Income Return %
Money Market Funds	6.265	3.545	9.810	0.11
Other Pooled Funds.				
- <i>Cash plus funds</i>	3.000	0.000	3.000	0.69
- <i>Short-dated bond funds</i>	3.000	0.000	3.000	0.56
- <i>Strategic bond funds</i>	5.000	0.000	5.000	3.07
- <i>Equity income funds</i>	8.000	0.000	8.000	3.97
- <i>Property funds</i>	5.000	0.000	5.000	5.77
- <i>Multi asset income funds</i>	8.000	0.000	8.000	3.89
Total investments	36.265	3.545	39.810	2.20

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

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

Deposit rates with the Debt Management Account Deposit Facility (DMADF) have continued to fall and are now largely around zero.

The net return on Money Market Funds net of fees, which had fallen after Bank Rate was cut to 0.1% in March, are now at or very close to zero; fund management companies have temporarily lowered or waived fees to avoid negative net returns.

Externally Managed Pooled Funds: £32m of the Authority's investments are invested in externally managed strategic pooled funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated an income return of £1.1m, with a rate of return of 3.46%, used to support services in year. At the 31st March 2021, the funds were valued at £33.2m; capital growth of 1.2m on the original investment. This is an improvement of £3.1m from the position at 31st March 2020, where pooled funds were valued at 30.1m due to the impact of the global pandemic on equity funds.

The Authority is invested in bond, equity, multi-asset and property funds. During the initial phase of the pandemic in March 2020, the sharp falls corporate bond and equity markets

had a negative impact on the value of the Council's pooled fund holdings and was reflected in the 31st March 2020 fund valuations with every fund registering negative capital returns over a 12-month period. Since March 2020 there has been improvement in market sentiment which is reflected in an increase in capital values of these strategic bond, equity and multi-asset income funds in the Authority's portfolio.

Similar to many other property funds, dealing (i.e. buying or selling units) in the CCLA Local Authorities' Property was suspended by the fund in March 2020 and lifted in September. There was also a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days' notice for redemptions.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.

Following the cut in Bank rate from 0.75% to 0.10% in March 2020, the Authority had expected to receive significantly lower income from its cash and short-dated money market investments, including money market funds in 2020/21, as rates on cash investments are close to zero percent. As a guide, comparing 2020/21 to 2019/20, the Council received 48.85% less income from cash investments, though the full effect was partly mitigated by increased COVID related payments from central government, increasing the Authority' overall cash balances.

Income from most of the Authority's externally managed funds will also be lower than in 2019/20 and earlier years. Whilst the arrival and approval of vaccines against COVID-19 and the removal of Brexit uncertainty that had weighed on UK equities were encouraging developments, dividend and income distribution was dependent on company earnings in a very challenging and uncertain trading environment as well as enforced cuts or deferral required by regulatory authorities.

Non-Treasury Investments

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

The Authority also held £3.401m of such investments in

- directly owned property £0.843m
- loans to housing associations £2.558m

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

- Grove Lane Depot, Holt, Norfolk – valued at £0.390m
- Fair Meadow House, Itteringham, Norfolk – valued at £0.453m
- Loan to Broadland Housing Association – outstanding value £2.558m

These investments generated £0.148m of investment income for the Authority after taking account of direct costs, representing a rate of return of 3.76%. This rate of return compares favourably to that generated by treasury investments. These investments represent a different risk to the Authority, as property investments do not carry the same interest rate or credit risk, but there is the risk of loss of income through voids and other market factors. They also require more staff time to manage than externalised pooled investments. The Authority does not currently rely on these funds from Non-Treasury investments to balance the budget, but in a climate of reduced Government funding, is likely to do so more in the future. To guard against the risk of reducing levels of income from these investments, they are proactively managed by experienced and qualified individuals within the Authority, with external advice as required.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 4 below.

Table 4: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
Short-term Borrowing from other LAs	0.0022	0.0100	Under	0.29	0.84	Under
Long-term Borrowing	0.0000	0.3481	Under	N/A	2.74	N/A
Total borrowing	0.0022	0.3581	Under	0.29	2.58	Under
Term deposits (incl MMFs)	0.0207	0.0455	Under	0.11	0.85	Under
Pooled Funds	1.1077	1.1729	Under	3.46	3.67	Under
Total treasury investments	1.1284	1.2184	Under	2.20	3.26	Under

Compliance

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

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 5 below.

Table 5: Debt Limits

	2020/21 Maximum	31.3.21 Actual	2020/21 Operational Boundary	2020/21 Authorised Limit	Complied? Yes/No
Borrowing	£7.000m	£7.000m	£22.680m	£27.400m	Yes
Total debt	£7.000m	£7.000m	£22.680m	£27.400m	Yes

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

Table 6: Investment Limits

	2020/21 Maximum	31.3.21 Actual	2020/21 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£0.000m	£0.000m	£6m each	Yes
UK Central and Local Government	£60.000m	£0.000m	Unlimited	Yes
Any group of organisations under the same ownership	£0.000m	£0.000m	£6m per group	Yes
Any group of pooled funds under the same management	£7.000m	£7.000m	£15m per manager	Yes
Negotiable instruments held in a broker's nominee account	£0.000m	£0.000m	£10m per broker	Yes
Limit per non-UK country	£0.000m	£0.000m	£6m per country	Yes
Registered providers and registered social landlords	£2.827m	2.558m	£10m in total	Yes
Unsecured investments with building societies	£0.000m	£0.000m	£5m in total	Yes
Loans to unrated corporates	£0.000m	£0.000m	£5m in total	Yes
Money Market Funds	£16.000m	£9.810m	£16m in total	Yes
Real Estate Investment Trusts	£0.000m	£0.000m	£10m in total	Yes

Treasury Management Indicators

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

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

	31.3.21 Actual	2020/21 Target	Complied?
Portfolio average credit score	4.6	6.0	Yes

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

	31.3.21 Actual	2020/21 Target	Complied?
Total sum borrowed in past 3 months without prior notice	£7m	£10m	Yes

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

Interest rate risk indicator	31.3.21 Actual	2020/21 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£0.04m	£0.6m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0.04m	£0.6m	Yes

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

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

	31.3.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	N/A	100%	0%	Yes
12 months and within 24 months	N/A	100%	0%	Yes
24 months and within 5 years	N/A	100%	0%	Yes
5 years and within 10 years	N/A	100%	0%	Yes

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

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

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

Other

CIPFA consultations: In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These follow the Public Accounts Committee’s recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. These are principles-based consultations and will be followed by more specific proposals later in the year.

In the Prudential Code the key area being addressed is the statement that “local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed”. Other proposed changes include the sustainability of capital expenditure in accordance with an authority’s corporate objectives, i.e. recognising climate, diversity and innovation, commercial investment being proportionate to budgets, expanding the capital strategy section on commercial activities, replacing the “gross debt and the CFR” with the liability benchmark as a graphical prudential indicator.

Proposed changes to the Treasury Management Code include requiring job specifications and “knowledge and skills” schedules for treasury management roles to be included in the Treasury Management Practices (TMP) document and formally reviewed, a specific treasury management committee for MiFID II professional clients and a new TMP 13 on Environmental, Social and Governance Risk Management.

IFRS 16: The implementation of the new IFRS 16 Leases accounting standard has been delayed for a further year until 2022/23.

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Debt Recovery 2020-21

Summary: This is an annual report detailing the council's collection performance and debt management arrangements for 2020/21
The report includes a:

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

Recommendations: 1) To approve the annual report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

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

1. 1. Introduction

- 1.1. The Corporate Debt Management annual report is one of the performance management measures to provide members with outturn figures for 2020/21 for the following:
- A summary of debts written off in each debt area showing the reasons for write off and values.
 - Collection performance for Council Tax and Non - Domestic Rates (NNDR).
 - Level of arrears outstanding
 - Level of provision for bad and doubtful debts

2. Background

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

3. Performance

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

Table 1

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included (after write – offs)** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2017/18	2,289,564	942,469	1.43%	755,756
	2018/19	2,297,629*	997,954**	1.40%	778,470
	2019/20	2,599,769	1,192,173	1.60%	863,985
	2020/21	3,451,400	1,610,836	2.10%	1,155,777

Table 2

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears Included (after write – offs)** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
NNDR	2017/18	387,822	129,877	0.51%	228,797
	2018/19	323,870	192,064	0.71%	195,124
	2019/20	1,655,968	724,063	2.60%	958,258
	2020/21	410,374*	179,520**	1.40%	243,423

3.2. *This is the cumulative arrears (excludes costs) for all years including 2020/21.

3.3. ** This is the arrears figure as at 31/3/2021. Collection of the 2020/21 debt is ongoing and £423k council tax and £69k NNDR has been collected since 17 August 2021 against the previous 2020/21 year's arrears.

3.4. The table below shows the level of sundry debt outstanding at the year-end. For 2020/21, this will exclude the residue of Housing Benefit Overpayments, which is shown separately.

Table 3

Income Area	Year	Total Arrears at 31 st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income	2017/18	1,710,721	6,918,600	24.72%	794,015
	2018/19	1,330,004	5,579,524	23.84%	762,096
	2019/20	610,999	22,839,235	2.68%	78,407
	2020/21	1,111,194	5,585,812	19.89%	210,170

3.5. The above figures for 2017/18 and 2018/19 previously included overpayments being recovered through weekly reclaim against ongoing Housing Benefit. The value of overpayments from 2019/20 onwards are not treated as a corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.6 The table below shows the breakdown of 2020/21 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 4

Income Area	Year	Total Arrears at 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% outstanding against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income Residual Housing Benefit Overpayments (in Finance)	2020/21	75,581	0.00	100	72,926
Housing Benefit Overpayments (put to invoice in the Benefits Service)	2020/21	769,139	147,641	88.06%	549,075

3.7. During 2020/21, work to recover benefit overpayments was put on hold by LAs and the DWP in response to the Covid-19 outbreak. The change meant that many households claiming welfare benefits saw an increase in the amount of money they received in benefits during the outbreak. Deductions from ongoing DWP benefits were paused, and North Norfolk District Council offered a payment break or a payment plan for those who were suffering financial hardship. Recovery of overpayments has now restarted but the options of a payment plan or deferred payment are still being by North Norfolk District Council.

During the pandemic we saw a significant shift from the number of people claiming Housing Benefit moving across to claim their Housing Costs through Universal Credit instead. This has increased the debt outstanding and also makes recovery of Housing Benefit more difficult and time consuming as we are not allowed to recover directly from Universal Credit.

Table 5

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2017/18	65,861,821	54,530	1,208	2,289,564
	2018/19	71,201,165	54,938	1,296	2,297,629
	2019/20	74,697,433	55,169	1,354	2,599,769
	2020/21	77,133,527	55,463	1,391	3,451,400
NNDR	2017/18	25,544,969	7,174	3,561	387,822
	2018/19	27,210,079	7,334	3,710	323,870
	2019/20	27,870,878	7,652	3,642	1,655,968
	2020/21	12,809,134	7,879	1,626	410,374
Sundry Income	2017/18	6,918,600	5,433	1,273	1,710,721
	2018/19	5,579,524	6,093	1,870	1,329,966
	2019/20	5,585,812	5,364	1,041	1,111,194
	2020/20	5,585,812	5,364	1,041	1,111,194

3.8. The above figures for 2016/17 to 2018/19 previously included Housing Benefit Overpayments being recovered through weekly reclaim against the ongoing Housing Benefit. The value of overpayments from 2019/20 onwards does not treat these as a corporate debt as they have not been invoiced. The value of these debts are recorded against the subsidy claim.

3.9. The Provision for Bad/Debt for Sundry Income for all years is £622,001 which includes (£72,926 + £549,075 see table 3) for housing benefit overpayments. £769,139 is the level of housing benefit overpayments in the Benefit Service and £58,486 is the residual housing benefit overpayments in the Finance.

3.10 The table below shows the breakdown of 2020/21 residual housing benefit overpayments in finance and the level of housing benefit overpayments in Benefits outstanding at the year-end.

Table 6

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Sundry Income (residual Housing Benefit overpayments in finance).	2020/21	58,486	12	4,874	58,486
Housing Benefit overpayments put to invoice in the Benefits Service.	2020/21	873,380	538	1,623	769,139

Table 7

Income Area	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Council Tax	98.7%	98.74%	98.72%	98.51%	98.01%	98.4%
NNDR	99.36%	99.40	99.15%	97.32%	98.41%	99.1%

3.11. There have been a number of changes over the past few years that have affected council tax charges. From April 2013, support for council tax was localised. The Government reduced the level of funding that it had previously provided to cover the cost of the support (council tax benefit). All those of working age who had previously been on 100% benefit had to pay a minimum of 8.5%. In addition some people on benefits were also affected by other welfare reform changes – e.g. under occupation of properties in the social sector, the benefit cap and Universal Credit, putting additional pressure on incomes. In addition to the welfare, changes there were a number of technical changes to council tax. These included an increase in the charge for empty properties with additional premiums for those empty for more than two, five and ten years, a reduction in the second homes discounts and those properties undergoing structural repair and alteration. These changes affected the level of council tax to be collected and the ability of some residents to pay. The target for council tax collection continues to be challenging given the above.

3.12 There are no longer national indicators for the collection of Council Tax and Non-Domestic (Business) Rates. The performance indicator (PI) is retained as a local PI, and continues to be monitored monthly. An important part of debt management is to ensure that bills are sent out accurately and timely and that council tax and business ratepayers are aware of any appropriate discounts, exemptions, reliefs and benefit entitlement they may apply. Information is sent with the annual bills and is shown on our web site with service information being provided on these. The ongoing promotion of Direct Debit also forms an important part of debt management where 75% of council taxpayers are paying by direct debit and 29% of NNDR customers pay by direct debit.

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

3.14 The Government's NDR Retail Discount Scheme was implemented from 2019/20 to award retail businesses with a third off their net rates bill. This was increased to 50% from 2020/21 and then changed to the 100% NDR Expanded Discount Scheme. A Nursery Discount Scheme for 100% was also implemented alongside the Business Grant Schemes.

3.15 The temporary NDR Growth person that we employed to identify growth and increase revenue to NNDC was offered a permanent position in another service so this position no longer exists.

3.16 Since March 2020 because of the pandemic and the effect of this on customers' ability to pay, we took the unprecedented step to stop all council tax and Non-Domestic Rates recovery work. Customers were given the opportunity to defer or delay paying us whilst they

sort out their personal and business finances. We started sending out soft reminders from August 2020 with court attendances starting again later in the same year. This has impacted on the collection performance for 2020/21.

4. Write-Offs

4.1. The table below shows in summary the amounts of debts that have been written off over the last four years. From 2020/21 Sundry Income is now illustrated separately to the residual Housing Benefit overpayments.

Table 8

Income Area	2017/18 (£)	2018/19 (£)	2019/20 (£)	2020/21 (£)
Council Tax	116,965	141,522	165,133	65,638
NNDR	47,404	135,839	45,671	94,863
Sundry Income (includes residual Housing Benefit write-offs)	17,038	11,380		
Housing Benefit	42,160	37,070		
Sundry Income only			9,248	9,962
Sundry Income (residual Housing Benefit overpayments in finance).			12,497	1,382
Housing Benefit overpayments put to invoice in the Benefits Service.			20,556	40,391

4.2. The table below details the category of debts that have been written off over the year 2020/21 (includes costs) for all years.

Table 9

Category	Council Tax(£)	NNDR(£)	Sundry Income(£)	Sundry Income (£) (residual Housing Benefit overpayments in finance)	Housing Benefit overpayments put to invoice in the Benefits Service (£)
Unable to collect Uneconomic/ bailiff unable to collect	980	13	159	333	607
Debtor deceased	11,532	0	0	0	13,494
Debtor absconded	19,721	11,360	1,402	1,061	4,015
Debtor in bankruptcy Or liquidation or other Insolvency proceedings	15,313	78,753	8,269	0	18,092
Debt cannot be proved (conflict of evidence)	783	-266	330	0	235
Ill health & no means	14	2,504	0	0	983
Undue hardship	8,007	2,498	0	0	1,619
Debt remitted by the Court	0	0	0	0	
Irrecoverable	6,178	0	140	8	221
Detained/Prison	0	0	0	0	1,125
Other	3,111		-338	-20	
Totals	65,638	94,863	9,962	1,382	40,391

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

5. Implications and Risks

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

6. Financial Implications and Risks

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

7. Sustainability

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

8. Equality & Diversity

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

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

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

9. Section 17 Crime and Disorder considerations

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

CORPORATE DEBT MANAGEMENT AND RECOVERY POLICY

INTRODUCTION

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

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

The following policies have been prepared within this framework:

Debt Write -Off policy as shown in Appendix 2.

POLICY AIMS

The key aims of this policy are as follows:

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

SUPPORTING THE COUNCIL'S CORPORATE PRIORITIES

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

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

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

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

DEBTS COVERED BY THIS POLICY

The main section involved in debt recovery is Finance.

The debts involved are primarily:

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

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

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

THE LEGAL AND POLICY FRAMEWORK FOR RECOVERY

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

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

Local Taxation

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

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

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

Housing Benefits

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

Miscellaneous Income

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

THE POLICY

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

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

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

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

If a debtor fails to co-operate by:

- Refusing to provide details of their means, and/or
 - Not consenting to multiple debts being dealt with together, and/or
 - Failing to pay a special arrangement on time without contact, then recovery action will be taken promptly in the normal way.
- If there are council tax arrears on properties of over £1,000, then we are able to apply for a charging order. This basically means we register our interest against a property and when it is sold, we receive the payment out of the proceeds of sale. Some customers ask us to use this method where they have no or low income and are in the process of selling their property. This method is also used where other recovery action has not been successful and the property is empty or a second home. This helps bring the property back into use. Where the property is occupied and there is very large debt because of repeated non-payment, then this method will be considered on a case by case basis with the portfolio member.

LIMITATIONS ON DEBT RECOVERY

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

PROCEDURES AND TRAINING

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

MONITORING

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

Revised August
2021.

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DEBT WRITE OFF POLICY

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

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

Appendix 2

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

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

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

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

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

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

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

Appendix 2

Reviewed August 2021.

Enforcement Agent Code of Practice

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

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

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

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

The above figures are not including VAT.

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

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

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



1. General

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

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

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

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

2. ENFORCEMENT AGENT WORKING PRACTICES.

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

2.2 Work shall be issued to the Enforcement Agent electronically.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COUNCIL'S SPECIAL ARRANGEMENT POLICY

- When making special payment arrangements the Enforcement Agent shall endeavour to ensure the arrangement ends within the same financial year, or

does not exceed a period of 12 months, having sought approval from a member of the Revenues Team.

- Debtors can be offered the option of weekly or fortnightly instalments instead of monthly.
- If the debtor requests that the instalment profile is extended over a year end or twelve month period written or verbal authorisation shall be sought from a member of the Revenues Team
- Remember when making these arrangements to notify the Debtor that the new year's instalments will need to be paid when due.
- All arrangements shall be made subject to the debtor signing a controlled goods agreement.
- Any failure by the debtor to maintain the special arrangement shall result in further recovery action being taken.

Revised August 2021

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BENEFIT OVERPAYMENT POLICY

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- 7.0 WHO SHOULD THE OVERPAYMENT BE RECOVERED FROM?
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- 10.0 CALCULATION OF OVERPAYMENTS
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- 12.0 MAXIMUM PERIOD OF RECOVERY
- 13.0 DECISION NOTICES
- 14.0 RECOVERY OF OVERPAYMENT DEBT

BENEFIT OVERPAYMENTS POLICY

1.0 COUNCIL RESPONSIBILITIES

1.1 The Council recognizes that overpayments of benefit do occur. In order to reduce the loss to public funds the Council ensures that firm but fair action must be applied in the administration of overpayments. Positive action in the recovery of overpayments has a deterrent effect. However, in the overpayments process and that of recovering any overpayment of benefit the Council has the responsibility to:

- a) Act in accordance with Primary Legislation (being that of an Act of Parliament, Order or other Statutory Requirement);
- b) Comply with the requirements of Secondary Legislation (being that of the Housing Benefit Regulations, Claims and Payment Regulations, Decision Making and Appeals Regulations etc);
- c) Comply with any changes to the above stated Primary or Secondary Legislation;
- d) Identify the overpayment promptly;
- e) Stop the overpayment continuing;
- f) Classify the overpayment correctly;
- g) Determine if the overpayment is recoverable;
- h) If recoverable:
Determine from whom recovery should be sought, and

- Determine the most appropriate method of recovery;
- i) Notify claimants and other affected persons of any decision in accordance with the regulations;
 - j) Ensure implementation of effective financial control during the overpayments process.
 - k) Pursue debt by the most effective recovery method.

2.0 BEST PRACTICE

- 2.1 This policy reflects best practice in the procedure for dealing with and the recovery of overpaid housing benefit.
- 2.2 The policy should be flexible in its approach to recovery of overpayments. Each case will be considered on its own merits. The Council recognises that a policy, which, for example, requires recovery in all cases or where recovery is always made from specific categories of claimants, is unlawful.
- 2.3 This policy has regard for the rights of individuals and obligations of the Council under the provisions of the Human Rights Act 1998.

3.0 APPLICATION OF THE POLICY

- 3.1 The policy should be applied to all cases where an overpayment of benefit may occur and all identified recoverable overpayments; that is any amount of housing benefit which has been paid, but to which there is no entitlement whether on initial decision or on a subsequent revised or superseded decision. In most cases overpayments can arise in consequence of:
- a) Payments being made in advance;
 - b) Late disclosures of changes in circumstances;
 - c) Errors made by the claimant in completing the application form or subsequent review form;
 - d) Claimant fraud;
 - e) Official errors made by the Council or other Statutory Benefits Departments; Overpayments in the case of e) above are only recoverable if the claimant or person from whom recovery is sought could reasonably have been aware that the overpayment was occurring at the time when the overpayment occurred.

4.0 IDENTIFICATION OF OVERPAYMENTS

- 4.1 The Council will endeavour to act on any information received in relation to a claimant's change of circumstances within service target of having sufficient information to identify an actual or potential overpayment which has occurred or may be occurring.
- 4.2 Such action should, in the first instance, include suspending further ongoing payments of incorrect benefit.
- 4.3 The Council will endeavour to identify any changes of circumstances, resulting in an overpayment by:

- a) Identifying communications from the DWP notifying of Income Support or Income based Jobseekers Allowance having stopped.
- b) Identifying communications from fraud sections requiring action;
- c) Identifying incoming post that indicates a change of circumstances.
- d) Identifying internal post from area and other NNDC offices which indicates a change of circumstances

5.0 DECISIONS ON RECOVERABILITY

- 5.1 In all cases where an overpayment of benefit has arisen NNDC will have regard for legislative procedures in deciding whether an overpayment is recoverable?
- 5.2 In doing so the Council will consider whether an official error caused or contributed to the overpayment.
- 5.3 The Council will have regard for legislative requirements in deciding to recover any overpayment or part thereof, which was caused by official error, or to which an official error materially contributed.

6.0 CLASSIFICATION OF OVERPAYMENTS

- 6.1 All overpayments, whether recoverable or not, must be classified by an officer of the Council who is appropriately trained to sufficient standards that will allow for the correct application of the law in this decision making process.
- 6.2 Officers responsible for the classification of an overpayment must record the classification and reasons for it on file.

7.0 WHO SHOULD THE OVERPAYMENT BE RECOVERED FROM?

- 7.1 Before recover action is undertaken, in each case consideration should be awarded to the relevant facts of the individual case. This may mean that further specific information will need to be obtained from affected parties prior to a decision being made. Recovery should be made from the most appropriate person who may be:
 - a) The claimant, or
 - b) The person to whom the payment was made, or
 - c) The person who misrepresented the material fact or failed to disclose the Fact or
 - d) The partner of the claimant. However regulations provide that this can only be the case where the partner was living as a member of the claimant's family at the time of the overpayment and at the time of the decision being made in respect of recovery.
- 7.2 Recovery of fraudulent overpayments should, in the first instance, be sought to be made from the person who misrepresented or failed to disclose material facts giving rise to the overpayment.

8.0 METHOD OF RECOVERY

8.1 Appropriate means of recovery should be considered in all cases under **Regulation 102 of the Housing Benefit Regulations 2006**. Recovery action should be taken by one of the following methods:-

- a) **Ongoing housing benefit deductions;** - The Regulation prescribes the maximum weekly deduction that can be made to recover an overpayment from ongoing entitlement. There are prescribed rates of deduction depending on whether the overpayment has arisen as a result of fraud or not. These rates may be updated annually by the Department for Work and Pensions on the 1st April.
- b) **Deductions from other DWP benefits** – Where there is no ongoing entitlement to Housing Benefit recovery can be sought from an attachment of other DWP welfare benefits through the Payment Deduction Programme. This is the electronic method of requesting an attachment of benefit.
- c) **Deductions from housing benefit payments made by other local authorities;** – If a debtor has moved to another Council area and is in receipt of Housing Benefit there, a letter can be sent to the Authority requesting that they make deductions from the claimants ongoing benefit entitlement at the suitable rate. The Housing Benefit overpayment would be passed to a Sundry Debtor to create an account in order for payments to be credited to NNDC.
- d) **Invoices** – An invoice will be raised for overpayments which cannot be recovered from ongoing Housing Benefit. Invoices will be raised for overpayments of £25 or more. The first principle will be to seek payment in full. Where a claimant can show that this is unaffordable, then instalments will be negotiated, by officers in accordance with the Corporate Debt Policy and Department for Works and Pensions best practice guidance.
- e) **Direct Earnings Attachment** – The Welfare Reform Act 2012 allows NNDC to ask employers to make deductions from the employees pay. Where a debt is at invoice stage, the debtor will be sent a reminder. Where the debt remains outstanding, the debt can be recovered directly from the debtor's earnings.
- f) **Collection of Overpayments from Landlords** – Where the claimant is no longer entitled to Housing Benefit, the overpayment will be sought from the landlord where they have failed to report a material change which they would have reasonably expected to realise had occurred. The overpayment will be invoiced. Where the landlord fails to settle the account the overpayment will be recovered directly from future Housing Benefit payments for other current tenants. The current tenants are protected and the deduction counts as their rent payment. This is referred to as Blameless Tenant recovery.
- g) **Debt Collection Agencies** – where an invoice has been raised and the payment has not been received the debt can be passed to a debt collection agency to collect.
- h) **Court action** - where an invoice has been raised and a reminder issued and nonpayment of the debt continues the debt can be passed to legal services for action in the County Court via a County Court Judgement. A Claim Letter will be sent to the debtor first as a pre-warning that County Court action will take place. This gives the debtor a further opportunity to dispute the debt, or advise the authority that they are seeking financial assistance.
- i) **Recovery action (Post County Court Judgement)** – the HB overpayment is registered as a judgement of the court. Unpaid debts can be recovered by a number of enforcement methods – warrant of execution, attachment of earnings, third party debt order, charging order, bankruptcy or High Court Enforcement (see 8.2 below).

The Council will determine the most appropriate option for recovery of the debt.

Recovery action will commence after taking into consideration the claimants eligibility to underlying entitlement or a new claim pending. This will allow for the claimant to provide further information or make any reapplication for housing benefit, thereby reducing any overpayment, in addition to allowing time for the affected persons to register any appeal rights that they may wish to enact, and or to reach a mutually acceptable arrangement for the recovery of the overpayment.

- 8.2 From 12th April 2018, we now have access to a new recovery tool called the Housing Benefit Debt Service (HBDS). This is administered by the DWP and allows us to retrieve debtor's employment, self-employment, private pension information and address details directly from the HMRC.

Following the introduction of HBDS, we anticipate more debts being recovered via a Direct Earnings Attachment. Where these recovery options do fail and we are unable to engage with the debtor and once a County Court Judgement has been obtained, we are able to consider use of High Court Enforcement. This is where a Writ of Execution (a cost to NNDC of £66 if not successful) will be obtained from the High Court authorising a High Court Enforcement Officer to recover the amount owed by the debtor or take sufficient goods to be sold at auction to raise what is owed. The Enforcement Agent will not raise or charge any costs or fees in excess of the costs and fees allowed under the regulations in force as shown in the table below:-

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

Fee Stage	Fixed Fee	Percentage fee (regulation 7): percentage of sum to be recovered exceeding £10,000
Compliance Stage	£75.00	0%
First enforcement Stage	£190.00	7.5%
Second enforcement Stage	£495.00	0%
Sale or disposal stage	£525.00	7.5%

The above figures are not including VAT.

- 8.3 In respect of ongoing housing benefit deductions, the standard rates should be applied as per the amounts laid down by Regulations, unless having regard to the health and/or financial circumstances and/or housing risk or need of the person from whom recovery is sought a lesser sum is deemed appropriate. Regulations provide that in all cases a minimum of 50p per week housing benefit must remain in payment.

- 8.4 Where recovery is sought from a bankrupt, recovery should be sought via ongoing benefit entitlement or from other prescribed benefits before considering any court action.
- 8.5 Where the case involves the death of a claimant, the deceased's representative or executor should be approached to seek recovery from the estate. However, the overpayment should not be recovered from ongoing benefit deductions from the surviving spouse.
- 8.6 'Excess Council Tax Benefit/Support ' will be added back onto the Council Tax account and collected in accordance with the Council Tax recovery Regulations.

9.0 PERIOD OF OVERPAYMENT CALCULATION

- 9.1 The period over which the overpayment is calculated should be from the start date of the overpayment.

10.0 CALCULATION OF OVERPAYMENTS

- 10.1 Where an overpayment is identified the Council will invite claimants to provide sufficient information to establish any underlying benefit entitlement.
- 10.2 The Council will endeavour to carry out the calculation of the overpayment within 14 days of its receipt of any written notice of change and any further information that is reasonably required for the correct administration of the overpayments procedure as is required by regulations.

11.0 MAXIMUM AMOUNT

- 11.1 The full amount of the overpayment should be recovered, unless after having regard to the health and or financial circumstances and/or housing risk or need of the person from whom recovery is sought, a lesser amount would be more appropriate.

12.0 MAXIMUM PERIOD OF RECOVERY

- 12.1 In all cases the overpayment should be recovered as quickly as possible. However, the maximum period over which the debtor should be allowed to repay the overpayment is that of six years.
- 12.2 The maximum period of six years may be exceeded if the method of recovery is deductions from ongoing benefit entitlement of other DWP benefits, having regard to the maximum deductions allowed by the regulations.

13.0 DECISION NOTICES

- 13.1 All decision notices must be dated and issued to all the "affected persons" as prescribed by regulations within 14 days of the Council having reached that decision.

13.2 All decision notices must fully comply with the requirements of legislation, including the reasons for the decision, the right to request a statement of reasons and time limits for doing so, the affected person's right of revision/appeal and time limit for doing so.

13.3 Copies of the actual decision notice must be retained on file for a period of not less than 13 months in order that they may be retrieved and produced in the event of a future review/appeal/complaint or civil proceedings.

14.0 RECOVERY OF OVERPAYMENT DEBT

14.1 The Council will seek to recover all recoverable overpayments of benefit in its statutory duty to reduce any loss to public funds. In doing so the Council will have regard for:

- a) The period of time that the debt may take to be recovered;
- b) The effect of recovery on the affected person from whom recovery is sought;
- c) The ability to repay of the affected person from whom recovery is sought.

14.2 All methods of recovery may be considered at any time, having regard for the circumstances of any individual case.

14.3 The Council may reconsider the methods used to recover overpayments at the end of each financial year for effectiveness and efficiency.

15.0 Policy Performance

15.1 From April 2005 there are three performance measures that Councils have to report quarterly on to the Department of Works & Pensions in relation to overpayments:-

- The amount of HB overpayments recovered during the period as a percentage of the total amount of HB overpayments identified during the period.
- The amount of overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.
- The amount of overpayments written off during the period as a percentage of the total amounts of HB overpayment debt outstanding at the start of the period plus amount of overpayments identified during the period

Revised June 2019

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Customer Services Strategy

Summary:	Adoption of updated Customer Services Strategy
Options considered:	An approved strategy is required.
Conclusions:	The Customer Services Strategy provides a sound base for the definition and improvement of standards and performance and should be approved for adoption.
Recommendations:	Cabinet are requested to approve the Customer Standards Strategy for adoption.
Reasons for Recommendations:	This will allow the further definition and development of the Digital Customer Service Improvement programme.

Cabinet Member(s): Cllr. Lucy Shires	Ward(s) affected: All
Contact Officer, telephone number and email: Sean Kelly, 01263516276, Sean.Kelly@North-norfolk.gov.uk	

1. Introduction

- 1.1 As a key element of the Council's Corporate Plan the requirement for an update to the previous Customer Services Strategy was identified.
- 1.2 This has been developed by a number of key stakeholders and has been the subject of consultation with various Member and management groups.

2. Main body of report

- 2.1 Building on the previous Customer services Strategy a new strategy has been produced that will form the basis of the Digital Customer Services Improvement programme which is a key part of the Council's corporate plan
- 2.2 Extensive web based research and engagement with a number of stakeholders has been undertaken to inform the content of the Strategy
- 2.3 Because of the importance of the strategy meeting the needs of all Customers and Users of Council provided services expert external advice to compile the Equality Impact Assessment(EqIA) which forms a key part of the Strategy.

3. Corporate Plan Objectives

3.1 This strategy underpins and supports the Digital Customer Service Improvement Programme which is one of the key themes of the Council's Corporate plan

3.2 It also influences many of the other programmes and plans contained within the Corporate Plan.

4. Medium Term Financial Strategy

4.1 This strategy does not directly impact the Medium Term Financial Strategy

5. Financial and Resource Implications

5.1 There are no significant direct financial or resource implications arising from the strategy. However, there may be requirements to deliver the Digital Customer Service improvement programme as the improvement projects within this are defined.

5.2 Where there are such resource implications these will be captured within the business case for each initiative and submitted for approval through the normal project and budget approvals process.

6. Legal Implications

6.1 The Equality Impact Assessment has been identified as being of extreme important to this strategy. Consequently, external expertise in this area has been utilised to ensure compliance with applicable legislation.

7. Risks

7.1 Without a defined strategy the development of a coherent and sustainable Digital Customer Service Improvement programme will be more difficult.

7.2 This in turn increases the risk of not achieving the highest standard and most efficient customer service provision.

8. Sustainability

8.1 There are no significant sustainability issues arising from this strategy

9. Climate / Carbon impact

9.1 The strategy highlights the priority of extending the availability and accessibility of the Council's online service offerings as an addition to existing service access methods not instead of them.

- 9.2 Increasing uptake of digital services by making them accessible and easy to use will contribute to a reduction in the overall carbon footprint of the delivery of the Council's services.

10. Equality and Diversity

- 10.1 Recognising the importance of making access to the Council's services as inclusive and wide ranging as possible, third party expertise has been engaged and their contribution is included as an appendix to the strategy

11. Section 17 Crime and Disorder considerations

- 11.1 There are no significant section 17 Crime and Disorder considerations arising from the strategy.

12. Conclusion and Recommendations

- 12.1 The Proposed strategy delivers a sound basis for developing and improving Customer Service across all of the Council's services.
- 12.2 It is consistent with and supportive of the objectives and outcomes defined in the Corporate Plan
- 12.3 Cabinet are requested to approve the adoption of the Strategy by the Council

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**NORTH
NORFOLK
DISTRICT
COUNCIL**

Customer Service Strategy

Publication date

Version X

Foreword

XX

Signed [if required]

Name

Officer role

North Norfolk District Council

Cllr Name

Member role

North Norfolk District Council

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Executive Summary

The North Norfolk district covers an area of 360 square miles and has a population of over 100,000 people living in 121 distinct communities and settlements. While our main office is centrally located in Cromer and we have a small office in Fakenham. The public transport across the District is limited and many of our residents and customers find accessing the Council offices difficult. Our customers are also not a single group of people with singular interests in common – we provide a diverse range of services, both directly and through contractors and partner organisations, and our customers and service users are not only local residents, but also visitors and local businesses.

The Customer Service Strategy explains how we will continue transforming the services we provide to the residents, visitors and businesses of North Norfolk. It outlines our aspirations for the service quality and user experience we want for all of our customers.

This strategy provides a vision and direction to show how the Council can take advantage of new technology to deliver improved access to our services, communicate better and consistent, high quality service standards across all of our teams.

We will make the Council's services as easy to access as possible and will use a variety of channels to facilitate this – including self-service via the Council's website, and also for customers making personal visits to the Council's offices, or communicating with us by letter, telephone, webchat and online.

Where we provide services in the community – e.g. amenity areas, public car parks, public conveniences, leisure centres, refuse and recycling collections, we want our services to be recognised as being of good quality, inclusive and responsive to customer needs.

We want our customers to be at the heart of everything we do and we will strive to improve access to our services.

- At the heart of our customer charter will be our commitment to improving the quality of service delivery to our customers and responding to their needs.
- We will place customers at the heart of what we do and embed that focus in our service delivery.
- We will provide good quality, responsive services that people find simple and easy to access.

- We will establish strong mechanisms to encourage customer feedback and use that information to improve service delivery.
- We will work to understand our customer's needs and ensure that we have contact points which enable access to services by all.

This Customer Service Strategy will, once fully implemented, allow the council to provide a consistent 'one front door' customer experience across a variety of channels, meeting people's service expectations while delivering value for money.

This strategy details our vision for services to our customers, how the vision will be delivered through a range of investment and change, and how we will listen to our customers and improve.

Scope

This Strategy applies all aspects of customer service and customer contact throughout the Council.

1 Introduction

The Council is the only place to get local car park season tickets, hire beach huts, to organise essential financial support such as housing benefit, to register so that you can vote and ensure your waste is collected regularly. Our customers also come to the Council seeking help, advice and guidance often at the most critical and emotional points in their lives such as facing eviction or financial vulnerabilities.

It is the place where elected councillors organise local resources to make sure they work for the people who live, work and visit here through services such as planning, housing, environmental services, parking, economic growth, coastal management and many others.

We want contacting the Council to be easy, helpful and friendly. We have all experienced bad customer service: being on hold for what feels like hours waiting for the call to be answered; having to speak to several different people for a simple query or request; receiving letters that don't clearly tell you what you need to know or do; completing lengthy and unclear online forms only to find you have to call or visit with additional information; having to chase someone repeatedly to do something they said they would do; or simply dealing with someone who was clearly not genuinely interested in your circumstances. These are not the experiences we want for our customers.

Customer service across the council must recognise in its design, and in its delivery, that it is about helping people and that it is our duty to do this in the best way possible and accepting that one size does not fit all. It is everyone's personal

responsibility, irrespective of their role, to deal with customer issues politely promptly and effectively.

2 The Customer Vision

Through this strategy our aim is to make sure each customers experience of contacting the Council is a positive one.

We want our customers to:

- Easily access whatever service they need from the Council.
- Feel reassured and confident that their needs have been understood, that action will be taken promptly and that their time has been well spent.
- Find it easy to submit an online form or application.

The council believes when our customers contact us they want to:

- Feel they are treated as an individual, for their opinion to be heard and their input and response appreciated
- Receive respect and kindness in all interaction with the Council
- Feel their contact with the Council is a positive and compassionate experience
- Receive information that is clear and understandable and free from specialist acronyms and jargon. However well intended, this may lead to customers feeling they are being talked down to.
- Their wider needs and circumstances to be understood and to be taken into consideration
- Trust that action will be taken in a timely manner
- Have access to services by all appropriate means in accordance with the Council's published service hours
- Be able to contact the Council outside of the published service for help in an emergency
- Be kept informed of the progress and outcome of their requests
- Trust that information published or provided by the Council is correct, relevant, easily found, and accessible
- Feel social media is responsive, open and a two-way communication channel
- Have their issue resolved at the first point of contact – being directed to another officer or service only where the issue is complex and the customer can be better helped by the alternative

- Receive contact details of other appropriate agencies where the Council can't provide what's needed

The Customer Service Strategy explains how we will continue transforming the services we provide to the people of North Norfolk. It outlines our aspirations for the quality and experience we want for our customers.

This strategy provides a vision and direction to show how the Council can take advantage of new technology to communicate better and deliver improved services to our customers, alongside consistent, high quality service standards across all our teams.

In achieving this, there is no compromise in our commitment to understanding our customers and their needs. We aim to increase our customers' control over their experience with us whilst utilising digital channels as a way of delivering services in the most efficient way.

We will ask those customers who are able to self-serve through online services to do so which will assist staff to provide support and help to those who are less confident in doing this, or do not have access to technology.

The digital by design principles embedded in the strategy will move more of the simple transactional processes to our website and into our Customer Services Team.

The ability to do straightforward tasks online such as renew a parking permit, claim benefits or grants, notify us of change of circumstance, book an appointment or make an application for a licence are basic expectations and the most convenient way for most people to get what they need. We all do this in other aspects of our lives, and people expect the same from the Council.

Making access to our on-line services the way customers choose to interact with us whenever possible will ensure that customers who cannot access services in this way or who have multiple or complex needs can be supported more effectively.

People also contact the council about extremely personal and sometimes sensitive arrangements that are much more than transactional. At such times, when customers really need a conversation with the Council, this exchange should not add to the challenges they are facing but provide relief from them. It is essential that they can speak to someone who understands their circumstances and can organise the right support quickly, but also with genuine care and consideration.

We will dedicate time and resources into these conversations, by improving our systems and delivering training to our staff to make sure everyone gets the service they need and can rightly expect.

We will ensure that wherever feasible services can be accessed online. The Covid-19 pandemic has demonstrated that the ability to access and use technology will play a central role in how well we can assist our customers to live safely and well during this crisis and beyond.

To deliver these improvements and to ensure customers can experience seamless consistent services, we will move even more of our customer interactions to our customer service team. This will also free up time for staff in the back-office to focus on tasks that often require a different set of skills.

Wherever possible we will design our systems and business processes to ensure that customers' needs can be resolved during their first contact with the Council. If we are unable to resolve the enquiry at the first point of contact, staff handling the contact will be responsible to ensure the customer case is transferred seamlessly to a council team who can provide the assistance they need. If their needs are better met by another agency the Council will ensure that they are provided with full information and is clear as to how they can resolve their enquiry from an alternative source of support.

We will continue to encourage our customers to share their feedback about their experiences with us and we will actively use their feedback to make real improvements to our services. We want our services to be valued by those who use them. Customers will be at the heart of what we do.

2.1 We want improved processes, buildings and staff that are focused on meeting our customers' expectations on every occasion we are able to. Key to this is the continued development of three key concepts:

- One Front Door
- Customer Experience
- Digital by Design

2.1.1 **One Front Door**

Encompasses all channels that customers choose to access our services. It includes face-to-face, telephone, email/letter, and automated phone, mobile, online, social media and other digital routes.

We will deliver online customer registration, so that we will be able to proactively communicate with customers about any service the Council delivers. This will enable customers to receive tailored information that is relevant and important to them.

We will welcome feedback from our customers and continue to improve how our customers can access and manage what they want online and will expand live chat so we can text talk to people as they are looking at our services online.

We will continue to simplify access to our services such as introducing a Customer App for reporting issues and accessing services.

2.2 Customer Experience

This is the experience a customer has with us when accessing a service. It includes how many contacts they have with us, be it online, over the phone or face-to-face with staff, across all parts of the organisation, and what their experience was along the way. It includes the technology used, the systems, processes and procedures adopted by the Council and the quality of staff that are involved throughout the process.

Our customers are increasingly meeting their non-council needs online, such as banking, utilities, benefits and shopping. Their expectations of customer service are now shaped by their day-to-day experiences to expect simple, intuitive, fast and efficient solutions when accessing council services. The Council recognises the need to meet our customers' expectations by providing easy to use, digitally accessible services at a time and place that is convenient to them using PC, smartphone, or tablet.

The ongoing development of our self-service channels will enable our customers to have greater control of the services they use. This will allow us to focus our most expensive telephone and face-to-face support on those who need it most.

We will ensure that the customer experience is central to our decision making when we look at how our services are designed in the future. This will be led by every senior manager driving the delivery of this strategy as a core function in every service area.

The Assistant Direct for Organisational Resources will work with service areas on the planning, customer journey mapping, transforming and embedding of new and improved processes.

Design and development of customer focussed processes will include efficient service hand off points for when a customer needs to be assisted by more than one service. It will also ensure effective customer feedback and performance monitoring

data are built into the systems used to interact with customers and the data that is generated will be made available to service managers to allow them to manage their service provision in accordance with the agreed Customer Charter standards.

Managers will be responsible for ensuring appropriate learning and training for all their staff which includes understanding and developing core customer service skills. This will help them to recognise customer service is a key skill to all roles in the Council and excellent customer service is a requirement of all job roles in the Council.

Communications will be essential to implementing the changes required by this strategy so that the benefits to our residents, visitors and businesses we aspire to are successfully implemented.

Alongside the changes in process and technology we will deliver an ongoing communications campaign designed to promote the uptake in digital service delivery and to generate effective engagement with customers to help shape the ongoing digital service improvements.

2.3 Digital by Design:

The assist with the delivery of the One Front Door and Customer Experience improvements, a set of principles designed by central government to help change to focus on the needs of the customer will be applied throughout the programme.

The 10 principles are;

1. Start with user needs

Service design starts with identifying user needs.

2. Do what's needed

If there is a way of doing something that works, it should be reused and shared instead of reinventing the wheel every time.

3. Design with data

Learn from real world behaviour, look at how existing services are used, to inform decision-making, not hunches or guesswork.

4. Do the hard work to make it simple

It's usually more and harder work to make things simple, but it's the right thing to do. Don't take "It's always been that way" for an answer.

5. Iterate. Then iterate again

The best way to build good services is to start small and iterate wildly.

6. This is for everyone

Everything we build should be as inclusive, legible and readable as possible. We're building for needs, not audiences.

7. Understand context

We're not designing for a screen, we're designing for people.

8. Build digital services, not websites

A service is something that helps people to do something. Our job is to uncover user needs, and build the service that meets those needs. The digital world has to connect to the real world, so we have to think about all aspects of a service, and make sure they add up to something that meets user needs.

9. Be consistent, not uniform

We should use the same language and the same design patterns wherever possible. This helps people get familiar with our services, but when this isn't possible we should make sure our approach is consistent.

10. Make things open: it makes things better

We should share what we're doing whenever we can. The more eyes there are on a service the better it gets.

Through the application of the Digital by Design principles the Council will be able to create the tools to support staff to successfully develop the change in outcomes the Council is aspiring to achieve. New digital technologies and business processes will not only enable the majority of council services to be accessed online, but in a way that provides better outcomes for customers and the Council.

2.4 Summary

We are committed to providing services that are:

Easily accessible

Simple to use

Streamlined
Convenient
Consistent
Cost effective
Reliable

Our aim is to provide customer focus by committing to the principle of the One Front Door for customer access, supported by services designed on delivering the best possible Customer Experience through the application of Digital by Design.

The future of retaining customer focus will be an iterative process of simplifying the way customers access our services, understanding their journey with us, giving them control over the services they use, and listening and responding to their feedback when implementing change.

Services which can be delivered digitally must be, allowing valuable resources to be focused on those services which cannot be delivered digitally and made accessible to our most vulnerable customers.

Both the One Front Door and understanding the Customer Experience will be critical to getting this right.

We recognise that some customers do not have the skills, knowledge or confidence to use online services or access to equipment and the internet to make this possible. We will need to plan how they are supported to build their skills and confidence and will seek to influence better digital connectivity across the district. At the same time we recognise that we will need to provide direct help for other customers via the telephone or face-to-face.

We are confident the work we have started and our plan for the future will enable us to improve customer access and experience to our services, whilst at the same time reducing our costs.

3 Delivering the Vision

We will deliver our customer vision and improve our customers' experience by:

- Ensuring consistency in customer experience through our One Front Door, moving more tasks to our customer services team, so that, wherever possible, their enquiry is resolved at the first point of contact
- Using customer insight data so we understand better what customers want and need
- Ensuring the customer has easy access 24 hours a day 7 days a week (24/7) to services, advice and information at times and in places that are right for them
- Listening and responding to customer feedback on all of our services

- Enabling customers to access services flexibly through digital channels, freeing up resources to directly support those customers who need it most
- Offering support to help people to access online services and working with our partners to improve local access to services

4 Consistency

A 'One Front Door' approach is where we ensure customers receive consistent advice, information and access to services irrespective of which channel they choose to use to contact us. We recognise that currently customers do not always receive consistent service when contacting different services, often resulting in confusion for our customers and a poor customer experience.

We will make it easier for customers to contact us, ensuring they get to the right service the first time. Through the principles of "Digital by Design", customers can have 24/7 access to most of our services where and when it is convenient to them. We will continue to provide access to services via the telephone or face-to-face for customers unable or unwilling to self-serve online and we will provide a consistent standard of service across all contact channels.

Our One Front Door approach streamlines service access, enabling customers to resolve a number of service requests in one place and we will increase this over time. Our staff will need the right skills and competencies to support our vision, so we will develop them to ensure they are equipped to support digital services.

Ensuring the consistency of customer experience through One Front Door requires us to have accurate, up-to-date and relevant advice and information held across all services and accessible to the front line Customer Services team. This will be achieved through an improved Customer Relationship Management system.

This will provide the staff with the knowledge, skills and tools accessible to help all customers through the One Front Door and give a consistent seamless positive experience, enabling them to access 24/7 the right services, through a single point of contact.

Only in the most complicated of cases, where detailed assessments are required to enable the service to be delivered or where it is in the best interest of the customer, will they be passed to a back office colleague.

5 Getting it right

We will improve the way we collect, collate and use information on customer contacts and satisfaction to understand our customers and their behaviours better, to help inform the changes we will be making to our services.

Through the delivery of all our services we collect data about our customers, from where they live, what services they use, and how they use them through to which services people use the most or the least.

We will use the information to shape the future delivery of our services, which services we deliver and how they are accessed through our One Front Door.

The information will help us design services and how they are accessed to give priority to the people who use our services over convenient organisational practice. We will develop our systems and processes so that customers do not need to speak to several different teams or officers to have straightforward queries or service requests resolved. We want to improve customers access to services and make it easy for them to track progress on existing requests and get information without having to repeatedly contact us unnecessarily.

6 Customer choice

We will continuously analyse how customers can access our information and services, aiming to develop increased accessibility and functionality for the customer.

Through the development of customer self-service we will ensure we have intuitive systems that are clear, simple and consistent, so the customer is confident of the outcome of their service request.

Research has identified that customers are looking for the following outcomes:

Accessibility / Intuitive – It's easy to access services, complete transactions and find information

Availability – I can deal with the council 24/7 in the way that suits me best

Responsive / Proactive – Services are responsive and I am kept up to date with progress

Personalisation / Needs based – Information is personalised and meets my needs

Right first time / Accountable – I only have to make a request or tell my story once and the job is done

Clear and simple – Explanations are clear and I know what to expect

We will introduce digital services to monitor all contacts on a consistent basis across all contact channels. This will help to enable customers to choose the contact channel that best suits them without disadvantage.

The customer will be encouraged to interact digitally with the Council so that we can then send them information or advice that relates to their ongoing service needs in the future. This means we can be proactive in dealing with the subjects our customers are interested in, ensuring they get timely and relevant information.

7 Improving what we do (Customer and Internal Feedback)

Customer feedback helps us know what customers think we are doing well, identify customers who aren't happy with our services, stop recurring problems and helping us increase our overall customer satisfaction.

We will make it easy for customers to give us feedback on our services and we will listen to what customers say. We will use customer surveys across all contact channels and will make these simple, focused and quick, the results will be used to make improvements.

We will improve the way in which we deal with customer complaints, recognising that failure demand is a real drain on our resources and that complaints often provide us with a chance to improve.

8 Offering flexibility (Digital Channels)

We will use digital channels to enable customers to have 24/7 access to most services at times and places that work for them. More staff time can be given to those who need it most who are unable to access digital services or self-serve online.

When redesigning services, the principles of "Digital by Design" will be applied, so that customer service transactions are consistently delivered whether through self-service or assisted service.

We will seek to ensure that all services delivered online are computer, tablet and smartphone friendly allowing access from all digital devices and providing a consistent customer experience.

To make this as effective as possible for customers, we will make sure that online customer transactions automatically integrate with the back office systems, creating a smooth and seamless service to our customers.

9 Digital by Design - Journey

9.1 Current situation

The council has incrementally increased digital services for customers to self-serve and the restrictions imposed in response to the Covid-19 pandemic has increased this pace, driven by the need to ensure the safety of customers and staff.

We recognise our website is information based and is not a place where customers can consistently transact easily. We want our website to be designed to give priority to the people who use our services over convenient organisational practice or professional bias.

9.2 Overall Desired solution

This is very much a refocusing of a journey that has already begun as we overhaul our services to enable digital end-to-end transactions by our customers, while at the same time recognising the principles of not excluding any customer who may not be able to easily access online services because of poor signal or broadband speed or is unable or does not wish to.

We want to encourage as many customers who are able to use our online services whenever they wish 24/7. In order to achieve this, we will consider how our processes can be streamlined, automated and offered online. The principles of Digital by Design will be utilised which will be an iterative process delivering customer service improvements that reflect the changing expectations of our customers.

The principles of “Digital by Design” require each of our processes to be reviewed in detail and where necessary remodelled to support digital interactions in the future. This work will be programmed focusing on the areas that bring the highest volume of queries to our Customer Services Team such as council tax, benefits, licensing, housing options, waste and electoral services.

Once a service has been remodelled the customer will remain able to contact us by phone or face-to-face. However, the onward journey for their transaction will utilise the new improved processes.

9.3 Technology:

Customers increasingly expect access to services through a wide range of options. We will consider the appropriate application of modern technologies to support their interactions, whether that be through artificial intelligence, intelligent websites, social media, online accounts, webchat, chatbots and apps.

The Customer Service Strategy will need to dovetail with our ICT Strategy so that the tools required can be implemented using the best technologies to simplify our processes to better serve our customers. This will include;

- Implementing and extending new digital engagement /CRM platforms as technology evolves.
- Implement as far as practically possible a single 'My Account' functionality, which allows customers to manage their digital engagement in a single secure way.
- Develop a Customer Mobile App, and integrate it with the CRM to ensure seamless issue handling and resolution.
- Evaluate emerging technologies to identify those that will add value to the Customer Experience.
- Implement service and appointment booking solutions, to allow Customers as much choice as possible when accessing Council Services.
- Implement customer satisfaction surveys across all digital platforms.
- Commission a new customer focused council website supported by clear operational responsibilities throughout the council.

10 Digital Inclusion - Supporting online services for those who need it

The increased use of our online services during the covid-19 pandemic has demonstrated the ability and appetite of customers to access help and support online including those who are isolated and/or vulnerable. Customers are learning the skills and increasing in confidence as they daily use online services to order groceries, prescriptions, book medical appointments, holidays, claim benefits and grants, set up utility accounts, pay bills and manage their bank accounts. Online digital delivery is becoming the way most organisations prefer to deliver their services.

As we develop our digital services those who use them will have greater choice, control and access to our services and the information they would like to receive.

We recognise that not everyone has the skills, access to the online services or equipment to take advantage of this or the knowledge of what the online services can offer. We also understand that some people simply do not wish to access services in this way.

For those customers who are unable or unwilling to make use of self-service digital access our staff will be trained to support them by offering Assisted Digital access our services.

We understand that we need to work with our customers and other agencies so we can increase the confidence of those who are digitally excluded and increase their ability to use online services. Information on what can be done online and the benefits of doing this will be made as widely available as possible raising customers' awareness of what they can do online as and when they want to.

11 Customer Charter and Standards

We are committed to providing good quality customer-focused services to all our customers. The Customer Charter and Standards will provide a foundation for managing customer service, so that we deliver what we say we will to our customers.

North Norfolk District Council Customer Charter

All employees and members of the Council are responsible for putting our customers first, whether they are external or internal customers, and ensuring that their needs are satisfied.

We will:

- make our customers and staff aware of the responsibilities the Customer Charter places on them.
- produce guidelines for staff to ensure they have the support necessary to implement the Customer Charter commitments successfully.
- enable customers to serve themselves, if they choose to, making self-service an easy and efficient option.
- maintain a single point of contact, open at times that reflect customer need and at a cost that is suitable and acceptable to our customers.
- provide a consistent, co-ordinated and proactive service trained to identify if the customer needs extra help or advice, and will help resolve problems and take personal responsibility for them.
- treat our customers with respect, courtesy and friendliness, be receptive to customer feedback received through customer surveys, focus groups, feedback forms, consultations and complaints.
- deal with customers' enquiries at the first point of contact until the enquiry has been completed; if we need to pass an enquiry to back office staff we will confirm who will be dealing with your enquiry and how long it will take to be resolved.
- do what we say we will do.
- we will listen carefully to fully understand your circumstances and use Plain English when we speak or write to you.
- ensure all our staff are skilled and able to provide high-quality customer care.
- work with other council departments and organisations to achieve a joined-up and seamless approach to service provision.
- record and monitor the standards to ensure they are achieved and will then actively manage them, and improve if required.
- say sorry and put it right if we make a mistake.
- tell you what to do next if you're not satisfied with how you've been treated.

Customer service standards

The Council is committed to providing good-quality, customer-focused services to its customers.

We aim to:

- a. Deliver services in an inclusive and fair manner, without discrimination, prejudice or bias.
- b. Deliver the following standards whenever and however we are contacted.
- c. Request that partners and other agencies also deliver services to a similar standard.

We will:

- Respect your right to privacy and confidentiality.

If you telephone us:

- We will aim to answer 90% of calls within 20 seconds.
- Your call will be answered by a member of staff, who gives their name and will take responsibility to ensure that your call is dealt with efficiently.
- The staff member who answers your call will aim to answer your enquiry there and then. If we cannot answer your enquiry or transfer you to the right person straight away, we will take your details and ask someone to contact you.
- We will phone you back by the end of the next working day if you leave a message.
- When returning your call, the call will be clearly identifiable as coming from the Council and staff will clearly state their first name, their section and their reason for calling.
- When the offices are closed we will tell you about our emergency out-of-hours service and when the offices will next be open.
- If we have to pass on your call, we will explain your call before we pass it on

If you email or write to us:

- We aim to respond to letters and emails within 7 working days.
- If this is not possible we will acknowledge your correspondence telling you why and we will give you a response date.
- We will respond to you in plain language.
- We will respond in large print or Braille if requested.
- If you receive an 'out of office' notification to your email advising that the staff member is unavailable. The notification will include contact details for urgent enquiries and a date when the staff member will be available to reply.

If you contact us by Social Media:

- We aim to acknowledge your service request posts within four working hours within office hours.
- If you make a service request or enquiry via social media you will be given a link to enable self-service or your enquiry will be directed to the appropriate service team to respond
- Where appropriate to do so the council will respect privacy and will use private messaging to correspond and reply.

If you visit us:

- We will aim to deal with your initial enquiry within 10 minutes of your arrival, or let you know if you have to wait longer and give you the option of an appointment on an alternative day and time
- We will keep our reception areas clean and tidy and provide toys for children
- If you have made an appointment, we will ensure that you are seen on time or kept informed of the reason for any delay and confirm when you will be seen
- We will offer you a private interview room, if you ask for it (this may need to be booked in advance)
- We will provide public access terminals to allow you to access our services online

If we visit you:

- We will normally arrange a time with you in advance, and if not we will usually be happy to return at another time if our visit is not convenient. However, this may not always be possible if the visit is to deal with a regulatory service enforcement matter. If necessary, we will let you know as early as possible if we are delayed or have to cancel a visit
- We will tell you who we are, where we come from and why we are calling. We will show you our identity card and give you the opportunity to make a phone call to check our identity before you let us in

What we expect from you is:

- Openness and honesty, giving us as much information as possible to assist us in dealing with your enquiry, letting us know if you have any special needs.
- Full co-operation and for you to be respectful when dealing with the Council

- Abuse, threats or harassment, made towards elected members, staff or our agents on or off Council premises will not be tolerated. Such behaviours will be challenged and a range of actions may be taken including reporting to the Police

Your feedback

The Council welcomes feedback on its services whether in the form of comments, compliments or complaints. This enables us to learn, improve and adapt our services.

We want to know if you are happy or unhappy with any of our services and any suggestions you have for improvement. You can give us feedback via our website form, email, writing to us or calling us. Our Feedback Policy can be accessed via our website.

Strategy Statement

This strategy will take effect from September 2021.

It will be reviewed in April 2024 or earlier as required.

The master copy of this document, a record of review and decision making processes will be held by maintained by the Council and will be made available for public viewing. All documentation will be available for audit as necessary.

This policy will be available to all staff and Members on the corporate document register on the intranet.

Equality Impact Analysis

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Review Process

Customer outcomes across all contact channels will be regularly monitored and will be reviewed annually.

We will know we have been successful in placing the customer at the heart of our service delivery when the customer:

- They find it easy to access our services and information?
- They get the service resolved first time?
- Satisfaction with the service/information they received
- Satisfaction with the attitude, skills, knowledge and professionalism of our staff
- They are offered complementary services by us without them having to work it out or themselves

Appendices

APPENDIX 1: Corporate Customer Contact Standards

We will aim to:

- Resolve 90% of customers' enquiries at the first point of contact
- Answer 90% of telephone calls within 20 seconds.
- Resolve 80% of telephone calls at the first point of contact.
- Phone you back by the end of the next working day, if you leave a message.
- Reply to letters and emails within 7 working days
- See you within a maximum of ten minutes of your appointment time
- See you within 30 minutes of your arrival at our offices without an appointment.
- Acknowledge receipt of any complaint within 4 working hours.
- Investigate and respond to any complaints as quickly as possible but within 15 working days in any case.

Customer Satisfaction

We will aim to achieve a rating of satisfied or very satisfied from 95% our customers when we ask how they feel about our management of their enquiry across a range of service metrics including:

- The ease of access to our services and information?
- Did they get the service resolved first time?
- Satisfaction with the service/information they received
- Satisfaction with the attitude, skills, knowledge and professionalism of our staff
- The range of services available

We will also seek the opinion of our customers on;

- The digital channel they used to contact the council
- Their preferences for the service channels offered by the Council.

APPENDIX 2:

Objectives and Actions required

How	Action Required
Promote Online Self-Serve	Review current face to face services and identify where they are necessary or add real value
	Provide secure automated payment methods for telephone and online services
	Introduce auto renewal for periodic services such as car park permits and beach huts
	Consider restricting non statutory, non-essential services to online only
Improve and Expand Online Self-Serve	Identify high demand low complexity services for automation and give them priority
	Build and learn from process changes made during lockdown
	Promote online services
Improve Telephony services	Build and learn from process changes made during lockdown
	Offer outreach and welfare contact/support to vulnerable clients
	Offer SMS text reminders for renewals, bills, appointments
	Offer SMS text updates on customers identified service preferences

	Promote online self-serve through telephone assistance in setting up an account or service initially

Distribution and Amendment

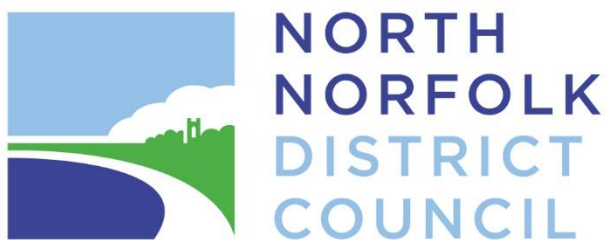
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Document Information and Version Control

Document Name	CUSTOMER SERVICE STRATEGY
Document Description	
Document Status	DRAFT FOR CONSULTATION
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Customer Service Strategy

Equality impact assessment - findings and recommendations

July 2021

This assessment helps you to consider the impact of strategy on people with protected characteristics. You can update this assessment at any time to inform service planning and commissioning.

Introduction

1. This equality impact assessment has been developed to inform North Norfolk District Council's Customer Service Strategy.

About the Customer Service Strategy

2. The Council's Customer Service Strategy is a key strategy document explaining how the authority will continue transforming services to residents, visitors and businesses of North Norfolk. The Strategy sets out a vision and direction to deliver improved services accessible for all.
3. The Strategy is available as a separate document, and the full details, which include the scope, customer vision and core principles, are not repeated here.

Who is impacted by the Customer Service Strategy?

4. All residents, visitors and businesses of North Norfolk are impacted by the Customer Service Strategy. This includes people with the following protected characteristics:

Characteristic	Customer Service Strategy impact
<p>Age</p> <p>Adults and children, specific age groups</p>	<p>North Norfolk has the highest number of older people in Norfolk – more than the regional and UK average. Age remains a factor in propensity and capability to access digital information and advice, and self-serve online.</p> <p>In recognition of this the Customer Service Strategy adopts a 'digital by design' and not 'digital by default' approach to customer service transformation and outlines North Norfolk District Council's plan to continue to operate a multi-channel access model.</p>
<p>Disability</p> <p>A disability is an impairment which has a substantial and long-term adverse effect on someone's ability to carry out day-to-day activities. For example:</p> <ul style="list-style-type: none"> • People with restricted mobility (e.g. wheelchair or cane users) • Blind and partially sighted people • People who are D/deaf or hearing impaired • People with learning disabilities • People who have mental health issues 	<p>A significant proportion of the North Norfolk population has a disability or long-term health condition – 20%+. Some disabled people – particularly people who are blind or partially sighted; D/deaf or hearing impaired; who have learning disabilities or who have limited mobility face significant barriers to physical and digital services.</p> <p>In recognition of this the Customer Service Strategy adopts a 'digital by design' and not 'digital by default' approach to customer service transformation and outlines North Norfolk District Council's plan to continue to operate a multi-channel access model.</p> <p>All venues will be accessible for disabled people and meet the requirements of the Equality Act 2010.</p>

Characteristic	Customer Service Strategy impact
<ul style="list-style-type: none"> • People who identify as neurodiverse (neurological differences such as dyspraxia, dyslexia, Attention Deficit Hyperactivity Disorder, the autistic spectrum and others). • People with long-term health conditions. 	
<p>Gender reassignment</p> <p>People who identify as transgender (defined as someone who is proposing to undergo, is undergoing or has undergone a process or part of a process to reassign their sex. It is not necessary for the person to be under medical supervision or undergoing surgery).</p> <p>You should also consider the needs of people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds. We do not envisage an impact on this protected group. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services.</p>
<p>Marriage/civil partnerships</p> <p>People who are married or in a civil partnership. They may be of the opposite or same sex.</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds. We do not envisage an impact on this protected group. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services.</p>
<p>Pregnancy & Maternity</p> <p>Maternity refers to the period after birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	<p>We will ensure that our venues are welcoming, family friendly, supportive of breast-feeding and our staff trained to be confident to engage positively with families and children. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services.</p>
<p>Race</p> <p>Race refers to a group of people defined by their race, colour, or nationality (including citizenship)</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds and people who may not speak or write confidently</p>

Characteristic	Customer Service Strategy impact
<p>ethnic or national origins.</p> <p>A racial group can be made up of two or more distinct racial groups, for example a person may identify as Black British, British Asian, British Sikh, British Jew, Romany Gypsy or Irish Traveller.</p>	<p>in English. We will ensure that published content and materials illustrate diversity in a positive way and promote participation across all ethnic groups, and access to services. This would include the use of translation services and provision of printed materials in other languages where this is required and appropriate.</p>
<p>Religion/belief Belief means any religious or philosophical belief or no belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds. We do not envisage an impact on this protected group. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services.</p>
<p>Sex</p> <p>This covers men and women. You should also consider the needs of people who identify as intersex (people who have variations in sex characteristics) and people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds. We do not envisage an impact on this protected group. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services, including people who identify as non-binary.</p>
<p>Sexual orientation People who identify as straight/heterosexual/lesbian, gay or bisexual.</p>	<p>We will ensure that our venues are welcoming, and our staff trained to be confident to engage positively with people from diverse backgrounds. We do not envisage an impact on this protected group. We will ensure published content and materials illustrate diversity in a positive way and promote participation across all groups and access to services.</p>

Potential impact - conclusion

The Customer Service Strategy should impact positively on people in North Norfolk with protected characteristics.

5. This is because the Strategy specifically aims to provide access to customer services for everyone in North Norfolk – and this includes people with protected characteristics, as set out above.
6. Some people with protected characteristics – particularly people who are blind or partially sighted; D/deaf or hearing impaired; who have learning disabilities or who

have limited mobility face significant barriers to physical and digital services. North Norfolk has a higher than average number of disabled and older residents, so it is particularly important that access for these groups is taken into account.

7. In addition, some other people also experience barriers to services, due to low literacy skills – including Gypsies, Roma and Travellers, and people whose first language is not English.
8. The Strategy is ambitious to work with disabled people and people from other groups, to find ways to overcome barriers and ensure that everyone in North Norfolk can easily access North Norfolk District Council information and services.

The Strategy sets out a specific aim of ‘digital by design’. Disabled people in particular – and people from other groups – face barriers to getting online and accessing digital information and virtual environments. A comprehensive analysis of this must be considered alongside the Customer Service Strategy and is set out in Annex 1.

Recommended actions

	Action	Lead	Date
1.	Continue to work with disabled and older people and residents from other groups, to find ways to overcome barriers to physical and digital access and ensure that everyone in North Norfolk can easily access North Norfolk District Council information and services.	Customer Services Manager and Health and Communities Manager	Ongoing – annual reporting
2.	Ensure that our digital technologies – such as our computer hardware, software, apps, business systems and business equipment such as smart phones - are accessible for disabled staff and service users: All new projects to comply with minimum accessibility standards. Any manager commissioning technology will be required to meet these standards.	Assistant Director (Organisational Resources) and Network Manager	Ongoing
3.	Ensure that our digital web content is accessible regardless of people’s ability, disability or literacy skills or whether English is their first language.	ICT Web Manager	Ongoing
4.	We will explore delivery of an internal media / communications campaign to ensure that managers and staff understand their responsibilities to provide accessible technology, digital and web content. This will reinforce key information, such as: a. When creating website content, managers are responsible for ensuring it meets accessibility	Requires cross-service team comprising the following to develop and roll out training programme on this - Comms Team, ICT Web Manager, HR Team and Health and Communities Manager	31 st March 2022

	Action	Lead	Date
	<p>requirements.</p> <p>b. Present content in the most accessible format (eg only creating downloadable documents if there is a good case not to use web page content)</p> <p>c. Ensure downloadable documents are in the most appropriate file format and are formatted to meet accessibility requirements, including Easy Read documents</p> <p>d. Ensure video content meets accessibility requirements (eg. by producing accurate closed captions, text transcripts etc. where required)</p> <p>e. Ensure that all new software/apps introduced by the Council are accompanied by instructions to managers about how to ensure accessibility.</p>		
5.	Guidance to be developed for managers about how to ensure accessibility and inclusion when interacting digitally with customers and colleagues (eg how to facilitate an accessible Teams meeting, with blind and D/deaf participants).	Customer Services Manager and Health and Communities Manager	31 st March 2022

Annex 1

The common barriers that disabled people and people with other protected characteristics face when getting online and accessing digital information and virtual environments

Overview

1. This assessment sets out the barriers that disabled people and people with other 'protected characteristics' face when getting online and accessing digital information and virtual environments.
2. The assessment has been developed to inform ongoing implementation of North Norfolk District Council's Customer Service Strategy.

Background

3. North Norfolk District Council is making greater use of digital technology and virtual environments to deliver services and engage with residents, service users and staff in the most accessible, safest and cost-effective ways possible.
4. This means that digital inclusion is an increasingly important factor in the ability of people to live and work independently in North Norfolk.
5. In the long term, the use of technology, particularly virtual working, offers the potential to enhance equality and inclusion for people with protected characteristics – for a range of reasons, set out in this document.
6. Inevitably however, some people, particularly disabled people, people with low literacy skills and people with limited resources, face barriers to getting online.
7. This assessment summarises the key barriers that people with protected characteristics commonly face to digital accessibility. It recommends actions for addressing these barriers.

Legislation for accessible digital information

8. Three pieces of legislation set the context for the provision of accessible digital information:

(a) The Public Sector Equality Duty

9. Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions¹, and to ensure that services and information are

accessible.

10. They are also required to make reasonable adjustments to information for disabled people, for example, providing [information in an alternative format](#) or [an accessible format](#), like large print or an audio recording.

(b) The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018

11. Public bodies like North Norfolk District Council must comply with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018²:
 - New public sector intranets and extranets must meet level AA of the [Web Content Accessibility Guidelines \(WCAG 2.1\)](#) as a minimum³.
 - Older intranets and extranets (published before 23 September 2019) must be made accessible when they are updated.
 - Mobile applications must be accessible by 23 June 2021⁴.
 - Public bodies must systematically and routinely test web, digital and virtual interfaces with commonly used [assistive technologies](#). This is to ensure that everyone can use the software they rely on to access the Council, such as screen readers, screen magnifiers and speech recognition software.
 - Websites and applications owned by public sector bodies must have an [accessibility statement](#) that explains how accessible the service (including mobile apps) is. Note that there may be a number of websites owned, commissioned or managed by North Norfolk District Council, not all of which may be compliant with the regulations.
 - Disabled and older people must be engaged in [user research](#).
12. Further details about the regulations are set out in the [latest guidance](#).
13. Some organisations which are not exempt from the regulations may not need to fully meet the regulations. This is the case if the impact of fully meeting the requirements is too much for an organisation to reasonably cope with. The accessibility regulations call this a 'disproportionate burden'⁵. Interpreting what constitutes a 'disproportionate burden' is complex, and many factors must be taken into account.

(c) The Accessible Information Standard

14. The [Accessible Information Standard](#) is a legal requirement for organisations that provide publicly-funded adult social care. North Norfolk District Council may on occasions be commissioned to provide social care related services on behalf of other organisations. The Standard sets out a specific, consistent approach to identifying, recording, flagging, sharing and meeting the information and communication support needs of patients, service users, carers and parents with a disability, impairment or sensory loss.

What is 'digital exclusion'?

15. The definition of digital exclusion is 'people who are unable to get online or who lack basic digital literacy skills to make the best use of the opportunities of being online'.
16. Digital exclusion is often described in these terms:

- **Digital literacy and skills** – being able to use computers, the internet and mobile technology such as smart phones.
- **Accessibility** – Ranging from broadband connectivity and assistive technology for disabled people to the design and provision of physical infrastructure, services and information to meet all users' needs.
- **Affordability** - affordable access to the internet and digital devices is still an issue for many people.
- **Culture and attitudes** – some people may believe 'it's not for me' or have fears or anxieties about appearing incompetent. Or, they may have found that although they can access landing pages, they cannot get much further. Some people may have had negative experiences through hate-related bullying or harassment on social media.

Who is at risk of digital exclusion?

17. People with protected characteristics are at particular risk of digital exclusion.
18. Prior to the COVID-19 pandemic, the cohort most affected by digital exclusion was people over 65 on low incomes, disabled people and people with low literacy skills. In addition, Gypsy, Roma and Traveller (GRT) young people have historically faced considerable digital exclusion, which is likely one of many factors in GRT young people's reduced outcomes in education.
19. Of this cohort, the most digitally excluded tend to be D/deaf people, people with learning disabilities and people with dual sensory loss – despite the protections of the Equality Act 2010 and the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018.
20. This is because all public bodies must meet WCAG 2.1 AA compliance under the Regulations. However, it is recognised that some elements of this such as video content, alternative information formats and some colour and contrast criteria falls under WCAG 2.1 AAA compliance. This has the potential to put some groups of disabled people at a significant disadvantage compared to others when accessing digital information. For instance, many people within the Deaf community rely on BSL video; many people with learning disabilities rely on alternative formats such as Easy Read; and many people with dyslexia rely on colour and text options to enable reading to be easier.

Emerging issues, triggered by the COVID-19 pandemic

21. The pandemic required employers, service providers, service users and staff in North Norfolk to rapidly adopt new technologies and virtual working arrangements. Through this, emerged a 'digital divide' – the gap between people who were able to benefit from the internet and those who were not.
22. For example, some people were able to readily adjust to life online – because they had sufficient space, equipment, resources, quiet, literacy skills and the personal resilience to work and socialise digitally (and if necessary support children to engage in remote learning). Others, who did not have these physical and psychological resources, faced many barriers.

23. People who already experienced digital exclusion faced even greater barriers - particularly D/deaf and blind people, people with learning disabilities, Gypsies, Roma and Travellers and people new to North Norfolk from abroad who have limited resources and low literacy skills.

Inaccessible digital technologies – computer hardware, software, apps, business systems and equipment

24. Another significant issue is that ongoing innovation to support digital working has led to a huge increase in the number of hardware, software and apps being launched across the public sector. However, the vast majority of these are not fully accessible. Sometimes it is not always possible for North Norfolk District Council to test apps prior to launch as they may be additional features which are added to system updates and there is limited notice or no opportunity to turn them on/off.
25. One example of this is the Whiteboard app - remembering that this is just one example of 'small apps' and features introduced in a given time:
- The app cannot be designed to work with screen readers and is unlikely to be accessible for people who are blind or partially sighted
 - The screen is mouse driven, so people who navigate via keyboard/voice cannot use it
 - There is no spell check within the 'post-it' note function - so someone who has systems in place to manage dyslexia or a learning difference is placed at a disadvantage
 - Use of an interpreter for Deaf people would be problematic as trying to identify what to interpret would be challenging.
26. As with most technology, there are solutions to these issues, but this requires an agreed approach to resolve – for example, routinely testing all apps before implementation, and instructing presenters, team managers, colleagues etc. to be aware of how to make this kind of activity accessible.
27. Another issue is that there may be a significant number of IT developments that go straight to third party procurement. Often no accessibility requirements are worked into these proposals.
28. Looking forward, online virtual interactions, transactions and meetings may be the 'norm'. This raises a number of issues that need to be resolved, e.g. how an individual's accessibility software such as screen readers and dictation software will work in this environment.

Inaccessible web content and digital information

29. North Norfolk District Council is embedding a process for monitoring of the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 and requirements to ensure the Council's digital offer adequately supports the needs of disabled people.
30. Work has been undertaken by North Norfolk District Council to meet the regulations WCAG 2.1 AA level – to include examining how alternative format information such as video, easy read and BSL can be better used as part of online offer and

engagement with disability groups. There is a commitment to continue to develop and respond to the requirements.

31. Work is planned by the Council to continue to explore opportunities to enhance the accessibility of the online customer journey and content of websites, moving towards AAA standards wherever possible. However, there is work to be done in understanding what this will look like and how to incorporate alternative mechanisms such as video.
32. A particular priority to achieving online web accessibility and digital content is ensuring that managers and staff understand their responsibilities to upload accessible digital and web content to the internet. For example, many managers do not understand why their digital assets need to be accessible and it is not always understood that it is each manager's responsibility.
33. To address this, more work is required to ensure that North Norfolk District Council has the right policies and training in place to support staff.

Current barriers to web accessibility in the UK and North Norfolk

34. Many online public services, web content and apps are still not accessible to all users.
35. In 2018, independent testing by Socitm found that 40% of UK local authority websites were not accessible to disabled people.
36. Since this period, Socitm has changed the format of testing and now partner with Silktide. Currently, Silktide gives North Norfolk District Council a rating of around 95.8%.

Opportunities ahead

37. In the longer term, digital technology offers the potential to enhance accessibility and inclusion for people with protected characteristics – including older and disabled people, parents and carers. This is for several key reasons:
 - In some (but not all) respects, the virtual working environment is more egalitarian than the physical world and provides more opportunities for people to be judged on their merit, rather than their physical attributes or abilities.
 - Lockdown required employers to rapidly enhance digital working opportunities. This enabled creative solutions to be explored and successfully implemented. It has also changed the balance from employers playing catch-up to technology, to a situation where aspirations to provide an accessible virtual working environment are being held back by digital solutions not being available. This is now starting to level out.
 - For example, there was swift move to offering BSL interpreters virtually rather than in person for customers and staff. This is heavily reliant on technology to work in a certain way, and it has taken considerable time for the technology to be available.
 - The virtual environment minimises the need for travel and constant transfer from

venue to venue (travel and hot desking is often disproportionately difficult and costly for disabled people, and office environments can be disabling). Travel also takes time and logistics planning, and people who have child care or caring responsibilities often find that virtual working saves them valuable time, and better enables them to balance caring responsibilities (assuming that they have the relevant conditions in place at home to make remote working feasible).

- Depending on an individual's personal circumstances (remembering that some people may not have the resources to work effectively from home), virtual environments enable people to set up and control their working environments in the best way for them, in terms of neurodiversity, accessibility, temperature, noise levels, etc.
 - It enables greater flexibility to manage health conditions eg if someone has to take medication, empty a stoma bag or work in short bursts and then rest.
 - It enables women who are expressing or breastfeeding following a return from maternity leave to manage this more effectively.
 - It enables people to limit physical contact with others, if, for reasons of mental health, someone wishes to do so (for example, when experiencing an episode, which makes engaging with others in the physical world challenging).
38. It is important to note that these advantages do not benefit all people with all protected characteristics, but they are important considerations.

Conclusion

39. During the pandemic there has been a need to develop and improvise virtual and remote working. This has often been a case of trial and error, and North Norfolk District Council's ICT services, the web content team and service managers have worked 24/7 to identify solutions to barriers as and when they have occurred.
40. During this time there has been a great deal of knowledge and innovation developed, regarding how service users and staff can be supported to work and engage digitally. Inevitably, there continue to be a range of barriers to overcome and adjustments to make, and this may take some time, but the end result should achieve greater inclusion for all.
41. There will always be people who cannot access digital or virtual platforms, for the reasons set out in Annex 2, and provision will need to be made for these groups. Some services will need to offer an adaptable environment to ensure services can still be offered to people who cannot access digital services.

Evidence used to inform this assessment

- Demographic factors for North Norfolk set out in [Norfolk's Story 2021 published - Norfolk Insight](#)
- Business intelligence and management data, as quoted in this report
- Equality Act 2010 and Public Sector Equality Duty codes of practice

Further information

For further information about this equality impact assessment please contact:
Jane Wisson 01263 516096



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Jane Wisson 01263 516096(Text relay).

¹ This is called the 'Public Sector Equality Duty'. The purpose of an equality impact assessment is to consider the potential impact of a proposal on people with protected characteristics. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed. The Act states that public bodies must pay due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic¹ and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

The full Act is available [here](#).

It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

When you may be exempt from accessibility regulations

All UK service providers have a legal obligation to make reasonable adjustments under the Equality Act 2010 or the Disability Discrimination Act 1995 (in Northern Ireland).

The following organisations are exempt from the accessibility regulations:

- Non-government organisations like charities - unless they are mostly financed by public funding, provide services that are essential to the public or aimed at disabled people
- public sector broadcasters and their subsidiaries

The following organisations are partially exempt from the accessibility regulations:

- primary and secondary schools or nurseries - except for the content people need in order to use their services, for example a form that lets you outline school meal preferences

Partially exempt organisations would need to publish an accessibility statement on their website.

² If you created a new public sector website on or after 23 September 2018, you need to meet accessibility standards and should have published an accessibility statement by 23 September 2019. You need to review and update your statement regularly.

4 Existing websites

You need to meet accessibility standards and publish an accessibility statement. You need to review and update your statement regularly.

Intranets and extranets need to comply from when there are significant changes to them.

You may not have to meet the requirements for your whole website or app if doing so would be a disproportionate burden - for example, if it's very expensive to make even simple changes and those changes would bring very limited benefits to disabled people.

You do not need to fix the following types of content because they're exempt from the accessibility regulations:

- pre-recorded audio and video published before 23 September 2020
- live audio and video
- heritage collections like scanned manuscripts
- PDFs or other documents published before 23 September 2018 - unless users need them to use a service, for example a form that lets you request school meal preferences
- maps - but you'll need to provide essential information in an accessible format like an address
- third party content that's under someone else's control if you did not pay for it or develop it yourself - for example, social media 'like' buttons
- content on intranets or extranets published before 23 September 2019 (unless you make a major revision after that date)
- archived websites if they're not needed for services your organisation provides and they are not updated

You'll need to explain in your accessibility statement that you've not made things like this accessible because they are exempt.

Annex 2

Summary of key barriers to digital inclusion faced by people with protected characteristics

Protected characteristic	Disability and long-term health conditions
Barriers to digital literacy	Yes
Barriers to accessibility	Yes
Barriers to affordability	Yes
Cultural barriers	Yes
Reasons for barriers	<p data-bbox="696 505 1532 539">Some barriers affect many disabled people. These include:</p> <ul data-bbox="696 560 2063 1513" style="list-style-type: none"> <li data-bbox="696 560 2063 815">• Web sites and content that is not compatible with assistive technology: websites may not be coded to incorporate built-in accessibility, relying instead on users having expensive software. Or, a user's assistive technology may be incompatible with other assistive technologies, which makes it difficult or impossible for people using solutions like text-to-speech screen readers or magnification software to access web information and self-service. Even the most sophisticated screen reading software cannot help users make sense of what they are using when content is unstructured or unlabelled. <li data-bbox="696 836 2063 1054">• Cost of assistive technology: assistive technologies such as text-to-speech screen readers, dictation systems, voice activated software, screen readers or magnification software come at a cost. For example, JAWS is the industry standard assistive software for blind people, but costs £840+ and version updates can be over £200. It would also require hardware with an adequate processing speed, a larger monitor and a specialist keyboard to be used effectively. Routine upgrades are also costly. <li data-bbox="696 1075 2063 1513">• The complexity of web content: People who have learning disabilities or differences, are D/deaf, neurodiverse, have poor memory, concentration or low literacy or language skills find the relative complexity of web information and the need for strong literacy skills a challenge. Web pages are text heavy, and content may be written in a way that is hard to understand, navigate or use. Use of Easy Read and British Sign Language (BSL) videos can assist, but these tend to be used sporadically which is confusing for users because it means that while some pages may be accessible, other pages linked to them are not. Short clips giving an overview of a subject can often significantly improve access – but only if they are used on every page. Processes (such as form filling) can often take a long time to complete, with 'time out' shutdown or no save functions. This causes barriers for people who can only use the internet for short periods of time, who find it difficult to remember information or concentrate for periods of time.

	<ul style="list-style-type: none"> • Location/travel: the nature of a person's disability and the high cost and effort of accessible travel, coupled with the need for assistive technology and/or an adapted working space, means it may be unrealistic for some disabled people to access the internet at public locations. Some public locations may present other barriers, for example public computers in settings that are in busy, noisy, brightly lit public spaces may not be inclusive of people who are neurodiverse. • Some staff who rely on Access to Work may need different adjustments, such as access to live captioning instead of BSL interpreters. • There are additional barriers for specific user groups of disabled people. • A summary is provided in Annex 3 of the additional barriers that specific disabled user groups commonly experience when accessing web or digital information.
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Protected characteristic	Race
Barriers to digital literacy	Yes
Barriers to accessibility	No
Barriers to affordability	Yes
Cultural barriers	Yes
Reasons for barriers	<p>People newly arrived to North Norfolk from abroad</p> <ul style="list-style-type: none"> • Some people newly arrived from abroad may not have the resources (including accommodation or credit rating) necessary to access the internet. • They may not have the literacy skills necessary to navigate online information, even if they do have access to the internet. • People who are not fluent in English may be anxious about using online services because they are worried about making errors and do not want to submit wrong information. Google Translate offers a partial solution. • An example is someone who does not speak or write English confidently, who works in the gig economy and who is paid weekly. COVID triggered a swift move by employers to online working. Many employers began to issue payslips online, rather than in document form. This created a significant problem for people on low incomes, who needed to know week to week exactly what their income was, but who could not access payslips because they could not get online. <p>Gypsy, Roma & Traveller people</p>

	<ul style="list-style-type: none"> • Many Gypsy, Roma & Traveller (GRT) adults and children living on sites or encampments in North Norfolk experience barriers to digital inclusion: Some sites and many encampments may not have good access to the internet • The transient nature of some families means access to broadband and wifi especially in rural parts of North Norfolk may be limited. Internet access via 3G or 4G is costly and may depend on a person having a smartphone contract. • A large majority of GRT people have low literacy levels, so many people find navigating web information challenging. Culturally, they may be reluctant to ask for help. • Mobile homes and caravans are small, often with many family members living in a small concentrated area, so there is limited ability to focus in a quiet space • This is a significant issue for young GRT people, as school curriculums and processes are increasingly technologically-based. • GRT young people already experience some of the worst outcomes of any ethnic or social group in the country, including below average educational attendance and attainment, low literacy levels, and higher levels of special educational needs and disability. <p>People from Black and Asian backgrounds</p> <p>Evidence indicates that some Black or Asian people may be in lower income groups, so affordability may be an issue. National data shows that White and Bangladeshi residents are less likely to use the internet.</p>
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Protected characteristic	Gender reassignment
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	Yes
Reasons for barriers	<ul style="list-style-type: none"> • Some information systems do not enable people to state their preferred title (eg Ms, Mx, as opposed to Miss or Mr). • Technology presents opportunities to enable people to state their preferred gender pronouns without having to constantly correct people or 'come out' – eg in phone/contact directories, Teams/Zoom profiles, or email signatures.

	<ul style="list-style-type: none"> • State whether North Norfolk District Council supports staff to state their preferred pronouns on their email signature if they wish. It would be advantageous if there was a facility within Microsoft Teams and the contact directory for staff to state their pronouns.
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Protected characteristic	Marriage/civil partnerships
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	Yes
Reasons for barriers	In some relationships, domestic abuse such as coercive behaviours could mean that some people restrict their partner's use of the internet – eg a perpetrator of domestic abuse may not wish their partner to access support or to communicate with others.

Protected characteristic	Pregnancy and maternity
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	No
Reasons for barriers	None identified.

Protected characteristic	Religion and belief
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	Yes
Reasons for barriers	Cultural and social mores and values in some faith communities may mean that some people may discourage or restrict others from accessing the internet, if they consider that exposure could in some ways undermine the values of the faith – eg strong patriarchal values could mean that some men may limit the internet access of women or younger people.

Protected characteristic	Sex
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	Yes
Reasons for barriers	<p>See issues highlighted for 'gender reassignment. Also:</p> <ul style="list-style-type: none"> • Use of language – ensure that gender inclusive language is routinely practiced in digital web information– eg routinely state 'he/she/they' instead of just 'he/she'. Avoid restrictive gender terminology, eg 'ladies and gentleman'. • There is no significant difference in internet use between women and men under the age of 65. Gender difference is evident among older age groups. However, internet use among women aged 75 and over has almost trebled since 2011. • In some relationships, strong gender norms or domestic abuse such as coercive behaviours could mean that some people restrict their partner's use of the internet – eg a perpetrator of domestic abuse may not wish their partner to access support or to communicate with others.

Protected characteristic	Sexual orientation
Barriers to digital literacy	No
Barriers to accessibility	No
Barriers to affordability	No
Cultural barriers	Yes
Reasons for barriers	<ul style="list-style-type: none"> • Use of language – ensure that inclusive language is routinely practiced in digital web information– eg do not assume that all relationships are heterosexual or fit particular norms or stereotypes. • In data collection forms, enable people to state their sexual orientation and offer appropriate options.

Annex 3 – Barriers for specific user groups of disabled people

A summary is provided below about the barriers that specific disabled user groups commonly experience when accessing web or digital information:

User	What this may mean	Potential mitigations
People with mobility impairments or health conditions that restrict motor ability, cause pain, fatigue, poor concentration or memory	This can make it difficult to use a mouse, keyboard or touchscreen, sit at a computer, remember information, or have sufficient energy/comfort levels to work through lots of different windows/forms in succession.	Do not assume that people can get online or stay online. Keep information as simple and concise as possible. Where forms need to be completed, enable the user to save their progress and return to it at a later date.
Blind and partially sighted people	<p>Many blind and partially sighted people cannot access web information, because websites are incompatible with assistive technologies such as screen readers.</p> <p>These users may find that although a website's landing page is accessible with screen reader technology, subsequent pages are not – which is frustrating.</p> <p>PDF documents are not accessible unless you use Adobe Pro.</p>	<p>If you do not have Adobe Pro, you can increase the accessibility in some (but not all) versions of Adobe by doing the following: click Edit > Accessibility > Set up Assistant to add some accessibility options in the document. Note though that even if you do this, the PDF will still not be fully accessible for people using screen readers.</p> <p>Some basic tips to check that web information is accessible:</p> <ol style="list-style-type: none"> 1. Use clear, formatted headings, to help screen reader users navigate your document or webpage. 2. Do not use images of text to convey information as they cannot be read by screen readers. 3. Ensure text can be resized and background and text colours can be modified to suit the reading preferences of users. 4. Make sure links are written to describe the document or resource they send the user to. 5. Make sure information or explainer videos convey the same information in the audio voiceover as the images on screen. 6. Use image descriptions to share the information given in an image or photograph. 7. Ensure downloadable content (Word or PDF) is accessible.
D/deaf and hearing-impaired people	This can make it difficult to hear audio. Also, many D/deaf and hearing-impaired people have lower literacy levels, so may struggle to understand subtitles or navigate web content.	<p>Provide key information in a variety of formats, eg British Sign Language (BSL) video, email, SMS text, letter writing and provision of stamps.</p> <p>Ensure call centres have access to, and know how to use, telephone language and interpreting services.</p> <p>During the pandemic, interpreter services have been a combination of face-to-face and online interpreting. Although face-to-face interpreting will always be needed in some situations, being able to offer online interpreting has proven a positive step forward and should be considered part of any new service offer.</p>
People with learning disabilities	<p>This can make it difficult to understand or navigate web content.</p> <p>Some websites provide 'easy read' alternatives on some pages, but there is often no logic to this, in that only some pages have an easy read alternative and others do not. This is frustrating for people with learning disabilities and undermines independence.</p>	<p>Where possible, provide information in easy read format, or convey simple information in videos.</p> <p>Use plain English in all communications.</p>

	<p>One challenge that public agencies face in routinely providing easy read is that the fast-changing nature of web content means they do not consider it possible to consistently provide 'easy read' alternatives to all content.</p> <p>Similarly, despite the technology being available, BSL videos are not consistently used on websites. Short clips giving an overview of a subject can often significantly improve access – but only if they are used on every page. It is a source of frustration to disabled people that while some pages may be accessible, other pages linked to them are not.</p>	
<p>People who are neurodiverse (a term that describes people with neurological differences such as Autism, Dyslexia, Dyspraxia, Attention Deficit Disorders and Dyscalculia)</p>	<p>This can make it difficult to understand complex web content or use systems which present multiple choices and configurations.</p> <p>It can also make it difficult to concentrate, particularly in busy, noisy or harshly lit surroundings such as public spaces. It can make it difficult to use the internet in public spaces, due to anxiety about being around others or in unfamiliar surroundings</p> <p>People with dyslexia may struggle to read black text on white background. Very few websites offer colour tint options.</p> <p>People who have hyperactivity or attention disorders may find it difficult to concentrate or become easily distracted.</p>	<p>Make sure that information is concise, factual and clear about what is expected of people and how they can participate. Avoid nuance.</p> <p>Be consistent and avoid changing messages (or provide reasons for the change).</p> <p>Tips for making information dyslexia friendly:</p> <ol style="list-style-type: none"> 1. Use Adobe Pro PDF documents with the full accessibility settings turned on. 2. Where possible avoid using black writing on white background, even -off white or grey is better. 3. Consider using alternative ways of providing information either graphically or possibly video where appropriate.
<p>People with mental health issues, which may cause poor concentration, memory, understanding or anxiety</p>	<p>This can make it difficult to understand or navigate web content, due to difficulties processing complex information, feelings of being overwhelmed or frustrated, or panic about making errors.</p> <p>Swift changes to how services were delivered from physical to digital platforms was a trigger for mental health issues, including people who find change difficult due to a disability and who had to change suddenly.</p> <p>Many people may not have an environment or workspace that supports their physical and psychological needs at home, and so experience extra strain. Many people use a range of assistive technologies, and these may only be available on their work computers, not their devices at home.</p> <p>Even if an individual does have the right equipment at home, if their organisation introduces new apps or software to all staff, the resources, training or the programme itself may not be accessible, creating a barrier for disabled employees and service users.</p> <p>An emerging issue triggered by the shift to virtual working is that managers and staff have suddenly had to find ways of managing a huge increase in emails, messages and contact from multiple sources.</p>	<p>Keep information as simple and concise as possible. Where forms need to be completed, enable the user to save their progress and return to it at a later date.</p>

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Managing Performance Quarter 1 2021/2022

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 of progress towards achieving the objectives in the Corporate Plan, 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 first six months of 2021 subject to extended national COVID lockdowns and restrictions, 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. However, good progress has been made towards the refined list of objectives as agreed by Cabinet at its meeting of the 5th October 2021 during the period April – June 2021 as the Council and other bodies seek to rebuild and recover from the response phase of the pandemic.

Recommendations: **That Cabinet resolves to note this report and endorses 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.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Sarah Bütikofer	Ward(s) affected All
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Contact Officer, telephone number and email: Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232
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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 first quarter of the 2021/22 reporting year – i.e. the period covering April, May and June 2021.

2.2 Over the past eighteen months the District Council has positioned itself to respond to the COVID pandemic and despite our commitment to that response has since October 2020 made progress on a number of priority actions and this report seeks to summarise the key actions delivered and outcomes achieved.

2.3 Over the period since March 2020 the Council has had to commit significant resource and focus in responding to the challenges presented by the Covid-19 pandemic. Initially this saw the Council support local residents and communities through the first national lockdown. However, as time has moved on the Council has directed more of its focus to providing business support, supporting the tourism economy through managing car parks, public conveniences, tourist infrastructure etc in response to large numbers of staycation visitors and working with local health partners to promote and deliver the local vaccine programme, whilst at the same time continuing to deliver high standards of service to customers through agile working arrangements with most staff working from home.

2.4 Through the Council's actions with local partners North Norfolk has experienced some of the lowest rates of COVID infection per 100,000 population of any local authority area in the UK throughout the pandemic. During the period April – June 2021 the Council has continued to work with Countywide partners through the Health Protection and Health Engagement Board structures to co-ordinate local delivery of key Government messages regarding the lifting of restrictions to local businesses, residents and visitors; worked with local health partners to deliver the local vaccination programme; made significant COVID support payments to eligible businesses and continued to support the most vulnerable in our communities through the provision of supported housing and hardship payments.

3. Quarter 1 - 2021/22 - Managing Performance Report

3.1 The Quarter 1 2021/22 Managing Performance Report is attached as an Appendix to this Cabinet report. It covers the period 1st April – 30th June 2021 and is a summary report with more detailed information and context available through the In-Phase system.

3.2 The report takes the following format:-

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 and performance measure symbols
Delivery Plan Overview	Dashboard showing the RAG status (Red, Amber, Green) of all Delivery Plan actions
Key Priorities	Current actions for the eighteen priority objectives agreed by Cabinet in October 2020 upon which focus is being maintained 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
Key Performance Indicators	Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.
Performance Focus	This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.
All other performance measures	This section of the report shows performance for all other monthly, quarterly and annually operational performance measures. The performance levels shown are for the year-to-date figures for monthly, quarterly and annual measures.

4. Delivery against the key priority objectives for the period 1st April – 30th June 2021

Local Homes for Local Need:

- Completion of the development of the new Housing Strategy taken through Cabinet and Overview and Scrutiny processes in July
- Member visits undertaken to the Meadow Walk Housing with Extra Care scheme at Fakenham, developed and managed by Housing21 of 66 affordable flats with on-site care for older people wanting a secure future proof home
- Discussions held with Med Centres and Housing21 about the development of a similar Housing with Extra Care scheme at Stalham – planning application now submitted
- Secured £35,000 from the Government's Rough Sleeping Accommodation Programme to provide a single unit of temporary accommodation in Sheringham – planning application now submitted
- Grant and loan support through the Community Housing Fund programme provided to Homes for Wells to acquire and upgrade four dwellings in Wells
- The Council has increased its own stock of temporary accommodation units to provide better options for homeless households with the number of units purchased now being 12, with further properties under consideration.

Boosting Business Sustainability and Growth:

- Continued to support local businesses in responding to the impact of the COVID pandemic through the operation of support grants which now total in excess of £126 million.
- Undertaken significant consultation work in North Walsham in respect of the £3million North Walsham Heritage Action Zone programme
- Received the Stage 2 report on Growth Sites Delivery Strategy which will now be considered further as to potential promotional and investment opportunities available to the Council to support business and jobs growth

Customer Focus

- Re-opened the Council's offices to more face-to-face customer meetings in accordance with the Government roadmap for the lifting of COVID restrictions
- Planned expenditure of the £153,000 of funds provided by the Government under the Welcome Back programme through the recruitment of COVID Support Officers, development of proposals for additional summer car parking to manage anticipated large numbers of staycation and day visitors to the District over the peak summer weeks
- Held a virtual Town and Parish Council Forum meeting on 24th May 2021

Climate, Coast and the Environment:

- Established an Environmental Forum with first meetings held virtually in April 2021

- Developed and adopted a new Environmental Charter and developed the Council's website around the Environment and Climate Change to increase public awareness and engagement in this agenda as part of the Council's response to declaring a Climate Emergency.
- Promoted the investment made by the Council in EV charging points in place at 5 locations across the District to ensure good levels of awareness and take-up, intended to give increased confidence to local residents and visitors in the availability of this infrastructure across our rural district.
- Delivered a programme of carbon literacy training to increase awareness of the impact of the Council's activities and operations on the environment which will inform future policy development and investment by the Council alongside commissioning a report from Net-Zero East to assist in the development of a carbon reduction strategy for the Council.
- Continued to monitor the performance of the Bacton / Walcott Sandscaping Scheme and developed proposals to mitigate the impact of windblown sand from this coastal management scheme.
- Successful Expression of Interest made through Coastal Partnership East to the Innovative Resilience Fund Programme.
- Community fridges launched in Sheringham and Stalham

Quality of Life:

- Six Blue Flag beaches and three Green Flag public open spaces retained
- Continued good progress has been made with the development of the new £12m Sheringham Leisure Centre, The Reef. Expected completion September 2021.
- Contract awarded for the provision of new public toilets including Changing Places facilities at Queens Road, Fakenham and Stearmans Yard, Wells-next-the-Sea with off-site modular construction commencing for delivery and installation in the autumn.

Financial Sustainability:

- Applications were developed and submitted to the Government under the UK Community Renewal Fund Programme for future investment by the Council and partners for Fakenham and North Walsham – an announcement of successful applications was anticipated by the end of July, but at the time of writing this report decisions are still awaited.
- Preparations have been made to take forward the Zero-Based Budgeting exercise during the autumn.
- Good progress has been made with respect to making better use of the Council's property assets through advertising some premises for lease and sale to better reflect the Council's priorities

5. Conclusion

5.1 Whilst the ongoing COVID pandemic has continued to have an impact on the Council's capacity and resources, good progress has been made during the period April – June 2021 in taking forward key actions within the Council's Corporate Plan.

5.2 Further focus and progress has been made during July and August and a further report on identifying new actions for inclusion in a roll forward of the Delivery Plan is to be prepared for the October 2021 Cabinet meeting. Further performance reporting and measurement will be developed in support of any new projects proposed and developed.

6. Implications and Risks

6.1 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 support the continued delivery of high quality services.

7. Financial Implications and Risks

7.1 Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

8. Sustainability

8.1 There are no negative sustainability implications of this report.

9. Equality and Diversity

9.1 There are no negative equality and diversity implications of this report.

10. Section 17 Crime and Disorder considerations

10.1 There are no Section 17 Crime and Disorder implications of this report.

Managing Performance

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Managing Performance

Quarterly Report Chief Executive's Overview

This report covers the first quarter of the 2021/22 reporting year – i.e. the period covering April, May and June 2021.

Over the period since March 2020 the Council has had to commit significant resource and focus in responding to the challenges faced by the Covid-19 pandemic. Initially this saw the Council support local residents and communities through the first national lockdown. However, as time has moved on the Council has directed more of its focus to providing business support, supporting the tourism economy through managing car parks, public conveniences, tourist infrastructure etc in response to large numbers of staycation visitors and working with local health partners to promote and deliver the local vaccine programme, whilst at the same time continuing to deliver high standards of service to customers through agile working arrangements with most staff working from home. Inevitably responding to the Coronavirus has reduced organisational capacity – however over the past nine months the authority has positioned itself to respond to COVID and make progress on a number of priority actions and this report seeks to summarise the key actions delivered and outcomes achieved.

With respect to COVID, during the period April – June 2021 the Council has continued to work with Countywide partners through the Health Protection and Health Engagement Board structures to co-ordinate local delivery of key Government messages regarding the lifting of restrictions to local businesses, residents and visitors; worked with local health partners to deliver the local vaccination programme; made significant COVID support payments to eligible businesses and continued to support the most vulnerable in our communities through the provision of supported housing and hardship payments. Through the Council's actions with local partners North Norfolk has experienced some of the lowest rates of COVID infection per 100,000 population of any local authority area in the UK throughout the pandemic.

Delivery against the key priority objectives for the period 1 April – 30 June 2021

Local Homes for Local Need:

- Completion of the development of the new Housing Strategy taken through Cabinet and Overview and Scrutiny processes in July
- Member visits undertaken to the Meadow Walk Housing with Extra Care scheme at Fakenham, developed and managed by Housing21 of 66 affordable flats with on-site care for older people wanting a secure future proof home
- Discussions held with Med Centres and Housing21 about the development of a similar Housing with Extra Care scheme at Stalham – planning application now submitted
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- The Council has increased its own stock of temporary accommodation units to provide better options for homeless households with the number of units purchased now being 12, with further properties under consideration.

Boosting Business Sustainability and Growth:

- Continued to support local businesses in responding to the impact of the COVID pandemic through the operation of support grants which now total in excess of £126 million.
- Undertaken significant consultation work in North Walsham in respect of the £3million North Walsham Heritage Action Zone programme
- Received the Stage 2 report on Growth Sties Delivery Strategy which will now be considered further as to potential promotional and investment opportunities available to the Council to support business and jobs growth

Customer Focus:

- Re-opened the Council's offices to more face-to-face customer meetings in accordance with the Government roadmap for the lifting of COVID restrictions
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- Held a virtual Town and Parish Council Forum meeting on 24 May 2021

Climate, Coast and the Environment:

- Established an Environmental Forum with first meetings held virtually in April 2021
- Developed and adopted a new Environmental Charter and developed the Council's website around the Environment and Climate Change to increase public awareness and engagement in this agenda as part of the Council's response to declaring a Climate Emergency.
- Promoted the investment made by the Council in EV charging points in place at 5 locations across the District to ensure good levels of awareness and take-up, intended to give increased confidence to local residents and visitors in the availability of this infrastructure across our rural district.
- Delivered a programme of carbon literacy training to increase awareness of the impact of the Council's activities and operations on the environment which will inform future policy development and investment by the Council alongside commissioning a report from Net-Zero East to assist in the development of a carbon reduction strategy for the Council.
- Continued to monitor the performance of the Bacton / Walcott Sandscaping Scheme and developed proposals to mitigate the impact of windblown sand from this coastal management scheme.
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Financial Sustainability:






- Applications were developed and submitted to the Government under the UK Community Renewal Fund Programme for future investment by the Council and partners for Fakenham and North Walsham – an announcement of successful applications was anticipated by the end of July, but at the time of writing this report decisions are still awaited.
- Preparations have been made to take forward the Zero-Based Budgeting

exercise during the autumn.

- Good progress has been made with respect to making better use of the Council's property assets through advertising some premises for lease and sale to better reflect the Council's priorities.

Actions and Performance Measure Keys

Actions - key to symbols

	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
n/r	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
not set	The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date
?	Missing information

Measures - key to symbols

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	

Delivery Plan 2019-2023

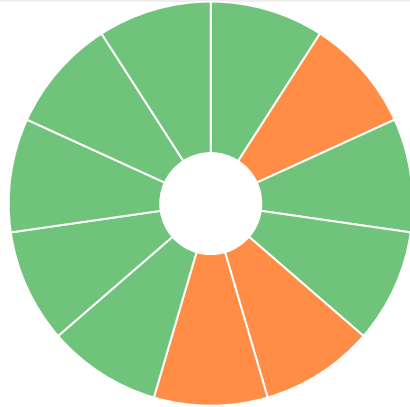


Overview

Local Homes for Local Need



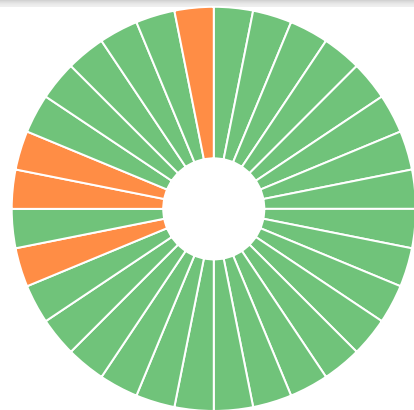
Boosting Business Sustainability and Growth



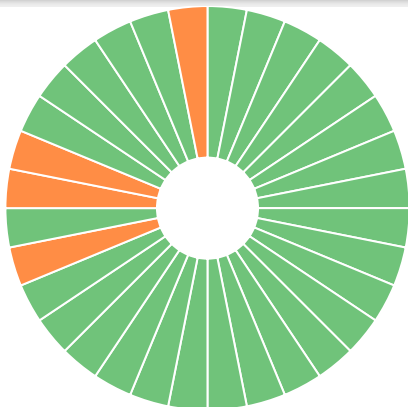
Customer Focus



Climate, Coast and the Environment



Financial Sustainability and Growth



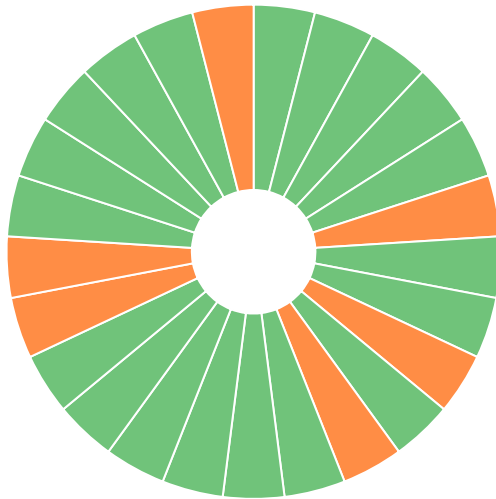
Quality of Life



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 Corporate 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



		30/06/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan with only decisions relating to site allocations in Cromer remaining to be made. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	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		The Housing Strategy is due to be considered by Cabinet on 5th July, Overview and Scrutiny on 14th July and Full Council on 21st July.
Owner		Graham Connolly
Stage		Completed
Start Date		04/02/2020
Due Date		30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation		Performance
	Comments	Twelve temporary units where purchase is completed. One purchase taking place and one unit being converted from a Council owned property. Monitoring and management of the programme is ongoing.
	Owner	Nicky Debbage
	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		Regular dialogue with Flagship allows early identification of disposals. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
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	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development has been completed (with minors amends to be added by the final report stage). Activity to support the second part of the report, which focuses on development plans for identified sites, is underway with the draft final report for economic growth sites expected by 28 July.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<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	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022
<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 created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas. The present film and promotion has recently gone live – Beaches off the Beaten Track in North Norfolk. The aim of this campaign element is to highlight other beaches visitors can enjoy, outside the usual busy areas</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.1.2 Review and refine our Customer Strategy	Performance	★
	Comments	The draft of the Customer Services Strategy has been through pre-scrutiny. Feedback received has been built into amendments within the Strategy. Additionally, we are in the process of finalising the Equality Impact Analysis and confirming the measurable standards of Customer Charter. This will be considered at Cabinet in October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance Comments Owner Stage Start Date Due Date	 A proposal to become a member of the Institute of Customer Services (ICS) has been initiated. The ICS would be able to support NNDC in achieving our Customer Focus objective, specifically: Benchmarking, Customer Satisfaction, Employee engagement with the CS strategy, People Development of CS skills and Residents surveys. We are awaiting approval from within the budget. Stuart Harber In Progress 04/02/2020 01/01/2022
> <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance Comments Owner Stage Start Date Due Date	 The Customer Service Strategy has been developed and will be ratified by the end of September 2021. This is being used to inform and develop existing projects and initiatives into a coherent customer service improvement programme. Sean Kelly In Progress 01/06/2020 31/03/2022
> <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance Comments Owner Stage Start Date Due Date	 On hold pending Member confirmation of the questions that need to be contained within the survey. Stuart Harber In Progress 04/02/2020 31/12/2021
> <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance Comments Owner Stage Start Date Due Date	 This project has been delayed due to Covid-19 and has now been programmed to be prepared in the period October to December 2021. Steve Blatch Parked 02/12/2019 31/03/2022
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance Comments Owner Stage Start Date Due Date	 Delivery of the Communications plan is now on-going and on course. We have agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols. Joe Ferrari In Progress 01/06/2020 31/12/2021

<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	A draft tree planting strategy is being written for the project including overall aims of the project and how they are going to be achieved. The process for gaining approval for this strategy is currently being decided.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	The planning for the next planting season, October 2021 to March 2022, is currently taking place. As at July 2021 approximately 40,000 trees are planned to be planted.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21. An alternative location for North Walsham has been identified and we are waiting for UKPN to increase their infrastructure at this site. Due date has been changed due to delays with UKPN.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	●
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	●
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021

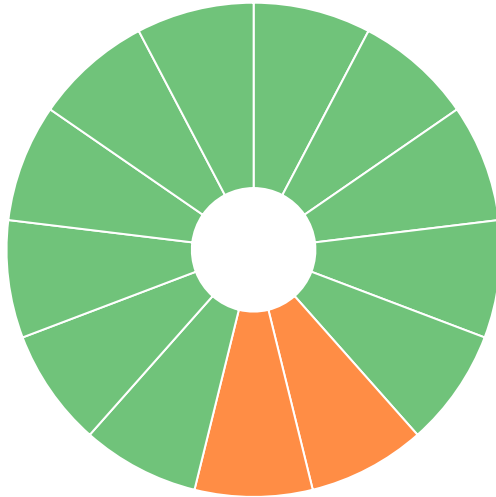
<input checked="" type="checkbox"/> 5.3.1 Engage the local community to deliver the North Walsham Heritage Action Zone programme	<table border="1"> <tr> <td data-bbox="464 35 711 118">Performance</td> <td data-bbox="715 35 1437 118" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 118 711 1344">Comments</td> <td data-bbox="715 118 1437 1344"> <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. </td> </tr> <tr> <td data-bbox="464 1344 711 1384">Owner</td> <td data-bbox="715 1344 1437 1384">Jenni Jordan</td> </tr> <tr> <td data-bbox="464 1384 711 1424">Stage</td> <td data-bbox="715 1384 1437 1424">In Progress</td> </tr> <tr> <td data-bbox="464 1424 711 1464">Start Date</td> <td data-bbox="715 1424 1437 1464">04/02/2020</td> </tr> <tr> <td data-bbox="464 1464 711 1505">Due Date</td> <td data-bbox="715 1464 1437 1505">31/03/2024</td> </tr> </table>	Performance	★	Comments	<p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. 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Performance	★												
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Owner	Jenni Jordan												
Stage	In Progress												
Start Date	04/02/2020												
Due Date	31/03/2024												
<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	<table border="1"> <tr> <td data-bbox="464 1505 711 1545">Performance</td> <td data-bbox="715 1505 1437 1545" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 1545 711 1980">Comments</td> <td data-bbox="715 1545 1437 1980"> <p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p> </td> </tr> <tr> <td data-bbox="464 1980 711 2020">Owner</td> <td data-bbox="715 1980 1437 2020">Kate Rawlings</td> </tr> <tr> <td data-bbox="464 2020 711 2060">Stage</td> <td data-bbox="715 2020 1437 2060">In Progress</td> </tr> <tr> <td data-bbox="464 2060 711 2101">Start Date</td> <td data-bbox="715 2060 1437 2101">04/02/2020</td> </tr> <tr> <td data-bbox="464 2101 711 2141">Due Date</td> <td data-bbox="715 2101 1437 2141">31/08/2021</td> </tr> </table>	Performance	★	Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>	Owner	Kate Rawlings	Stage	In Progress	Start Date	04/02/2020	Due Date	31/08/2021
Performance	★												
Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>												
Owner	Kate Rawlings												
Stage	In Progress												
Start Date	04/02/2020												
Due Date	31/08/2021												

	30/06/2021	
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	Green Flags awarded to Holt Country Park, Sadlers Wood and Pretty Corner Woods. 2021 Blue Flag awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	A template will shortly be circulated to managers to allow them to complete their Gold and Silver budget options. Full training is planned over the Summer/Autumn for managers and Members. ZBB templates will be submitted to Finance in October 2021.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	<p>Changes in the Public Works Loan Board has impacted on the Council's ability to fund property investment opportunities. Due to this its unlikely that any new opportunities that arise will be progressed due to the financial impact on the Council by this change of policy.</p> <p>A rent recycling scheme is being developed that will enable the Council to invest in schemes were there is a clear regeneration benefit.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022






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.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 1.1.1 Formulate policies and proposals (Local Plan) to facilitate the delivery of housing supply	Performance	★
	Comments	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan with only decisions relating to site allocations in Cromer remaining to be made. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	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	The Housing Strategy is due to be considered by Cabinet on 5th July, Overview and Scrutiny on 14th July and Full Council on 21st July.
	Owner	Graham Connolly
	Stage	Completed
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.2.2 Improve conditions and energy efficiency in private sector housing	Performance	★
	Comments	Agreeing the interventions the Council will make is part of the Housing Strategy which will be considered by Cabinet on 5th July. The deadline for this action should be moved back to align with dates in the Housing Strategy Action Plan once finalised.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 1.2.3 Seek to identify and analyse the condition of private sector housing stock	Performance	✔
	Comments	n/r
	Owner	Graham Connolly
	Stage	Completed
	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	Agreeing the interventions the Council will make is part of the Housing Strategy which will be considered by Cabinet on 5th July. The deadline for this action should be moved back to align with dates in the Housing Strategy Action Plan once finalised.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021

		30/06/2021
<input checked="" type="checkbox"/> 1.3.1 Develop a business case for a housing company	Performance	
	Comments	The focus of the current strategy is to acquire and manage housing units for provision of temporary accommodation to address short term local housing needs. We are able to hold this type of property as a local authority. Therefore at present there is no urgent requirement to set up a housing company but this forms an action in the Housing Strategy due to be considered by Cabinet on 5th July.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.4.2 Investment in Temporary Accommodation	Performance	
	Comments	Twelve temporary units where purchase is completed. One purchase taking place and one unit being converted from a Council owned property. Monitoring and management of the programme is ongoing.
	Owner	Nicky Debbage
	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	n/r
	Owner	Graham Connolly
	Stage	Completed
	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	The actions to deliver this are part of the housing strategy which is due to be considered by Cabinet on 5th July. The completion date for this action should then be moved to align with the actions in the Housing Strategy Action Plan.
	Owner	Graham Connolly
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/06/2021
<input checked="" type="checkbox"/> 1.5.3 Explore acquisition of Victory Housing Trust properties for market rent in rural locations	Performance	
	Comments	Regular dialogue with Flagship allows early identification of disposals. We have purchased one property for use as temporary accommodation. We have enabled Homes for Wells through grants and loans to purchase eight Flagship disposals (four complete and four in pipeline).
	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 (Meadow Walk) achieved practical completion in March, and opened in June, and the rented and shared ownership homes are currently being advertised. A planning application for a 62 apartment scheme has been submitted for Stalham. Discussions are ongoing about possible schemes elsewhere including in North Walsham.
	Owner	Nicky Debbage
	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.

Latest Update





30/06/2021

<input checked="" type="checkbox"/> 2.1.1 Deliver the local plan, ensuring a sufficient focus on facilitating business development	Performance	★
	Comments	The new Local Plan will be subject to public consultation shortly. It includes a range of policies designed to support all aspects of business growth including investment in town centres, expansion of businesses, tourism and supporting new inward investment on designated employment land. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly. Formal Independent Examination of the Plan should commence early in 2022.
	Owner	Mark Ashwell
	Stage	In Progress
	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. The strategy will need to reflect the likely post-pandemic climate and support the restart and rebuild of the local economy. Therefore it is considered that the position of the report is reviewed again in October 2021. The due date has therefore been amended to the end of March 2022.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		31/03/2022
<input checked="" type="checkbox"/> 2.3.1 Growth Sites Delivery Strategy		Performance
	Comments	The Growth Sites Delivery Strategy has been delayed during the pandemic. However, the Part 1 Report, which is evidenced focused and in part supports the emerging Local Plan development has been completed (with minors amends to be added by the final report stage). Activity to support the second part of the report, which focuses on development plans for identified sites, is underway with the draft final report for economic growth sites expected by 28 July.
	Owner	Stuart Quick
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021

<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 2020 which received 319 response. On 20 January, in collaboration with other Norfolk local authorities, 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. This survey remains ongoing and changes in sentiment are monitored.
	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 been on delivering Government Covid-19 support grants and discretionary schemes for local business during the Covid-19 lockdown. The current focus remains on supporting providing the Local Restrictions Grant/Additional Restrictions Grants and providing immediate business support as required.
Owner		Stuart Quick
Stage		In Progress
Start Date		04/02/2020
Due Date		31/01/2022
<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	In Progress
	Start Date	04/02/2020
	Due Date	30/04/2022

<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 created a natural hiatus in the immediate promotion of north Norfolk, in accordance with national restrictions to which peoples were asked to stay local. However, Visit North Norfolk recommenced marketing in April, with a particular focus on encouraging visitors to less populous areas. The present film and promotion has recently gone live – Beaches off the Beaten Track in North Norfolk. The aim of this campaign element is to highlight other beaches visitors can enjoy, outside the usual busy areas</p> <p>Whilst we envisage a strong uplift in 'staycation' visits to the district, we will continue to act in line with all Government advice as Covid-19 restrictions are further eased.</p>
	Owner	Stuart Quick
	Stage	In Progress
	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>The Covid-19 pandemic has continued to have an impact on apprenticeships, to which it is anticipated that this will take time to recover. Whilst we continue to work with businesses to support this, we are presently further engaged in delivering a local 'Kickstart' programme. This Government initiative is intended to support 16-24yr olds into work by providing a 6 month paid placement.</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. The inclusive Growth Coalition is due to refresh the delivery plan, in the light of the consequences of the pandemic. It is deemed even 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 activity.</p>
	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	n/r
	Owner	Stuart Quick
	Stage	Completed
	Start Date	18/02/2020
	Due Date	31/03/2021






 2.7.1 Market towns initiative	Performance	
	Comments	n/r
	Owner	Matthew Stembrowicz
	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.




Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 3.1.1 Undertake a Customer Contact Survey	Performance	
	Comments	A web-based customer feedback form is in final testing and will be made live by 10 September. Work is also progressing to replicate the feedback process for telephony customers and face-to-face visitors to Council offices. Data from these sources will be combined to provide consistent data across these methods of accessing the Council's services.
	Owner	Stuart Harber
	Stage	In Progress
	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	The draft of the Customer Services Strategy has been through pre-scrutiny. Feedback received has been built into amendments within the Strategy. Additionally, we are in the process of finalising the Equality Impact Analysis and confirming the measurable standards of Customer Charter. This will be considered at Cabinet in October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 3.1.3 Develop an action plan and draft, adopt and publish Customer Charter	Performance	
	Comments	A proposal to become a member of the Institute of Customer Services (ICS) has been initiated. The ICS would be able to support NNDC in achieving our Customer Focus objective, specifically: Benchmarking, Customer Satisfaction, Employee engagement with the CS strategy, People Development of CS skills and Residents surveys. We are awaiting approval from within the budget.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	01/01/2022
<input checked="" type="checkbox"/> 3.1.4 Customer focussed services staff training programme	Performance	
	Comments	Initial discussions held with the HR to promote CS focused courses on the internal training program, Skillgate. Further plans to be coordinated with the new Customer Service Strategy & Charter. CS Strategy to go to Cabinet in September/October.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/05/2020
	Due Date	30/09/2021
<input checked="" type="checkbox"/> 3.1.5 Monitor the implementation of the Customer Charter	Performance	
	Comments	A discussion has been started with the lead officer responsible for the implementation of the Customer Service Strategy and Customer Charter to ensure monitoring is integrated into the implementation.
	Owner	Helen Thomas
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/12/2021

		30/06/2021
<input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement	Performance	★
	Comments	The Customer Service Strategy has been developed and will be ratified by the end of September 2021. This is being used to inform and develop existing projects and initiatives into a coherent customer service improvement programme.
	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	On hold pending Member confirmation of the questions that need to be contained within the survey.
	Owner	Stuart Harber
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<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 31 December 2021. The completion date for this action has been reset to 31 March 2022.
	Owner	Helen Thomas
	Stage	Not Started
	Start Date	29/05/2020
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy	Performance	★
	Comments	This project has been delayed due to Covid-19 and has now been programmed to be prepared in the period October to December 2021.
	Owner	Steve Blatch
	Stage	Parked
	Start Date	02/12/2019
	Due Date	31/03/2022
<input checked="" type="checkbox"/> 3.4.2 Establish Town & Parish Council Forum	Performance	✔★
	Comments	The Town and Parish Council Forum has moved to a 'remote/virtual' format with a meeting held on 24th May 2021. It is then intended that these will move forwards on a quarterly basis.
	Owner	Emma Denny
	Stage	Completed
	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	Delayed due to Covid-19.
	Owner	Emma Denny
	Stage	Not Started
	Start Date	01/03/2021
	Due Date	31/03/2022

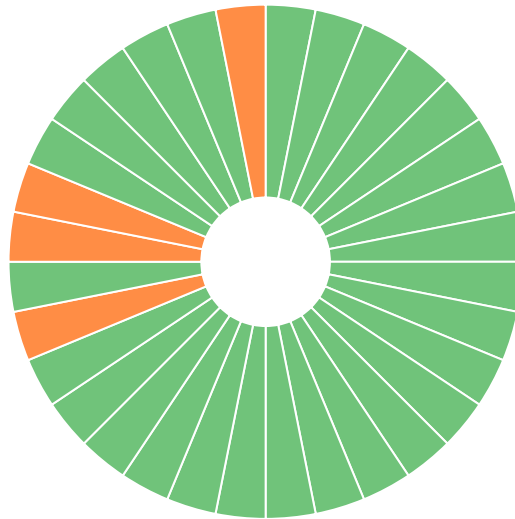
30/06/2021

<input checked="" type="checkbox"/> 3.4.4 Establish Environment Panels	Performance	
	Comments	An Environmental Forum was held on 23rd April 2021.
	Owner	Annie Sommazzi
	Stage	Completed
	Start Date	01/10/2019
	Due Date	30/04/2021
<input checked="" type="checkbox"/> 3.4.5 Implement Online consultation feedback portals for key corporate projects/workstreams	Performance	
	Comments	The capability to deploy online feedback and consultation portals has been developed and is available to be deployed in support of any corporate or service team workstreams.
	Owner	Rob Holmes
	Stage	In Progress
	Start Date	01/10/2019
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy	Performance	
	Comments	Delivery of the Communications plan is now on-going and on course. We have agreed improved communications objectives with reference to keeping Members informed of key media matters and are currently updating the Council's media and social media protocols.
	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.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 4.1.1 Climate Champions	Performance	★
	Comments	The website has been updated and developed to be more user friendly. A new climate emergency email has been set up for members of the public to contact the Climate and Environment Team. We are building this and additional infrastructure to enable climate champions to be recognised and make communication with the Council as easy as possible. Discussions are taking place with local community and special interest groups with a view to working together on the climate agenda.
	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	The Charter is now adopted and has been published on NNDC website. An official launch of the document will take place later this month (July 30th)
	Owner	Annie Sommazzi
	Stage	Completed
	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	The website has been updated and developed to be more user friendly. A new climate emergency email has been set for members of the public to get in touch with the Climate and Environment Team. An animation, launching the Environmental Charter and asking people to think about what sort of North Norfolk they want and what they can do to make those changes, is being added to the website. It will be launched across social media in August. Within NNDC carbon literacy training was offered to all Members of the Council, CLT and Management Team.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.1.4 Raise awareness of the environmental challenges and ambitions in the Environmental Charter	Performance	★
	Comments	Awareness of environmental challenges has been addressed via the Council's Environment Forum in April 2021. Actions are taking place to disseminate information regarding the environmental challenges faced across the District including website developments and social media promotions..
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set

		30/06/2021
<input checked="" type="checkbox"/> 4.1.5 Monitor and review the implementation of the Environmental Charter and Action Plan	Performance	★
	Comments	The Charter was adopted in May 2021. A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	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	The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.
	Owner	Mark Ashwell
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.3.1 Baseline carbon audit and carbon reduction action plan	Performance	★
	Comments	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Robert Young
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.3.2 Carbon impact evidenced in processes for decision making and report writing	Performance	★
	Comments	The Environmental Policy Officer is due to review (in September 2021) the section in the committee report template on carbon impact / climate change with a view to strengthening it.
	Owner	Emma Denny
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<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	A contract has been place with Net Zero East to monitor and report the carbon footprint of the Council and develop the carbon reduction strategy action plan. The initial meeting with Net Zero East took place in June. A final draft action plan is planned to be presented to Cabinet by the end of 2021.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	14/12/2023

<input checked="" type="checkbox"/> 4.3.4 'Green energy' initiatives	Performance	★
	Comments	Applied for Government funding for UK Power Networks to carry out a feasibility study to improve electricity infrastructure around the Reef in Sheringham to facilitate installation of a solar panel car port and EV charging points..
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/09/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.1 Agree the vision and business plan for Coastal Partnership East	Performance	★
	Comments	The Head of Coastal Partnership East is developing business case themes to assist delivery of key priorities to be presented to the Coastal Partnership East Board by the autumn of 2021.
	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	Anglia Coastal Monitoring Programme ongoing and discussions underway for future monitoring requirements. UEA research secondment progressing well and looking to extend if funding available, report expected early autumn.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.3 Local coastal communities - adaptive responses to coastal change and resilience	Performance	★
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been submitted. Significant work completed to prepare for the progression of this nationally important innovative project is underway.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.4 Develop innovative coastal management approaches	Performance	★
	Comments	Innovative Resilience Fund expression of interest has been successful and a bid for initial funding to develop the Outline Business Case for full government funding has been submitted. Significant work completed to prepare for the progression of this nationally important innovative project is underway.
	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	Maintenance of coastal assets has continued over the last quarter and has included preparations for autumn 2021 scheme at Overstrand and preparing for capital schemes.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management	Performance	★
	Comments	Continued engagement with LGA Coastal Special Interest Group including input and leading on national topic themes such as adaptation. Continued support and input into the East Anglian Coastal Group including appointment to two vice chairs from CPE team.
	Owner	Rob Goodliffe
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/05/2023
<input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project	Performance	★
	Comments	Collecting and monitoring data regarding tree planting is set up and taking place.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	14/12/2023
<input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme	Performance	★
	Comments	A draft tree planting strategy is being written for the project including overall aims of the project and how they are going to be achieved. The process for gaining approval for this strategy is currently being decided.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support	Performance	★
	Comments	<p>This is an ongoing piece of work - we are proactively engaging with communities and individuals to deliver trees over the next tree planting season (October 2021 - March 2022).</p> <p>The due date has been deleted as this is an ongoing project until the end of the corporate plan in 2023.</p>
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.5.4 Tree planting implementation	Performance	★
	Comments	The planning for the next planting season, October 2021 to March 2022, is currently taking place. As at July 2021 approximately 40,000 trees are planned to be planted.
	Owner	Annie Sommazzi
	Stage	In Progress
	Start Date	01/10/2020
	Due Date	31/12/2022

		30/06/2021
<input checked="" type="checkbox"/> 4.6.1 Installation of Electric Vehicle (EV) charging points	Performance	★
	Comments	<p>Electric vehicle charging points have been installed at district council carparks in Cromer, Fakenham, Holt, Sheringham and Wells as well as at the Councils Holt Road offices during 2020/21.</p> <p>An alternative location for North Walsham has been identified and we are waiting for UKPN to increase their infrastructure at this site.</p> <p>Due date has been changed due to delays with UKPN.</p>
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/09/2021
<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	<p>Feasibility and options for future locations to be discussed with the Environmental Policy Officer.</p> <p>Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.</p>
	Owner	Russell Tanner
	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	<p>The Planning Policy and Built Heritage Working Party are close to finalising the Draft Plan. Officers are producing the final version of the Plan which is then subject to further public consultation (Reg 19) followed by submission for Independent examination. Consultation arrangements will be agreed with the Working Party/Cabinet shortly.</p> <p>Reply</p>
	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	<p>Work in this policy area is ongoing. There are other opportunities and initiatives to explore. A lift share scheme has been initiated by the Climate and Environment Team with budgetary support from HR.</p>
	Owner	James Claxton
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	29/10/2021
<input checked="" type="checkbox"/> 4.6.5 Communicate the advantages and opportunities of using electric vehicles	Performance	●
	Comments	<p>This will form part of wider communications on environmental objectives, undertaken by the environmental post holders and forms part of the overall Environmental Charter content</p>
	Owner	Robert Young
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	07/09/2021

<input checked="" type="checkbox"/> 4.7.2 Waste & cleansing contract - investigate going beyond the minimum necessary	Performance	★
	Comments	<p>We continue to discuss with Serco, the opportunities for additional services such as the collection of waste electrical items from the kerbside and the re-use of good quality bulky items (furniture etc.) rather than the disposal. The introduction of these has been problematic due to the covid situation.</p> <p>We are also planning to undertake another analysis of the residual waste in order to develop waste reduction and recycling campaigns and interventions. This will take place in Q2/3.</p> <p>Further actions have been limited due to increased management and monitoring of the Serco contract to ensure acceptable performance and customer service.</p>
	Owner	Scott Martin
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.3 Targeted campaigns to reduce consumption and waste	Performance	★
	Comments	
	Owner	Scott Martin
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	not set
<input checked="" type="checkbox"/> 4.7.4 Establish waste data collection systems analyses	Performance	✔
	Comments	n/r
	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	The community fridges in both Stalham and Sheringham have now opened. Further actions have been limited due to increased work around the management and monitoring of the Serco contract.
	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	<p>We are anticipating that a number of the ancillary fleet will be delivered as all electric variants and these will be deployed on the contract during September. One vehicle is due to be delivered in August and a further seven are due early September. The Council is working with Serco to install dedicated charge points around the district to ensure suitable deployment range can be achieved. Some improvements to the thermal efficiency of the depot have been delayed in order to allow investigation of alternatives which may give rise to improvements beyond those achievable within the current buildings.</p>
	Owner	Steve Hems
	Stage	In Progress
	Start Date	01/04/2020
	Due Date	30/04/2022

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.

Latest Update





30/06/2021

<input checked="" type="checkbox"/> 5.1.1 Undertake a Quality of Life Survey	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	04/02/2020
	Due Date	27/08/2021
<input checked="" type="checkbox"/> 5.2.1 Develop a Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Steve Hems
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2021
<input checked="" type="checkbox"/> 5.2.2 Implement the Quality of Life Strategy	Performance	
	Comments	The foundational work has been delayed due to Covid-19 so it is impossible to proceed to this project at this time.
	Owner	Steve Hems
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	31/12/2021

<input checked="" type="checkbox"/> 5.3.1 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"> • The Cedars - additional specialist surveys carried out including structural engineers survey, M&E and whole building environmental assessment. A revised specification for repairs and restoration works required is being produced by conservation architects working with Historic England. A construction tender process will be undertaken in the autumn. The building will be marketed for expressions of interest from potential community, public sector or commercial occupants in Q2 • North Walsham town centre place making including traffic and public realm concept design work for the Market Place and lokes has been underway and extensive community engagement and consultation has been undertaken including exhibitions, online workshops, surveys and online engagement using a dedicated online engagement platform: bit.ly/HiNorthWalsham. Early contractor engagement meetings have been taking place. • A Building Improvement Grant scheme has been designed and will be launched in Q2. The aim of the scheme is to revitalise historic high streets by investing in repair and restoration of vacant or under-utilised heritage assets and public realm assets. All works must be directly related to conservation or improvements that will protect the heritage value of the building and wider Heritage Action Zone area. Grants will be available to owners of individual properties located within the North Walsham HAZ area who want to carry out repairs or other appropriate work. • The North Walsham HSHAZ Working Party has ceased and a new Project Board has been established. The Project Board includes members of the Project Team, elected members and portfolio holders, community stakeholder representatives from North Walsham Town Council and North Walsham Cultural Consortium and representatives of Historic England, HAZ scheme programme lead organisation and funding partner. The NW HSHAZ scheme has reported to Overview & Scrutiny Committee on 14 July 2021. 	
<input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide	Performance  Comments <p>The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season.</p>	
Owner	Jenni Jordan	
Stage	In Progress	
Start Date	04/02/2020	
Due Date	31/03/2024	
Owner	Sonia Shuter	
Stage	Completed	
Start Date	04/02/2020	
Due Date	31/12/2021	

<input checked="" type="checkbox"/> 5.5.1 Develop the new leisure centre to replace the Splash at Sheringham	Performance	★
	Comments	<p>Work on site is progressing well but there have been some supply issues with products being late or not of the required specification. It has not been practical to just bring more staffing to site in order to catch up for fears that the build quality would suffer. All parties are now working on the basis of the centre opening in September, in order to give time for the operator to set up and undertake the necessary training and familiarisation prior to opening.</p> <p>There is no change to overall budget compared to that previously reported and as the project approaches the final stages many of the risks have now been closed.</p> <p>The first project board has been held in accordance with the Council's new project governance arrangements.</p>
	Owner	Kate Rawlings
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/08/2021
<input checked="" type="checkbox"/> 5.6.1 Maintain and enhance the physical structure of Cromer Pier and a programme of events	Performance	●
	Comments	Due to tender for works by September.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 5.7.1 Maintain the quality and accessibility of public conveniences	Performance	●
	Comments	<p>A tender has been awarded and off site modular units are under construction for new facilities at Queens Road Fakenham and Stearmans Yard Wells..</p> <p>Advised of potential 22% project cost uplift due to construction inflation and materials shortage.</p> <p>This information has been passed to the S151 Officer for review.</p>
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/10/2021
<input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status	Performance	★
	Comments	Green Flags awarded to Holt Country Park, Sadlers Wood and Pretty Corner Woods. 2021 Blue Flag awarded to Sheringham, Cromer, East Runton, West Runton, Mundesley and Sea Palling
	Owner	Karl Read
	Stage	In Progress
	Start Date	20/06/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.9.1 Deliver the first Mammoth Marathon	Performance	●
	Comments	It has been decided to postpone until 15 May 2022. This is due to Covid-19 restrictions, and the uncertainty of being able to organise the event.
	Owner	Karl Read
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	15/05/2022

<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	Performance	
	Comments	Delayed due to Covid-19.
	Owner	Laura Blackwell
	Stage	Not Started
	Start Date	02/11/2020
	Due Date	not set
<input checked="" type="checkbox"/> 5.11.1 Community support initiatives review	Performance	
	Comments	n/r
	Owner	Sonia Shuter
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020

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.

Latest Update



		30/06/2021
<input checked="" type="checkbox"/> 6.1.1 Establish a baseline against which to review and control fees and charges	Performance	★
	Comments	This is being progressed as part of the Zero Based Budgeting (ZBB) project. Once a new cost base is established as part of ZBB, fees and charges can be set which reflect an updated cost of delivering the service.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	30/06/2021
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.2 Develop a public convenience policy	Performance	★
	Comments	This is temporarily on hold due to the focus on the Community Revival Fund during the summer. Work will be rescheduled pending the outcome of the bid.
	Owner	Maxine Collis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)	Performance	★
	Comments	A template will shortly be circulated to managers to allow them to complete their Gold and Silver budget options. Full training is planned over the Summer/Autumn for managers and Members. ZBB templates will be submitted to Finance in October 2021.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	01/06/2021
	Due Date	30/04/2022
<input checked="" type="checkbox"/> 6.1.4 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"/> 6.1.5 Undertake service reviews to improve efficiency and reduce costs	Performance	●
	Comments	Each Service has been asked to prepare a Team Plan over August to highlight what needs to be achieved in the coming year. This will be used as the basis for Zero Based Budgets to be prepared in September and October. As part of this, managers will be asked to look at ways to increase efficiency within their service areas where possible.
	Owner	Lucy Hume
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	Performance	★
	Comments	A draft report on the Financial Sustainability Strategy framework and development cycle was discussed with the Corporate Leadership Team (CLT) in July 2021. It is planned that the final strategy for Cabinet approval will be considered at their meeting in September or October.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.2 Review the Car Parking Policy	Performance	★
	Comments	A detailed proposal is being prepared and will be brought to Cabinet in November 2021.
	Owner	Duncan Ellis
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/12/2021
<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Performance	★
	Comments	A briefing has been provided regarding the agreed policy. Project proposal to be completed by 31 December 2021 and submitted to CLT.
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	30/11/2022
<input checked="" type="checkbox"/> 6.3.2 Explore options for investing in medical centre development/health care facilities	Performance	✔
	Comments	n/r
	Owner	Renata Garfoot
	Stage	Completed
	Start Date	04/02/2020
	Due Date	31/12/2020
<input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities	Performance	●
	Comments	<p>Changes in the Public Works Loan Board has impacted on the Council's ability to fund property investment opportunities. Due to this its unlikely that any new opportunities that arise will be progressed due to the financial impact on the Council by this change of policy.</p> <p>A rent recycling scheme is being developed that will enable the Council to invest in schemes were there is a clear regeneration benefit.</p>
	Owner	Renata Garfoot
	Stage	In Progress
	Start Date	04/02/2020
	Due Date	31/03/2022

<input checked="" type="checkbox"/> 6.4.1 Explore options to expand Electric Vehicle Charging Points (EVCP) pilot	Performance	★
	Comments	Feasibility and options for future locations to be discussed with the Environmental Policy Officer. Proposals for future installation sites will enable comprehensive individual assessment of existing electrical infrastructure and overall suitability.
	Owner	Russell Tanner
	Stage	In Progress
	Start Date	01/06/2020
	Due Date	31/08/2021
	<input checked="" type="checkbox"/> 6.4.2 Explore the potential for the installation of photo voltaics (PV) on the Council's assets	Performance
Comments		This is an ongoing piece of work that will be informed by the Action Plan which is currently in development. In the short term an opportunity to install a car port at the Reef, Sheringham is being explored.
Owner		Annie Sommazzi
Stage		Not Started
Start Date		04/02/2020
Due Date		31/12/2021

Performance achieving targets

Key Performance Indicators

This report shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly and quarterly measures.

		Jun 2021
CS 001 Number of complaints	Performance (YTD)	
	Actual (Period) (YTD)	109
	Target (YTD)	105
	Direction of change (YTD)	
	Owner	Jane Wisson
	Comments	With all complaints at the moment - the impact of the pandemic has meant some service areas are catching up with processing of workloads e.g. Council Tax. We are seeing an even spread of other complaints throughout the rest of our service areas from delays in planning decisions, refunds for payments of brown bins to car parking issues with internet interruptions.
	Objective/ Department	<ul style="list-style-type: none"> ■ Customer Services Management ■ 3 - Customer Focus
EG 011 Number of businesses supported	Performance (YTD)	
	Actual (Period) (YTD)	195
	Target (YTD)	50
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 2 - Boosting Business Sustainability and Growth
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	408
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Lisa Grice
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ People Services
HS 001 Number of affordable homes built	Performance (YTD)	
	Actual (Period) (YTD)	66
	Target (YTD)	25
	Direction of change (YTD)	
	Owner	Nicky Debbage
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ Sustainable Growth ■ 1 - Local Homes for Local Need
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	
	Actual (Period) (YTD)	62,035
	Target (YTD)	62,035
	Direction of change (YTD)	
	Owner	Karl Read
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 5 - Quality of Life ■ Environment and Leisure

		Jun 2021
CE 001 Number of very long term empty homes (2 years or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	148
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning
CE 003 Number of long term empty homes (6 months or more as at 1st day of each month)	Performance (YTD)	!
	Actual (Period) (YTD)	536
	Target (YTD)	
	Direction of change (YTD)	↓
	Owner	Bob Wade
	Comments	
	Objective/ Department	<ul style="list-style-type: none"> ■ 1 - Local Homes for Local Need ■ Planning

Performance Focus

This section of the report shows all the performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly and quarterly measures.



Latest Update

		Jun 2021
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Actual (Period) (YTD)	60.76
	Target (YTD)	20.00
	Direction of change (YTD)	↗✗
	Owner	Renata Garfoot
	Comments	The majority of arrears are from 2 tenants. One of which relates to service charge queries and not rent. The other tenant pays annually and it is anticipated that a payment will be made prior to the end of year resulting in the outstanding balance being paid. The Councils debt recovery policy is followed in relation to all arrears.
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Actual (Period) (YTD)	15.00
	Target (YTD)	14.00
	Direction of change (YTD)	▼
	Owner	Trudi Grant
	Comments	The service has continued to receive a significant increase in the number of reported changes in circumstances since April. Our target to make a decision on a reported change in circumstance is 14 days. Our performance for Q1 was 15 days. We have seen a recent a drop in performance for Q1 as we have concentrated on processing older outstanding work. We also see a rise in the number of reported changes at the beginning of the financial year due to uprating's of income and also beginning of year rent increases. We are pleased the service is continuing to perform well despite the significant increase to our workloads.
CS 001 Number of complaints	Performance (YTD)	▲
	Actual (Period) (YTD)	109
	Target (YTD)	105
	Direction of change (YTD)	↗✗
	Owner	Jane Wisson
	Comments	With all complaints at the moment - the impact of the pandemic has meant some service areas are catching up with processing of workloads e.g. Council Tax. We are seeing an even spread of other complaints throughout the rest of our service areas from delays in planning decisions, refunds for payments of brown bins to car parking issues with internet interruptions.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	8.33
	Target (YTD)	80.00
	Direction of change (YTD)	↗✗
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A recent discussion was held with the portfolio holder over how best to report this data in future.

		Jun 2021
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	▲
	Actual (Period) (YTD)	13.89
	Target (YTD)	80.00
	Direction of change (YTD)	✘
	Owner	Emily Capps
	Comments	There is a question about the accuracy of the data reported for this performance measure. Further investigation into the link between the data held by Serco, our contractor, and the NNDC system is required and will take place throughout the next quarter. There is no other evidence to suggest that this service is not being provided at an acceptable level. We have no direct complaints from members of the public who have reported fly-tipping but have not received a response. A conversation has been held with the relevant portfolio holder over how best to report this data in future.
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	▲
	Actual (Period) (YTD)	1.58
	Target (YTD)	1.50
	Direction of change (YTD)	↓✓
	Owner	James Claxton
	Comments	While it is always disappointing to see an increase in any absence overall there is no need for concern as much of this is attributable to long term health related issues. This situation will continue to be monitored by the HR Team with additional support provided by the Council's Occupational Health provider.
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	▲
	Actual (Period) (YTD)	27.04
	Target (YTD)	32.00
	Direction of change (YTD)	↓✓
	Owner	Sean Knight
	Comments	The NDR collection has reduced as at end of June 2021. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

This report does not contain any data

This report does not contain any data

All other management performance measures

This report shows performance for all other monthly, quarterly and annual operational management performance measures. The performance levels shown are the year-to-date figures for monthly and quarterly measures.



Latest Update













		Jun 2021
AS 001 Occupancy rate of Council-owned rental properties - Industrial	Performance (YTD)	★
	Actual (Period) (YTD)	80.95
	Target (YTD)	80.00
	Direction of change (YTD)	↗✗
	Owner	Renata Garfoot
	Comments	
AS 002 Occupancy rate of Council-owned rental properties - Retail	Performance (YTD)	●
	Actual (Period) (YTD)	75.00
	Target (YTD)	80.00
	Direction of change (YTD)	↗✗
	Owner	Renata Garfoot
	Comments	Two additional properties recently added to this measure, have been marketed resulting in interest from potential tenants. A lease to one asset is in negotiation and business proposals are being considered on the other asset and its anticipated that both will result in lettings which will bring the performance back up to target.
AU 001 Percentage of Priority 1 (Urgent) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	100.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit Team
AU 002 Percentage of Priority 2 (Important) audit recommendations completed on time	Performance (YTD)	?
	Actual (Period) (YTD)	
	Target (YTD)	70.00
	Direction of change (YTD)	?
	Owner	Lucy Hume
	Comments	Data has been requested from Internal Audit Team.
AU 004 Percentage of audit days delivered	Performance (YTD)	★
	Actual (Period) (YTD)	100.00
	Target (YTD)	1.00
	Direction of change (YTD)	→
	Owner	Lucy Hume
	Comments	Planned days have been delivered.
BC 001 Building Control income (£)	Performance (YTD)	●
	Actual (Period) (YTD)	93,990.00
	Target (YTD)	94,998.00
	Direction of change (YTD)	↕✓
	Owner	Stuart Tate
	Comments	



		Jun 2021
BE 027 (HB1) Average time for processing new claims (housing benefit and council tax support)	Performance (YTD)	★
	Actual (Period) (YTD)	16.33
	Target (YTD)	20.00
	Direction of change (YTD)	↗✘
	Owner	Trudi Grant
	Comments	
BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	▲
	Actual (Period) (YTD)	15.00
	Target (YTD)	14.00
	Direction of change (YTD)	↘✓
	Owner	Trudi Grant
	Comments	The service has continued to receive a significant increase in the number of reported changes in circumstances since April. Our target to make a decision on a reported change in circumstance is 14 days. Our performance for Q1 was 15 days. We have seen a recent a drop in performance for Q1 as we have concentrated on processing older outstanding work. We also see a rise in the number of reported changes at the beginning of the financial year due to uprating's of income and also beginning of year rent increases. We are pleased the service is continuing to perform well despite the significant increase to our workloads.
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	9
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	★
	Actual (Period) (YTD)	2
	Target (YTD)	0
	Direction of change (YTD)	→
	Owner	Lynda McElligott
	Comments	
CS 003 Average wait time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	0.00
	Target (YTD)	
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.
CS 004 Average transaction time (minutes) - Customer Services	Performance (YTD)	!
	Actual (Period) (YTD)	16.23
	Target (YTD)	
	Direction of change (YTD)	↗✘
	Owner	James Jacobs
	Comments	Targets suspended due to Covid-19.

		Jun 2021
CS 006 Percentage of customers who were quite / extremely satisfied-helpful pleasant and courteous	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 007 Percentage of customers who were quite/extremely satisfied - competent/knowledgeable/g	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 008 Percentage of customers who were quite or extremely satisfied with the time taken	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
CS 009 Percentage of customers who were quite or extremely satisfied they got everything they need	Performance (YTD)	★
	Actual (Period) (YTD)	0.00
	Target (YTD)	0.00
	Direction of change (YTD)	→
	Owner	James Jacobs
	Comments	Survey and targets suspended due to Covid-19.
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	●
	Actual (Period) (YTD)	79.83
	Target (YTD)	80.00
	Direction of change (YTD)	✗
	Owner	Phillip Rowson
	Comments	
DM 025 (24m) Non-Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	★
	Actual (Period) (YTD)	0.60
	Target (YTD)	10.00
	Direction of change (YTD)	↓✓
	Owner	Phillip Rowson
	Comments	
DM 025 (n24m) - Non-major - Quality: Number of decisions allowed on appeal within time period	Performance (YTD)	n/a
	Actual (Period) (YTD)	12
	Target (YTD)	
	Direction of change (YTD)	✗
	Owner	Phillip Rowson
	Comments	

		Jun 2021
EG 009 Grants awarded (£)	Performance (YTD)	★
	Actual (Period) (YTD)	2,518,989.00
	Target (YTD)	0.00
	Direction of change (YTD)	✖
	Owner	Stuart Quick
	Comments	
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	★
	Actual (Period) (YTD)	84.39
	Target (YTD)	80.00
	Direction of change (YTD)	✖
	Owner	Emily Capps
	Comments	
HC 005 Number of grants awarded from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	10
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Sonia Shuter
	Comments	
HC 006 Amount of funding investment from the North Norfolk Sustainable Communities Fund	Performance (YTD)	n/a
	Actual (Period) (YTD)	49,976.00
	Target (YTD)	
	Direction of change (YTD)	✖
	Owner	Sonia Shuter
	Comments	
HO 006 Numbers on the housing waiting list	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,846
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	
HO 008 Numbers on the Housing Options Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	2,039
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	
HO 009 Numbers on the Transfer Register	Performance (YTD)	n/a
	Actual (Period) (YTD)	429
	Target (YTD)	
	Direction of change (YTD)	✔
	Owner	Lisa Grice
	Comments	

		Jun 2021
HR 007 Working days lost due to sickness absence - whole authority days per FTE	Performance (YTD)	▲
	Actual (Period) (YTD)	1.58
	Target (YTD)	1.50
	Direction of change (YTD)	↓
	Owner	James Claxton
	Comments	While it is always disappointing to see an increase in any absence overall there is no need for concern as much of this is attributable to long term health related issues. This situation will continue to be monitored by the HR Team with additional support provided by the Council's Occupational Health provider.
HS 002 Number of affordable homes granted planning permission	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	↑
	Owner	Nicky Debbage
	Comments	
HW 003 Number of Disabled Facilities Grants completed	Performance (YTD)	n/a
	Actual (Period) (YTD)	20
	Target (YTD)	
	Direction of change (YTD)	↑
	Owner	Karen Hill
	Comments	
HW 004 Number of Disabled Facilities Grants approved	Performance (YTD)	n/a
	Actual (Period) (YTD)	23
	Target (YTD)	
	Direction of change (YTD)	↑
	Owner	Karen Hill
	Comments	
HW 005 Average Disabled Facilities Grant spend (£)	Performance (YTD)	n/a
	Actual (Period) (YTD)	83,337
	Target (YTD)	
	Direction of change (YTD)	n/a
	Owner	Karen Hill
	Comments	
IT 001 Number of transactions made via the Council website	Performance (YTD)	?!
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	?
	Owner	Rob Holmes
	Comments	
LS 003 Legal Services fee income (£)	Performance (YTD)	★
	Actual (Period) (YTD)	100,938.00
	Target (YTD)	18,000.00
	Direction of change (YTD)	↑
	Owner	Chris Carr
	Comments	

		Jun 2021
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	
	Actual (Period) (YTD)	89.21
	Target (YTD)	90.00
	Direction of change (YTD)	
	Owner	Cara Jordan
	Comments	
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	
	Actual (Period) (YTD)	76.00
	Target (YTD)	60.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
MJ 002 (24m) Major - Quality: Percentage of the total number of decisions allowed on appeal	Performance (YTD)	
	Actual (Period) (YTD)	2.00
	Target (YTD)	10.00
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
MJ 002 (n24m) Major - quality: Number of decisions allowed on appeal	Performance (YTD)	n/a
	Actual (Period) (YTD)	1
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Geoff Lyon
	Comments	
PL 001 Planning income (£)	Performance (YTD)	
	Actual (Period) (YTD)	241,879.00
	Target (YTD)	200,376.00
	Direction of change (YTD)	
	Owner	Phillip Rowson
	Comments	
PP 002 Number of homes granted planning permission (all tenure types)	Performance (YTD)	n/a
	Actual (Period) (YTD)	237
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Mark Ashwell
	Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	
	Actual (Period) (YTD)	29.15
	Target (YTD)	28.40
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	

		Jun 2021
RV 010 Percentage of non-domestic rates collected	Performance (YTD)	
	Actual (Period) (YTD)	27.04
	Target (YTD)	32.00
	Direction of change (YTD)	
	Owner	Sean Knight
	Comments	The NDR collection has reduced as at end of June 2021. The main reason for this is that the NDR relief awarded as part of the covid support has been changed from 100% to 66% with effect from 1 July 2021. This work needed a re-billing exercise for approx. 1,800 businesses with the total relief reducing and an increase in the amount needed to be collected by over £3.8m. This additional charge has been spread over the remaining instalments of the 2021/22 financial year and has reduced the percentage collected to date.

		Unknown
EG 003 Non-Domestic (Business) Rates Base (total number of properties)	Performance (YTD)	
	Actual (Period) (YTD)	
	Target (YTD)	
	Direction of change (YTD)	
	Owner	Stuart Quick
	Comments	

Additional Restrictions Grant

Summary: Following the Council's success in fully defraying its initial allocation from the Government funded Additional Restrictions Grant (ARG), NNDC has now qualified for additional funding. The top-up fund represents an opportunity for the Council to continue to assist local businesses, with a particular focus on supporting the recovery process from the impact of the Covid-19 pandemic and helping them to become more resilient to potential future threats and challenges.

As agreed at Full Council on 28 April 2021, delegation is provided to the Director of Resources, in consultation with the Cabinet Portfolio Holder for Sustainable Growth, to:

1. establish the terms and processes to commit the remaining ARG fund by 30 June 2021, and;
2. develop a programme of business support using the anticipated ARG top-up funds that the District will benefit from following the full dissemination of the current fund.

The former point has now been concluded and the Council has received £760,411 to fund the delivery of a new programme of support. This report sets out the broad concepts for a proposed programme.

Options considered: The Council is obliged to use the ARG fund to support local businesses, particularly those who may not been able to benefit from the mandatory grant schemes. The Government has advised that this should predominantly take the form of discretionary grants. However, the fund also allows the Council to use funding to deliver wider business support to which a range of options, including those outlined within this report, are possible.

The Council could choose to focus the remaining allocation solely on providing grants. However, it is recognised that businesses would additionally benefit from a broader offering of non-financial support to assist their recovery process, enable them to embed Covid-safe practices and to support resilience.

Conclusions: The Covid-19 pandemic has taken a considerable toll on local businesses. Whilst some businesses were able to trade to some extent, many have been heavily impacted, struggling to meet their ongoing fixed costs and now, having reopened, are having to make

significant efforts to recoup their losses. However, it is also recognised that the pandemic has also created opportunities and new revenue channels, to which the Council would wish to nurture and encourage.

Whilst the mandatory schemes have played a significant role in helping some businesses, there are many others who did not qualify for these grants. The ARG scheme has to date helped to address some of those who have *slipped between the cracks*. The next phase provides an opportunity for the Council to further develop the scheme to provide a wider range of assistance to help the local economy to bounce back.

Recommendations:

It is recommended that Cabinet:

1. note the content of the report and the progress to date in committing the ARG funding;
2. agree and approve the Business Support and Recovery Grant Scheme;
3. confirm support for the appointment of administrative resource (1 FTE) to support the grant scheme(s) and, as required, to support the delivery of wider business support;
4. agree to the further development of a wider scheme, with specific targeted support for the visitor economy, social care sectors and digital skills;

Reasons for Recommendations:

To continue to support the recovery of the local economy and to ensure the funding is fully defrayed within the timescales determined by the Government.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Richard Kershaw Portfolio Holder for Sustainable Growth	Ward(s) affected All
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Contact Officer, telephone number and email: Stuart Quick (Economic Growth Manager), 01263 516263, stuart.quick@north-norfolk.gov.uk
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1. Background

- 1.1 The Covid-19 pandemic has had an unprecedented impact on trading conditions. Restrictions imposed on businesses to control the spread of Covid-19 have had a significantly negative effect on the national and local economy. In April 2020, the UK experienced a 25% contraction in GDP, the largest fall the country has ever experienced. Whilst the economy did partially recover during the second half of the year, most businesses were unable to recoup earlier losses and any traction made to return to pre-pandemic levels were reversed following the return of national restrictions in November, ultimately leading to further tightened measures in January 2021. Overall the UK economy shrank by 9.8% in 2020.
- 1.2 As a result of the severe impact of Covid-19 restrictions, the Government introduced a plethora of Covid business grant schemes. These schemes have been allocated to businesses via Local Authorities. NNDC has now distributed over £126m in grants, which has required a significant amount of unanticipated resource, time and effort.
- 1.3 Following the imposition of national restrictions on 5 November, the Government established a new discretionary fund called the Additional Restrictions Grant (ARG). This scheme was introduced to complement the Local Restrictions Grant (and its subsequent incarnations), with a particular emphasis placed on helping those businesses who may not have been able to benefit from the LRSF fund, which was essentially aimed at businesses subject to non-domestic business rates. These schemes have now closed.
- 1.4 Local Authorities are permitted to have a high level of discretion as to how this is spent, but are advised that this money should predominantly take the form of discretionary grants. It can also be used to fund wider business support activities. Councils will need to fully defray this money by 30 March 2022 or return any remaining funds.
- 1.5 Following an additional top-up in January, NNDC has received a total ARG allocation of £3,028,013. At the Spring Budget on 3 March 2021 the Chancellor of the Exchequer announced that Local Authorities would receive an additional top-up to their ARG allocation, amounting to £760,411 for north Norfolk. However, in order to qualify for this money, Councils needed to have fully defrayed (not just committed) all of their current allocation by 30 June 2021 (subsequently extended by one month in line with the national restrictions extension).
- 1.6 NNDC was successful in fully defraying the original allocation within the original end of June deadline – one of only two Norfolk authorities to do so – and the Council is now in receipt of the top-allocation.
- 1.7 The Council's success in delivering these schemes has been recognised at a national level with no less than two finalist positions for two prestigious awards: The Public Finance Awards 2021 – for 'Digital Finance Project of the Year' and The Institute of Revenues Ratings and Values 2021 Performance Awards 2020/21 – for 'Excellence in Innovation'.

2. Current Position

- 2.1 As outlined to Full Council, it is suggested that the ARG fund be delivered in two broad phases: a 'Rescue Phase' and a 'Recovery Phase'
- 2.2 During the **Rescue Phase** (which ran to 30 June 2021) the Council concentrated on defraying the remaining initial funding allocation. The focus was on providing continued support to new and existing applicants to assist them as national restrictions eased, recognising that many businesses may have been initially limited in their ability to trade normally and that some will have not been able to open at all during the early stages.
- 2.3 In addition to the main grant, £250k was allocated to provide for an Outdoor Education Sector Support Grant and £22,578.22 was allocated to the Go Digital programme (outlined later in this report).
- 2.4 During the **Recovery Phase** (through to no later than 30 March 2022) the Council will concentrate on defraying the top-up fund allocation (£760,411). It is proposed that the majority of the top up fund should be allocated towards providing a Business Recovery and Resilience Grant, which is in line with the Government's expectation that the ARG fund should predominantly take the form of discretionary grant funding. The remainder can then be used to deliver other suitable business support initiatives to help businesses to recover.
- 2.5 It is noted within the Grant Offer Letter for the top-up that the Terms and Conditions consists of a single line, that: *Grants paid to a Local Authority under this determination can be used for grants and wider business support.* Its brevity is assumed to imply that we continue to have a reasonable degree of flexibility and discretion as to how we use this fund. Nevertheless, for the purpose of developing a new grant scheme and other initiatives, we have referred to the latest ARG guidance and FAQs issued to Local Authorities to ensure that it continues to conform with previous advice.

3. Business Recovery and Resilience Grant (BRRG)

- 3.1 It proposed that £500,000 is initially ring-fenced to support a Business Recovery and Resilience Grant. The allocation will be routinely monitored and the fund and terms of the scheme will be reviewed on (no less than) a monthly basis by the Director of Resource, the Portfolio Holder for Sustainable Growth and the Economic Growth Manager as part of routine programme review meetings. These meetings will serve to review the outputs delivered to date, consider the remaining fund and to ensure that the terms of the scheme continue to meet its original ambitions. If/as required, this monitoring panel will agree to amend the allocation and/or the terms of the grant to ensure the successful delivery of the scheme and that the ARG fund is fully defrayed by March 2022.
- 3.2 It is proposed that the scheme will provide funding to enable local businesses to implement changes and initiatives that will support their plans to invest, recover, sustain, diversify and/or grow, following the challenges experienced due to COVID-19. Grants will be available to all businesses based within the North Norfolk District Council area and payments will be made available for one-off costs, up to a maximum amount of £25,000 per business.
- 3.3 **Core Criteria**
 - The scheme will fund both capital and one-off revenue costs;
 - Min Grant £2500, Max Grant £25,000;
 - Businesses must have been impacted by Covid-19;

- Relevant permissions/licences will need to be in place prior to the application;
- Projects will need to be delivered with 8 weeks of receipt of signed Grant Offer Letter;
- Projects must deliver one or more of the ambitions of this scheme, within the following themes:
 - Digitalisation – investment in e-commerce, contactless payments, online booking systems, click and collect, new websites
 - Adapt and Diversify – investment in new product or services, improved resilience
 - Green Initiatives – eg sustainable procedures, energy efficient measures
 - Investment in new equipment/machinery/facilities/processes – to support turnover growth, increase customer capacity etc
 - Physical adaption to premises

3.4 In addition to the above priorities, a grant will also be available to support businesses in a position of hardship. This strand is intended to assist businesses that are experiencing difficulties in their ability to trade due to ongoing Government enforced restrictions within their industry.

3.5 Decision-making Process

It is suggested that grants will be awarded on a first come, first serve basis and that applications will be assessed on their relative merits in terms of the outputs offered, in particular, the number of jobs safeguarded and/or the number of jobs created. These will be decided on by a panel size and make up dependent on the grant amount applied for:

Grant below £10,000

Grant determined by Panel composed of the Grant Administrator + the Business Development Officer (supported by Economic Growth Manager as required).

Grants above £10,000

Grant determined by Panel composed of the Grant Administrator + no less than two Officers and the Portfolio Holder for Sustainable Growth.

3.6 Ineligible Costs and Activities

Proposed ineligible activities and costs:

- Projects where the applicant cannot demonstrate a market demand (either new or existing);
- Wage subsidies, cashflow, buying stock;
- Expenditure on continuous or periodic activity, routine building maintenance; routine tax consultancy, regular legal services or advertising, or costs to comply to statutory regulations;
- Non-business expenditure;
- The replacement of items and consumables including laptops and software;
- Land purchase and building repairs;

- VAT, unless this cannot be recovered;
- Repeat applications, including from linked companies;
- Any costs relating to insurance policies;
- Costs for any expenditure incurred prior to any grant offer letter.

4 Wider Business Support

4.1 In addition to the BRRG, it suggested that consideration be given to 3 other areas of specific/sectorial support:

- Digitalisation (available to all)
- Visitor Economy
- Care Sector

Details as to why these priority areas have been identified and the potential support solutions are outlined within Sections 4.2, 4.3 and 4.4.

4.2 Digitalisation – Go Digital Programme

4.2.1 It became very apparent early on in the pandemic that those businesses who already had a strong digital presence or were quick to embrace new ways to trade, promote or diversify their business – better functioning websites, new payment methods, video conferencing, agile working, online bookings etc – were better placed to continue trading and more resilient to the lockdowns. In many respects, like other parts of our lives, the pandemic has served to fast track the embracing of technology and new ways of doing things.

4.2.2 However, there is growing consciousness that many businesses still lack the basic digital skills and ready-cash to invest in such technologies and practices. This potentially makes them not only vulnerable to future threats, but also the risk of losing trade to those who have successfully embedded new systems into their business.

4.2.3 In recognition of this, it was previously agreed from the initial allocation that £22k approx. would be provided to Norfolk County Council to allow them to extend their Go-Digital programme. To date this programme has supported 38 north Norfolk businesses – 13 through the initial NCC-funded pilot scheme and a further 25 placements through NNDC's contribution funded via ARG.

4.2.4 Scheme Overview

- 9 hours of free business support by an industry expert within their field to help SME's to identify the digital tools and projects to support their business;
- Help for the business to understand the benefits of using digital tools, develop the confidence to undertake digital transformation projects and to discover and grow their knowledge of the digital tools available;
- Focus has been on businesses in the tourism and care sectors and food & drink producers, although any business can apply;
- A £500 grant voucher is then provided to the business to (via a claim back process) to fund items/services identified within the professional advisor's report.

- 4.2.5 Six of the Norfolk authorities have to date funded an extension of the Go Digital Programme which, pending a more formal evaluation due shortly, has by accounts been welcomed by businesses and well received.
- 4.2.6 NCC intend to launch the next phase of the programme in September. This extension to the programme will be funded by the European Interreg programme and is intended to support a further 600 placements over the next two years.
- 4.2.7 However, whilst the scheme has successfully secured some funding for the programme, it is presently oversubscribed, with a number of north Norfolk businesses sitting within a waiting list for it to reopen. The opportunity therefore exists for NNDC to ensure a greater level of local delivery through a further contribution (circa £22-23k) to secure another 25 placements on the scheme, which could be further reviewed - subject to programme development, take up and ARG budget. We are advised that most authorities will again similarly choose to invest in the programme (funded by their ARG allocation) in recognition that a digital scheme will form a valuable component of their overall recovery programme. It is therefore recommended that we do the same, benefitting from an established scheme and the economies of scale gained from having multiple funding partners.

4.3 Visitor Economy

- 4.3.1 Pre-pandemic figures (2019) estimate that tourism – via direct, indirect and induced spend – contributes over £500m to the local economy and employs circa 30% of the active working population in the district (vs 11.3% in Norfolk and Suffolk as whole).
- 4.3.2 Following the gradual re-opening of businesses we must now seek to position ourselves to recover in a way that will be fit for a different tourism and hospitality landscape, certainly in the short to medium term, and to take advantage of any opportunities that arise. Overseas tourism is unlikely to recover quickly, and staycations represent a good opportunity for north Norfolk in particular as people seek out the space and fresh air in rural and coastal destinations on our own shores.
- 4.3.3 However, whilst it is recognised that accommodation providers are reporting a high level of bookings, there is perhaps concern that some businesses may not be sufficiently orientated to fully benefit from this or have sufficient capacity to capitalise on these opportunities. Industry bodies suggest that one in five workers have left the sector during the coronavirus pandemic, with Covid and Brexit cited as exacerbating the problem. For staff that have returned to their roles, the so-called "pingdemic" also led to further shortages due to workers being told to isolate by the NHS app.
- 4.3.4 Nevertheless, figures from the [ONS](#) identify that job vacancies in the industry were already consistently at high levels before the UK went into its first lockdown in March 2020. This suggests that although Covid and the effects of Brexit might be driving worker shortages in the short-term, there are longer-term issues affecting the industry. It seems likely that the pandemic and Brexit have acted as catalysts in condensing the recruitment crisis and meant that, instead of playing out over two or three years, an exodus has suddenly

come to pass in two or three months.

- 4.3.5 A likely contributor to the staffing problem is the perception of the hospitality industry itself - with its perceived culture of very long working-hours and low wages. In north Norfolk, the issues are further compounded by an aging demographic and restrictive public transportation which particularly inhibits the less mobile younger employees. Moreover, hospitality businesses were re-opening at a time when students had not necessarily returned home to take on local seasonal employment.
- 4.3.6 Some businesses have also reported a perceived apathy from young people, with some perhaps demoralised by the pandemic and effectively moving further away from the labour market. There is also a long held view that people entering the industry would benefit from additional training (beyond on the job), including customer service skills and specific vocational qualifications to support career development and CPD. Investment in staff development typically improves staff retention which is important in an industry that commonly suffers from employee leakage into other sectors.
- 4.3.7 A key challenge for the sector is the relatively low productivity at £26,000 GVA per job (less than half the value for the ICT sector in comparison). However, Deloitte estimates the tourism GVA multiplier to be 2.8, meaning that for every £1,000 generated in direct tourism GVA, a further £1,800 is supported elsewhere in the economy through supply chain and consumer spending.
- 4.3.8 A priority for the sector, post-pandemic, should be to invest in boosting productivity, encouraging innovation, improving skills and training (including digital skills) and helping to promote career opportunities. This will require much stronger collaboration in order to build and promote a higher quality product if we are to attract higher-value visitors all year round. It is also a sector with multiple job opportunities across a disparate range of roles – accountancy, human resources, customer service management etc. To support this NNDC and VNN are presently working with the College of West Anglia to develop a project that will bring prominent local tourism businesses into schools to help raise awareness of the industry and the potential professional career paths it could offer.
- 4.3.9 Throughout the pandemic VNN have played a vital role in communicating to their membership - keeping them up to date with the latest Covid-19 safety measures, sharing industry news, engaging them in local and national surveys and sign-posting to the local and national business support. Moreover, whilst tourism promotion had to remain necessarily dormant during the national restrictions, from April onwards VNN recommenced its marketing activities, with the present campaign focussed on encouraging people to explore some of the lesser known (ie quieter) parts of north Norfolk.
- 4.3.10 Senior Officers and the Portfolio Holder for Sustainable Growth have recently met with the Chair of VNN and the Brand Manager to discuss the general climate of the tourism sector, the challenges their members have raised and the opportunities that present themselves as the industry starts to recover.
- 4.3.11 It is considered that the ARG fund presents a good opportunity for NNDC to support the recovery of the visitor economy and that it could be used, via a

number of interlinked interventions, to simultaneously help improve the tourism offer for visitors, support businesses in their recovery and further raise the profile of VNN.

4.3.12 At this stage Cabinet are asked for their *principle* support for the Economic Growth Team and VNN to further develop a project to support this important sector to the local economy. However, initial ideas are focused around a possible two pronged approach :

i. Membership/Marketing/Improved customer experience

To provide a grant to cover the equivalent cost of a 12 month Membership subscription to VNN for a basic marketing package. This would be available to all relevant businesses.

This will serve a number of purposes:

- To provide an opportunity to support a high number of local businesses to market themselves on VNN's webpage;
- To improve the customer experience for visitors to the VNN page as there are presently circa 160 members and the proposed substantial uplift in content would add significant value;
- It will potentially provide the opportunity for VNN to be in a position in 12 months' time (when renewals come around), to invest and increase its capacity through higher future revenue. This would be achieved through an anticipated degree of member retention from those wishing to maintain (or enhance) their subscription package, which VNN has historically been strong at;
- Members (new and existing) will be able to benefit from access to an enhanced programme of support achieved via a *re-investment* of the grant money – see point (ii).

ii. An Umbrella Package of Business Support for VNN Members

Utilising the funds generated via the grant, NNDC will work with VNN to create a package of support for Member businesses. This potentially could include the establishment of a Skills Academy (eg providing accredited/non-accredited training), working with businesses to support recruitment (immediate posts, long-term career paths, possibly helping trainees with travel expenses etc) and a package of other professional support.

4.3.13 The process of providing grants would be considered an effective defrayal of the ARG money, with the *immediate* benefit for business being the marketing offering. However, it would be anticipated that the *bigger picture* is that this project would have a significant legacy benefit to the local economy that extends significantly beyond the ARG spend period through the effective seeding of a programme of immediate and ongoing support that could evolve over time.

4.3.14 Whilst it is difficult to estimate the demand and thus total grant allocation required, if we were to initially assume a notional 500-1000 VNN Membership

Grants then potentially up to an estimated £180,000.00 would need to be allocated from the ARG top up fund. New members would be required to complete an application form and provide marketing content and this would then need to be loaded onto the VNN website. This work will require additional resource as it would be beyond the present capacity of NNDC and VNN (refer to Section 5, Resource Implications).

4.3.15 EG Officers would then work with VNN to develop a programme of support under the VNN banner utilising the grant funds.

4.4 **Care Sector**

4.4.1 The Adult Social Care Workforce Strategy 2021-2026 ([Living a Good Life - Excellence in Care](#)), outlines the strategy for adult social care across Norfolk and Waveney. The thrust of the report is about having the right people in the right place at the right time with the right values, skills and experience to deliver the care needed both now and in the future. The strategy provides an overview of the diverse nature and needs of its dispersed workforce - social care workers, unpaid carers and the volunteers - that collectively deliver social care across Norfolk and Waveney. Recruitment is one of the key challenges for social care. In Norfolk and Waveney, the older population is increasing while the proportion of people of working age declines. The current economic climate and previous political uncertainties have made European and international recruitment increasingly challenging. We are advised that the UK Points Based Immigration system has effectively removed the possibility of future international recruitment to direct care worker roles. Under the Skilled Worker Route, care workers are specifically excluded, and senior care workers will not be able to achieve the additional points required because their median salary is well below the current minimum salary requirement.

4.4.2 Prior to the pandemic, social care providers were facing a workforce crisis with high vacancy and turnover rates with hotspots in domiciliary care, particularly in rural areas such as north Norfolk and in roles such as social care nursing. If the social care workforce grows in proportion to growth in numbers aged 65 and over, then adult social care jobs in the Eastern region will have to increase by 35% (from 192,000 to 248,000) between 2020 and 2035. (Skills for Care 2020 area profiles). The age projections locally pose the risk that we will not have enough people of working age to meet the demand - the demographic drivers are pulling in opposite directions. Furthermore, the average *healthy* life expectancy for men and women is around 65 years meaning older workers may themselves have to cut short their working lives. Given the typical profile of a care worker - predominantly female, aged 43 and above - and the potential difficulties of international recruitment, particularly post-Brexit, the industry will be drawing on a limited pool of workers unless steps are taken to attract people into the industry.

4.4.4 Officers have undertaken initial discussions with a care support provider around the potential support options for this prominent sector within north Norfolk. Given the issues outlined, we are presented with a good opportunity to address a critical matter – we have an evidenced immediate (and long term) demand for care staff *coupled with* a potential supply of labour who are either presently unemployed, soon to be potentially impacted by the removal of furlough support or have otherwise been displaced during the pandemic.

The support required is thus about helping to raise the profile of the industry and providing the mechanisms to provide a hand-held career pathway.

4.4.5 The recommendation of this report is that consideration should be given to an ARG funded (pending fee proposal) North Norfolk Sector Based Work Programme. This would be via an SLA agreement with the provider who would work with partners (to include DWP) to deliver the scheme. Similar schemes delivered locally in the past have demonstrated positive outcomes, with 70-90% of placements gaining successful employment following the training.

4.4.6 A Sector Based Work Programme (formerly Academy) is a type of pre-employment training programme that offers unemployed people the opportunity to combine training and a work experience placement, with a view to moving into employment and/or further training at the end of it. Schemes typically includes three main components:

- Industry recognised pre-employment training
- A work experience placement
- A guaranteed job interview

4.4.7 Scheme Benefits

These programmes are considered a good way to offer unemployed people, or those who may be wishing to change career, the opportunity to train and gain work experience to support them into employment. The scheme provides people with the chance to understand more about the adult social care sector and explore if it is the right job for them – providing a direct recruitment process, improving retention and helping to reduce local unemployment.

In addition to the core programme, we would look to further offer a wraparound package of support to the business, including:

- Practical training related to the induction - including health and safety, moving and positioning, hygiene and infection & prevention control and First Aid;
- Support the candidate by providing the knowledge components of the Care Certificate to enable this to be completed quickly with their new employer;
- A fast track induction training available to the employer when they take on a new member of staff;
- Mentoring for the first month – an opportunity to discuss with a trainer involved in the programme issues/concerns in the first 4 weeks;
- An evaluation summary
- Publicity resources – a range of options that could be offered such as photographs to promote care work in their setting, support with their website to support better recruitment material and scope, virtual tours of their provision to promote on their website.

4.4.8 This project would require minimal resource from NNDC Officers, but poses the opportunity to create a good number of outputs - to be agreed through further project development and underpinned by an SLA.

5. Financial and resource implications

5.1 The grants delivered to date have been undertaken using existing staff resource. Whilst this is a credit to the hard work of those Officers who have supported this thus far, it is considered that this position is not sustainable given increasing workloads and the Officer time required to commit to the project elements outlined in this paper. It also does not offer a position of comfort in terms of resilience (sickness, holidays etc).

5.2 Resource Requirement

It is considered that there is a need for a 1 Full Time Equivalent (FTE) role to support the ARG programme:

- Business Recovery and Resilience Grant – 2 to 2.5 days pw for an Admin Support Assistant (proposed to recruit from the Temporary Staff Register) to undertake day-to-day processing of grants (and if/as required to support the wider ARG project). Required until grant fully defrayed, no longer than March 2022.
- Visitor Economy Project – 2 to 2.5 days pw for an Admin Support Assistant (proposed to recruit from the Temporary Staff Register) to undertake day-to-day processing of VNN applications and upload on to VNN website (and if/as required to support the wider ARG project). Required until grant fully defrayed, no longer than March 2022.

5.3 The latter role could be undertaken by the same person or two individuals could be employed amounting to the 1 FTE. An appropriate Job Description for this post has gone through the Job Evaluation process which has been evaluated at Grade 10 (£20,903 to £22,627). This would equate to a maximum cost of £11,313.50 plus on-costs, assuming a 6 month commitment. Funding for this has been identified from money allocated to the Council to support the Council during the pandemic.

5.5 Projected Fund Allocations (also refer to Section 8.2)

Business Recovery and Resilience Grant	£500,000
Visitor Economy Project	£180,000
Go Digital	£23,000
Care Sector	£10,000 (up to)
Total	£713,000

Whilst this represents an under-commitment, it provides the flexibility to consider other areas of support during the 6 months (to March 2022), including the potential to top up the grant schemes, which are likely to be oversubscribed anyhow.

6. Legal implications

6.1. The BRRG Guidance Document will be prepared in line with Government guidance and will be reviewed by Eastlaw prior to launch. All partners will be required to work within the agreed Terms and Conditions, established from the outset and underpinned by SLAs where appropriate.

7. Communications issues

7.1. The Council will wish to promote the Grant scheme and it is considered, subject to approval of the wider package of support as outlined, that the Council may wish to provide a communications release outlining the broader ambitions of the proposed programme and provide an update on the Council's delivery to date, which has been widely considered successful.

8. Risks

- 8.1 Should the Council not fully defray the ARG fund, then the Council will have to return any unspent funds. Whilst this is a legitimate position, it is something the Council would wish to avoid as this would represent a lost opportunity to maximise our support for the local economy through this fund.
- 8.2 To minimise risk, all project strands will have periodic monitoring reviews installed from commencement, including:
- ARG Programme Management meeting – to include the Director of Resource and Portfolio Holder for Sustainable Growth, Assistant Director for Sustainable Growth, the Economic Growth Manager and other Officers engaged in the delivery as required. A key responsibility of this group will be to review the funding position for the different strands. Given the Council strongly desires to fully commit the allocation, there may be a requirement to review the initial allocations for each strand, so as to maximise the fund use.
 - Business Recovery and Resilience Scheme - Panel Review meetings (no less than monthly) to include the Director of Resource and Portfolio for Sustainable Growth;
 - Go-Digital – NNDC will sit on the steering group committee, alongside other Norfolk Authorities;
 - Visitor Economy Programme – update report to VNN Board meetings, to include the Assistant Director for Sustainable Growth;
 - Sector Based Work Programme for Care Sector – monthly monitoring meetings with projects partners, to include the Business and Skills Support Co-ordinator.

9. Conclusions and Recommendations

- 9.1 The ARG top up fund provides a good opportunity for the Council to further support the recovery of the local economy. Cabinet are requested to give consideration to the recommendations as outlined and provide their support for the identified project elements.

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Ratification of the Norfolk Strategic Flooding Alliance (NSFA) Strategy and Action Plan

Summary: The newly formed Norfolk Strategic Flooding Alliance seek ratification from stakeholders of their strategy and action plan.

Options considered: To ratify the strategy in its current format
To not ratify the strategy in its current format.

Conclusions: The principles of the NSFA strategy and action plan are appropriate, reasonable and cover the wide range of flooding outcomes from both coastal and fluvial incidents. The strategy is a high level document which does not provide specific detail on the resource and financial implications, although its principles appear to be sound.

Recommendations: That Cabinet ratify the Norfolk Strategic Flooding Alliance Strategy and Action Plan.

Reasons for Recommendations: To support a collaborate approach to flooding and water management in Norfolk. To ensure that there continues to be a planned and resilient approach to flooding across the County.

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)

Ratification Draft. V3 Norfolk Strategic Flooding Alliance Strategy document and action plan
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Cabinet Member(s): Cllr Nigel Lloyd	Ward(s) affected: All
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Contact Officer, telephone number and email: Emily Capps, 01263 516274 emily.capps@north-norfolk.gov.uk
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1. Introduction

1.1 The Norfolk Strategic Flooding Alliance (NSFA) was formed at the start of 2021 following winter flooding which occurred in several Norfolk districts over the Christmas 2020 period. NSFA is chaired by Lord Dannatt and brings together a range of stakeholders including the Environment Agency, Anglia

Water, Norfolk Resilience Forum, Lead Local Flood Authority, Water Resources East, Coastal Partnership East, District Councils and Parish Councils.

- 1.2 The aim of the NSFA is to provide a single point of focus and collaboration for all flood related challenges facing the County of Norfolk. The alliance will consider both fluvial (river) and coastal flooding.
- 1.3 The NSFA seek ratification from all Stakeholders of their overall strategy and action plan.

2. Main body of report

- 2.1 The NSFA have asked for North Norfolk District Council to ratify the attached strategy and action plan.
- 2.2 The strategy contains the vision, objectives and principles of the NSFA.
- 2.3 The strategy outlines the governance and structure of NSFA and details the link with Coastal Partnership East. This is fundamental to the success of the NSFA and the collaborative approach.
- 2.4 Included in the strategy is how success will be monitored.
- 2.5 The action plan contains more of the detail on how the NSFA objectives will be achieved in the coming year. Although this is a high level document and the details of some action points are yet to be confirmed. It is therefore difficult to identify the resource implications fully.

3. Corporate Plan Objectives

- 3.1 The NSFA strategy and action plan link to the corporate priority of Climate, Coast and Environment. It's inclusion of coastal flooding is of particular importance to us a coastal authority and recognises the 45 miles of coastline within the district which are under threat from storm surges, inundation, cliff slippage and erosion.

4. Medium Term Financial Strategy

There is no significant impact on the medium term financial strategy.

5. Financial and Resource Implications

The high level nature of this document doesn't set out the financial and resource implications. However, ratification of this strategy does not commit the Local Authority to any resource or financial commitment.

6. Legal Implications

There are no legal implications relating to the ratification of this strategy

7. Risks

There are reputational risks if other stakeholders, sign up to the principles of the NSFA strategy and NNDC does not.

8. Sustainability

Ratification of this strategy would not impact on sustainability per say.

9. Climate / Carbon impact

Whilst flooding and water management issues are linked to climate change and therefore the contents of strategy are relevant to climate change, ratification of this strategy would not impact on carbon impact.

10. Equality and Diversity

No considerations

11. Section 17 Crime and Disorder considerations

No considerations

12. Conclusion and Recommendations

The NSFA Strategy and Action Plan are both high level documents, the principles contained within both are relevant and important, the detail and further content of the NSFA will be of importance to the Council. Without the detail we are unable to understand the full implications in terms of staff resource and financial commitment. It is therefore recommended that the documents are ratified in terms of agreeing to the principles, but on the understanding that more detail is required in some areas where there are financial or resourcing implications.

Some areas of the document duplicate the work of the Council Civil Contingencies team and Norfolk Resilience Forum. The Council believes it is already leading the way in terms of coastal flooding, however we recognise the need for partnership working in this area and are therefore broadly supportive of the principles contained within the strategy.

A pro-active prevention approach to flooding is much preferred to reactionary approach by NNDC.

NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response of flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. Our Action Plan is at Appendix A and the record of actions achieved, so far, is at Appendix B.

OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:¹

- a. Achieve a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.²
- b. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- c. In accordance with Shoreline Management Plan governance, establish a strategic group (or Groups) for the coastal areas from the Yare to the Wash/Ouse to help mitigate coastal erosion and coastal flooding.
- d. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- e. The planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- f. When preparing and delivering their statutory or lead-agency responsibilities, category one responders and other relevant bodies will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
 - I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
 - II. develop a consolidated action plan that maps multi-agency activities and progress,
 - III. ensure local flood resilience and the response to flooding events, which is streamlined and cohered across the County,
 - IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and
 - V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.³

¹ These are distilled further into a series of actions and tasks in Annex A.

² This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

³ We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

- g. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- h. Produce an Integrated Norfolk Water Management Strategy.⁴
- i. Deliver a united Norfolk view on flooding and water management issues to Central Government.

OUR APPROACH

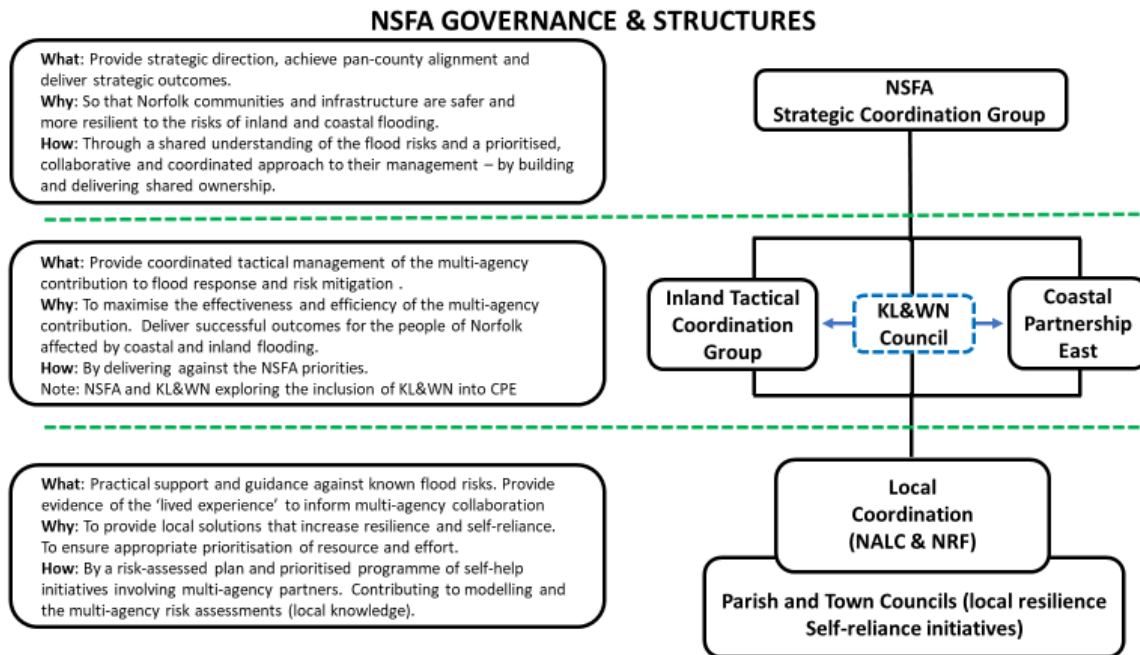
4. **Our Principles.** Our guiding principles are:

- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone to mitigate the threats of flooding or to promote the opportunities of better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE’s Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

⁴ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

6. **How we Function.** The NSFA will operate across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:⁵ The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies in order to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3), the specific actions and tasks (annex A) and our ways of working / guiding principles (Appendix B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis – commencing in July 2021 - the stakeholders, who are the constituent members of the NSFA (details at Appendix C), will commit to work together by formally signing off the annual NSFA Overall Strategy, of which this is the first.

⁵ For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

APPENDIX A - ACTION PLAN

Code: **RED**: Significant issues to be resolved or task/outcome/action not commenced, **Amber**: Significant issues identified and plan to resolve developed – no target date set, **Yellow**: minor issues or progress to achieve goal is on track, **Green**: desired task/action/outcome achieved.

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SER	TASK	ACTION	PROGRESS	LEAD/OWNER	ASSESSMENT
1	Task 1. Develop closer working between all agencies and better co-operation	1.1 More effective collaboration to ensure clearer multi-agency emergency response, recovery and remediation actions.	Agreement to this strategy signifies a commitment from members to adopt the principles and objectives in their own programmes, plans and strategies and a commitment to work collaboratively to achieve the NSFA's objectives.	All	Amber
2		1.2 The need to have a single consolidated approach to flooding across Norfolk so there is no 'post code lottery' (e.g. removal of the confusion about the utility and availability of sandbags).	<p>To be addressed through the NSFA Inland Flooding Group. The NRF is developing a picture of what districts provide in terms of flooding support during both response and recovery phases. The NRF (via the Multi-Agency Fusion Group (MAFG)) will provide a formal update on who does what to the next Inland Flooding Group meeting in September.</p> <p>Explore the role of the Severe Weather and Flood Risk working group and how this might inform the working of the coastal and inland flooding groups.</p> <p>This work should recognise the roles and responsibilities of all 3 tiers of local government and consider how we balance locally derived needs with autonomy of decision-making and resourcing (especially finance) while achieving appropriate county-wide consistency.</p>	Chair NSFA Inland Flooding Gp NRF Chair	Yellow

3		<p>1.3 Develop in partnership with others (such as Water Resources East (WRE) and the Broadland Futures Initiative (BFI) options for how flood water might be used to alleviate drought risks or managed in a more integrated multi-agency approach.</p>	<p>First formal meeting between NSFA and WRE programmed for 17 May. It discussed opportunities for shared working and what ‘plugs and sockets’ are required between the 2 structures to ensure opportunities to deliver a holistic approach to water management might be achieved.</p> <p>Develop an appropriate ‘plug and socket’ approach with existing flood and drought initiatives to ensure an integrated approach while not duplicating effort.</p> <p>The BFI should be reviewed by the NSFA and areas of collaborative opportunity identified and factored into the NSFA Action Plan. The BFI considers existing and new plans that will emerge and impact upon the BFI plan area. It is expected that the BFI will inform the Norfolk Strategic Flooding Alliance (NSFA).</p> <p>Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast.</p>	<p>Chair NSFA</p> <p>MD WRE</p> <p>Chair BFI</p>	
4		<p>1.4 Develop a prioritised list of known flooding risk areas to guide initial collaborative working</p>	<p>NSFA members will share their capital and maintenance plans with each other to ensure the maximum opportunities possible for the development of synchronised and mutually supporting work and to help communicate our work with Norfolk Communities.</p>	<p>Chair NSFA</p> <p>Chairs of Inland and Coastal</p>	

			<p>An initial prioritised list comprises 16 flood sites that have been identified as complex and requiring multi-agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.</p> <p>A second tranche of flood risk sites is being considered.</p>	Working Groups	
5	<p>Task 2. Clarify roles and responsibilities both amongst partners themselves and for the general public.</p>	<p>2.1 Education of Riparian owners, homeowners and businesses on their responsibilities, how to be more resilient in the face of severe weather and who to reach out to in times of flooding.</p>	<p>Flyer produced and to be distributed to all properties (business and private across Norfolk). It provides basic advice and linkages to where specific advice can be found.</p> <p>NFRS, NRF and NALC exploring ways to improve local resilience and self-reliance through education and advisory programmes.</p> <p>Riparian owners need to be updated on their responsibilities to watercourse maintenance. This might be led by the CLA and NFU.</p>	<p>CFO, NFRS</p> <p>NALC</p> <p>CLA</p> <p>NFU</p>	
6		<p>2.2 The potential for a Memorandum of Understanding to provide greater clarity and the need to undertake a gap analysis of areas not covered by agencies.</p>	<p>To be considered by the NCC as the LLFA. Consideration should be given to the NRF to lead on developing this.</p>	<p>NCC as LLFA (through NRF)</p>	
7		<p>2.3 Encourage local support groups to help improve community resilience through provision of support, education and information.</p>	<p>Consideration should be given to the Coastal and Inland groups leading on this with NRF liaison for delivery of engagement and education programme. These groups might want to explore the role of the Coastal Flood Wardens as</p>		

			<p>a resource that might be developed for other scenarios.</p> <p>Consider the development of dashboard, to guide planning and response, in which flood data and the current picture is made accessible to all stakeholders.</p> <p>Consider the Introduction of a web-based portal to help householders and businesses identify who is responsible for what drainage asset.</p> <p>Integration of data feeds by the NCCC Norfolk Office of Data Analytics (NODA) to create an more holistic appreciation of risk and situational awareness. Intention to embed this in an open forum website (Norfolk Prepared) to ensure agencies and public maintain situational awareness and can prepare and response more effectively</p>	<p>Chairs of Inland & Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>NRF</p>	
8		<p>2.4 Maintain regular communications with Norfolk communities on flooding related issues to ensure communities are as well informed on NSFA activities as is practicable.</p>	<p>This recognises the need for direct (NSFA to communities) and indirect (through a third party) communications. Parish Councils will have a key role to play here.</p> <p>Requires close collaboration and coordination on flooding related communications. NCC will lead on the development of a coordinated NSFA Communications Plans (including agreed, immediate lines to take in times of crisis).</p> <p>Utilise Norfolk Prepared website, tactical delivery through inland and coastal NSFA groups.</p>	<p>Chair NSFA</p> <p>Chair Inland and Coastal Groups</p> <p>NCC as LLFA</p> <p>NRF</p> <p>NALC</p>	

			The Norfolk Prepared website was advertised in the flood flyer and the website provides broad resilience and self-reliance advice.		
9		2.5 Consider what flood protection and mitigation capabilities are required and how they might be supported and supplied.	Item needs to be addressed by the inland and coastal flooding groups to identify most appropriate capabilities to mitigate flooding. Once the 2 groups have considered the issue for their respective remits, the NSFA should consider a consolidate view including how capabilities might be resourced	NSFA Chairs of inland and Coastal groups	
10	Task 3. Determine and implement appropriate mechanisms for funding flood-related initiatives.	3.1 A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 21. CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked	Chairs of the inland and Coastal working groups	
11		3.2 Maximising the capital, maintenance and revenue funding streams of NSFA members , as well as resource and skills, jointly to agree common priorities and funding for proactive water management initiatives.	A more collaborative approach to funding-streams, utilising Regional Flood and Coastal Committees (RFCC), and a more coordinated approach to the Business Plans of NSFA members should be the preferred method to operationalise the water management outcomes we seek for Norfolk. The NSFA will work integrally with Anglian (Eastern) and Anglian (Gt Ouse) RFCCs to ensure Flood Defence Grant in Aid capital and other	All	

			funding opportunities are maximised for all RMAS in Norfolk.		
12		3.3 Lobbying DEFRA regarding the funding criteria for retro-fitting SuDS and drainage improvement works, as current model undervalues the damage caused by surface water flooding and the costs of mitigation schemes			
13	Task 4. Improve the coherency of planning processes across the County to ensure that new developments do not exacerbate the flood and coastal erosion risks or act as a barrier to the development of options.	4.1 Removal of the automatic right to connect surface water from new developments to the sewerage system, which should be replaced with a more conditional approach to ensure all parties work together to assess and approve connections to the sewer network.	Anglian Water is already involved in this work nationally with Water UK. Lord Dannatt and George Freeman MP wrote, on 23 Jun 21, to SofS EFRA and SofS HCLG to express concerns over 2 planning policy matters. The first regarding the automatic rights for developers to connect surface water from new developments to the sewerage system. Second, The ongoing responsibility of developers for drainage and water management on their developments.	Chair NSFA Anglian Water	
14		4.2 Planning policy and guidance to be updated and strengthened to require flood risk betterment in areas of high flood risk and to reflect new environment policy objectives and new SuDs National Non-Statutory Technical Standards.	CPE is working with our 3 LA planning teams and those at KLWNBC and south into Essex to ensure we have integrated coastal planning policy in relation to erosion and coastal change. we have a shared Supplementary Planning Document which we are currently reviewing in line with new and emerging Local Plans. We are also exploring spatial planning and development in Coastal Change Management areas with planners locally and nationally. Farmers and landowners perceive planning to be a barrier to the development of on-farm reservoirs, which will play a crucial role in	Chair NSFA NCC and District / Borough Councils	

			<p>connecting flood risk with water resources, delivering economic and environmental benefits. The group needs to consider what is most needed, is it formal policy changes, guidance to landowners submitting applications or is internal guidance for planners needed to help them with reviewing an application? It would also be helpful to identify a number of 'shovel-ready' projects and test them through the planning system.</p> <p>The NSFA would consider forming a focused working group to understand the breadth of planning-related challenges and recommend a programme of work to address these.</p>		
15		<p>4.3 LLFA to review thresholds for bespoke responses to consultations on Major Development and LPAs to review provision of drainage advice for Minor Development to improve the technical expertise in flooding.</p>		NCC / LLFA	
16		<p>4.4 A clear process to remove and replace misconnections to sewers through Building Control, or re-classification of foul sewers into combined sewers.</p>	<p>Seems a logical for Anglian Water to lead, given their role (this might ensure that foul sewer are not reclassified as combined sewers).</p> <p>Building Control at the local authorities with regards to spotting and addressing misconnections, working with Anglian Water to ensure that foul sewers are not reclassified as combined sewers).</p>	<p>Anglian Water</p> <p>and local authority Building Control teams</p>	
17	<p>Task 5. Improve collective</p>	<p>5.1 Develop a shared surface water flood risk mapping resource and asset register, and provide districts with access to the LLFA's GIS system.</p>	<p>Encourage wider use of EA flood map to increase awareness of surface water flood risks in the County. Information can be found on https://eur02.safelinks.protection.outlook.com/</p>	<p>EA</p> <p>Anglian Water</p>	

	understanding of the flood risks through the development of multi-agency situational awareness and data sharing protocols, establishing a commonly accessible mapping resource and modelling function.		<p>Anglian Water is developing something similar for all flood risk partners across the region, so no need to reinvent the wheel.</p> <p>CPE is also keen to develop a shared asset register for coastal locations so they can develop integrated asset investment strategies with their partners (similar to that with AW).</p>		
18		5.2 Establishing local community champions to support communities to map out relevant water management assets.	Potentially incorporated in LRF Stronger Community Resilience pilot. LRF to work with NALC, Community Resilience, PH etc to help identify local champions.	NRF Strategic Support Officer	
19		5.3 Develop and then monitor the concerns of Norfolk communities affected by flood and drought risks and realities – a form of persistent audience sentiment and analysis.	<p>The development of a prioritised list is based upon inputs from local communities and historic data. It is addressed by the Local Issues Working Group. Discussions have taken place with NCC Comms to explore a proactive approach to communications and with sentiment analysis.</p> <p>CPE is holding its first join Suffolk and Norfolk Coastal Community conference this autumn to discuss coastal change. They have held a Suffolk event for several years and invited schools and guest speakers as well as the community leads and partners. It's a very effective event for sharing information, networking and supporting peoples understanding of risks and solutions.</p>	Nick Tupper NSFA	
20		6.1 A coordinated effort from all RMAs to ensure that all their assets are regularly and proactively maintained, to lead by example.	EA and Anglian Water have an established, mature risk-based maintenance programme and could support others developing the same.	Anglian Water	

	Task 6. Creation of a sustainable approach to drainage through a coherent county-wide programme of improvements, prioritised maintenance and through the planning of new developments.		CPE conducts regular inspections of all its coastal assets and this informs their annual maintenance programmes. They also have a £150M capital delivery programme for 10 years: they have already delivered the Bacton Sandscaping project and are in the process of progressing Lowestoft tidal flood walls and barrier. They will have a capital scheme for Cromer and Mundesley online early next year.	EA	
21		6.2 The maintenance regimes of delivery agencies and authorities are shared between NSFA partners to facilitate closer cooperation in areas of mutual interest / responsibility.		Anglian Water EA IDBs	
22		7.1 Sharing mobile numbers of all first responders to reduce the time it takes to contact the appropriate person who can make decisions with the skills and knowledge on the ground.	Services with 24hr response - contact should always be through established arrangements - not to individuals - relying on individual contacts more likely to impede and not enhance response - eg leave, change of roles, assigned to other events etc. Item closed – to be transferred to Appendix B.	NRF Chair	
23	Task 7. Effective management of the multi-agency response to improve consistency of delivery across the County to ensure we retain the confidence of Norfolk communities.	7.2 Explore the creation of Community Resilience Team at Parish Council level able to respond to flooding events.	Being considered by NRF, NFRS and NALC. To be assisted and enabled by increased situational awareness from data embedded in Norfolk Prepared website. Norfolk ALC is already doing work in this area to gather names into a 'register'. Learn from and make links with any COVID support groups set up at county, district or Parish level.	NRF Chair CFO, NFRS NALC	

24		<p>7.3 Explore potential roles for the NRF and local resilience planners in advising, preparing and supporting mitigation measures (such as education).</p>	<p>Being considered by NRF. Will require identification of risks specific to geographical location. NRF assessing options for education/training of community champions. Norfolk Prepared to be used as a platform to inform public on pre-emptive actions that can improve their resilience to local risks.</p>	<p>NRF Strategic Support Officer</p>	
25		<p>7.4 Consider how the NCC Resilience Hub might lead in the setting up of initial coordination function of flooding events (what resources are required to enable this?)</p>	<p>NRF assessing options for an improved cascade call system for setting up initial response groups. Confirmation of Local Coordination Group (LCG) roles and responsibilities being amended in Norfolk Emergency Response Guidance (NERG).</p>	<p>NRF Chair</p>	
26		<p>7.5 Consider how regular exercise events might be used to prove and improve NSFA functionality and effectiveness trough the use of a series of testing scenarios involving coastal and inland flooding events (and explore how these might mitigate drought risks).</p>	<p>Training and assessment exercises are a key indicator of progress and to drive learning and development.</p> <p>A NSFA Flood exercise planning meeting will take place on 8 Jul (details to follow) to determine scope and objective for the NSFA autumn exercise. It will also explore options for the Norfolk contribution for the National Flood exercise in Oct 22.</p> <p>An exercise is being developed by NRF’s multi-agency fusion group (MAFG) that will test our response to inland and coastal flood challenges. Expected to be delivered 26-28 Oct 21.</p>	<p>NRF Chair</p>	

27		<p>7.6 Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast. Can be accessed via https://eur02.safelinks.protection.outlook.com/</p>	<p>CPE will be developing this further with EA and our coastal partners and communities through the SMP action plans and via our IRF bid.</p> <p>An education campaign about climate change and SL rise at a regional/county level would help all RMA's in the discussions we have to have with communities.</p>		
28	<p>Task 8. Improving the oversight of and managing delivery of riparian responsibilities.</p>	<p>8.1 An education campaign to educate landowners and homeowners in terms of their responsibilities around keeping ditches and culverts cleared.</p>	<p>The EA are considering developing some guidance on this nationally but some local guidance could perhaps be developed more quickly with a Parish Council as a test area and involving local engagement from riparian owners about what support, knowledge, H&S considerations and equipment a riparian owner needs.</p> <p>Cambridgeshire County Council are developing riparian guidance asap on this so perhaps you could collaborate with them for efficiency and speed?</p> <p>Charles Krolik-Root is the lead on this at CCC.</p>	<p>NCC as LLFA</p>	
29		<p>8.2 Explore the practicalities and benefits of a single lead organisation for managing all watercourses in the County. How would this be resourced and what authorities would it require (how might these impact on the statutory obligations of other NSFA elements)?</p>			
30		<p>8.3 The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining</p>			

		the County’s watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.			
31	Task 9. Improve understanding of the policy framework across all NSFA members and improve the consistency of its delivery across the County of Norfolk	9.1 Need to better understand EA’s policy around river dredging and whether this is being undertaken.	<p>EA provides their current policy position:</p> <p>Dredging means removing accumulated material in waterways, such as gravel or soil (often referred to as silt). Dredging in certain locations may improve land drainage by lowering the river level to allow water to flow from the land or from drains, however it may sometimes cause unintentional flooding downstream. Dredging may also be ineffective in reducing flooding, as the natural processes in many rivers can cause silt to build up again quickly. Dredging may also damage wildlife and ecosystems in certain areas. In extreme flooding events, the small increases in width and depth achieved by dredging a waterway do not provide enough capacity to contain the excess flood water. This means dredging is not always the best solution to managing flood risk, and we may suggest other measures instead. When the EA dredges they focus work on locations where the risk of flooding, economic loss and risk to life are the greatest. They may dredge an area if there is evidence that:</p> <ul style="list-style-type: none"> dredging will reduce flood risk to local properties will not increase flooding downstream it is affordable to do so (disposal of silt may be expensive). 	All	Item closed. Will be transferred to the record of completed actions in Jul 21.

			<ul style="list-style-type: none"> it is compatible with restrictions around protected species. 		
32		<p>9.2 Need to better understand the Declassification of Infrastructure Programme being undertaken by Anglian Water.</p>	<p>Anglian Water does not have a declassification programme, but they will review assets that are incorrectly classified when they are made aware. Anglian Water to lead this work and communicate it comprehensively with the NSFA.</p>	Anglian Water	

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APPENDIX B – RECORD OF ACHIEVEMENTS

SER	ACTION	OUTCOME	ACHIEVED
1	Consider the need for a single, centralised flood line number that provides a mechanism through which flooding can be reported, specific triage advice can be provided and generic flood prevention and resilience guidance can be sought.	Single flood line number in place to provide 24/7 hub for flood advice and support. Flyer produced that covers advice and provides details on organisational flood roles and responsibilities. Flyer will be distributed to all properties and business and properties across Norfolk by the end of May 21	27 May 21
2	Production of clear comms tools (leaflet/website) for householders and businesses with emergency contact numbers.	Flyer produced by the NRF (MAFG) and NCC Comms that has been distributed to all addresses across the County. This flyer provided details on the single flood line number, the roles and responsibilities of various agencies and authorities and provided link to other advisory / resilience websites.	27 May 21
3	Develop a prioritised list of flood work that can be used to galvanise a collaborative approach to complex flooding sites	First tranche comprises a list of 16 flood sites that have been identified as complex and requiring multi agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.	

APPENDIX C – NSFA MEMBERSHIP

SER	ORGANISATION	REPRESENTATIVE	COMMENT
1	NSFA Executive	Lord Richard Dannatt	Chair
2	NSFA Executive	Nick Tupper	Local Authorities POC
3	NSFA Executive	Philip Lester	Strategy, NRF and Exercising POC
4	NCC / LLFA	Cllr Andrew Proctor	Leader County Council
5	NCC / LLFA	Tom McCabe	ED Paid Services
6	NCC / LLFA	Graham Bygrave	Highways
7	NCC / LLFA	Mark Ogden	Flood and Water Management
8	NCC / LLFA	Duncan Merren	Communications
9	Inland Flooding Group	Trevor Holden	MD Broadland & South Norfolk District Council
10	Coastal Flooding Group	Sheila Oxtoby	CEx Great Yarmouth Borough Council
11	Breckland District Council	Cllr Sam Chapman-Allen	Leader District Council
12	Breckland District Council	Maxine O'Mahony	ED District Council
13	Broadlands District Council	Cllr Shaun Vincent	Leader District Council
14	Borough of Gt Yarmouth Council	Cllr Carl Smith	Leader Borough Council
15	Borough of Kings Lynn & West Norfolk Council	Cllr Stuart Dark	Leader Borough Council
16	Borough of Kings Lynn & West Norfolk Council	Lorraine Gore	CEx District Council
17	North Norfolk District Council	Cllr Sarah Butikofer	Leader District Council
18	North Norfolk District Council	Steve Blatch	CEx District Council
19	Norwich City Council	Cllr Alan Waters	Leader City Council
20	Norwich City Council	Stephen Evans	CEx City Council
21	South Norfolk District Council	Cllr John Fuller	Leader District Council
22	Anglian (Great Ouse) Regional Flood and Coastal Committee (ARFCC)	Richard Powell	
23	Anglian Eastern Regional Flood and Coastal Committee (AERFCC)	Brian Stewart	
24	Association of Drainage Authorities (ADA)	Innes Thompson	
25	Anglia Water (AW)	Jonathan Glerum	
26	Broads Authority (BA)	Marie-Pierre Tighe	
27	Coastal Partnership East (CPE)	Karen Thomas	
28	Environment Agency (EA)	Mark Johnson	
29	Highways Agency (HA)	Simon Amor	
30	National Farmers Union (NFU)	Rob Wise	
31	Norfolk Resilience Forum (NRF)	Stuart Ruff	Also Chief Fire Officer, NFRS

32	Norfolk Association of Local Councils (NALC)	John Pennell	
33	Water Resources East (WRE)	Robin Price	
34	Water Management Alliance (WMA)	Phil Camomile	

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