

# Overview & Scrutiny Committee



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Tuesday, 7 September 2021

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 15 September 2021** at **9.30 am**.

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

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

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

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

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

**To:** Mr N Dixon, Mr S Penfold, Ms L Withington, Mr H Blathwayt, Mr P Heinrich, Dr V Holliday, Mr N Housden, Mrs E Spagnola, Mr A Varley, Mr C Cushing, Mr A Brown and Mr P Fisher

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



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

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

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 12

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 14<sup>th</sup> July 2021.

**5. ITEMS OF URGENT BUSINESS**

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

**6. DECLARATIONS OF INTEREST**

13 - 14

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

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

To consider any petitions received from members of the public.

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

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

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

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

**10. DEBT RECOVERY 2020-21**

15 - 46

**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):

All

Contact Officer,  
number, and e-mail:

Eric Seaward

All

telephone Sean Knight 01263 516347

[Sean.Knight@north-norfolk.gov.uk](mailto:Sean.Knight@north-norfolk.gov.uk)

11. BUDGET MONITORING REPORT 2021/22 - PERIOD 4

47 - 62

**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](mailto:Lucy.Hume@north-norfolk.gov.uk)

12. **2020/21 OUTTURN REPORT (PERIOD 12 BUDGET MONITORING REPORT)** 63 - 114

**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)*

*Budget Monitoring Reports, NNDR returns*

Cabinet Member(s):  
Cllr Eric Seward

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

13. **TREASURY MANAGEMENT ANNUAL REPORT 2020/21**

115 - 126

**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 Recommendations:** Approval by Council demonstrates compliance with the Codes.

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](mailto:lucy.hume@north-norfolk.gov.uk)

**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) Ward(s) affected  
Cllr Sarah Bütikofer All

Contact Officer, telephone number and email: Steve Blatch, Chief Executive

Email:- [steve.blatch@north-norfolk.gov.uk](mailto:steve.blatch@north-norfolk.gov.uk)

Tel:- 01263 516232



15. OFFICER DELEGATED DECISIONS (MAY TO AUGUST 2021)

191 - 194

- Summary:** This report details the decisions taken by Senior Officers under delegated powers from May to August 2021.
- Options considered:** Not applicable.
- Conclusions:** To receive and note the report and the register of officer decisions taken under delegated powers.
- 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

## WORK PROGRAMMES

**16. THE CABINET WORK PROGRAMME** 195 - 198

To note the upcoming Cabinet Work Programme.

**17. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 199 - 208

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

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

To pass the following resolution, if necessary:

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

## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 14 July 2021 in the Council Chamber - Council Offices at 9.30 am

**Committee** Mr N Dixon (Chairman) Mr S Penfold (Vice-Chairman)  
**Members Present:**

Ms L Withington Mr H Blathwayt  
Dr V Holliday Mr C Cushing  
Mr A Brown Mr P Fisher  
Dr P Bütikofer

**Members also attending:** Ms V Gay (Observer) Mr R Kershaw (Observer)  
Mr N Pearce (Observer) Mr J Rest (Observer)  
Mrs W Fredericks (Observer)

**Officers in Attendance:** Democratic Services and Governance Officer - Scrutiny (DSGOS), Housing Strategy and Delivery Manager (HSDM-ND), Housing Strategy and Delivery Manager (HSDM-GC), Democratic Services Manager (DSM), Customer Services Team Leader (CSTL), Project Manager North Walsham Heritage Action Zone (HAZPM), Assistant Director for Organisational Resources (ADOR), Economic Growth Manager (EGM) and Assistant Director for Sustainable Growth (ADSG)

**Also in attendance:**

### 34 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr P Heinrich, Cllr N Housden, Cllr A Varley and Cllr E Spagnola.

### 35 SUBSTITUTES

Cllr P Bütikofer substituted for Cllr P Heinrich.

### 36 PUBLIC QUESTIONS & STATEMENTS

None received.

### 37 MINUTES

Minutes of the meeting held on 16<sup>th</sup> June 2021 were agreed as a correct record and signed by the Chairman.

### 38 ITEMS OF URGENT BUSINESS

None received.

### 39 DECLARATIONS OF INTEREST

None declared.

**40 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None received.

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

The DSGOS noted that at the meeting held on 5<sup>th</sup> July 2021, Cabinet accepted the recommendation to give consideration to the resourcing of the Planning Enforcement Team, in order to strengthen and support the Council's planning enforcement process. He added that the issue remained under active consideration, and any decision on whether additional resource was required remained outstanding. It was noted that the Planning Portfolio Holder had also requested that a briefing be arranged on the Enforcement process, with details to be shared in due course.

**43 SHERINGHAM LEISURE CENTRE PROJECT UPDATE: JULY 2021**

Cllr V Gay – Portfolio Holder for Leisure, Wellbeing and Culture introduced the report and informed Members that the completion date had been delayed until September, as a result of delays in the materials supply chain. She added that the new completion date given was considered a realistic estimate. It was stated that as this would likely be the last update prior to project completion, additional budget information had been included for consideration. Cllr V Gay added that to her knowledge, the project had not yet required borrowing, as adequate cashflow had been maintained.

Questions and Discussion

- i. Cllr S Penfold stated that he assumed the opening date would follow the completion date, and asked whether the opening would still take place in September or a later date. Cllr V Gay replied that a scheduled opening date was yet to be agreed, but it would follow the completion date once initial testing was completed. It was expected that the opening date might be in October, and Cllr S Penfold suggested that it would be helpful to know the specific date as soon as possible.
- ii. It was confirmed, following a question from Cllr H Blathwayt, that the new facility would have a soft opening prior to its formal opening to the public.
- iii. Cllr S Penfold suggested that it would be beneficial for Members to visit the facility once complete. Cllr V Gay agreed and stated that whilst smaller visits had taken place, Covid-19 restrictions had limited the number of visitors allowed on site, and suggested that she would seek to arrange a visit for all Members as soon as possible.
- iv. Cllr J Rest suggested that the delays caused by materials shortages highlighted the need for greater consideration to be given to using local

materials when undertaking projects of scale in the future. Cllr V Gay noted that the project had shown the number of materials that had to be imported, and agreed that it should be given consideration in the future.

- v. Cllr V Holliday asked whether the current budget position was as expected, to which Cllr V Gay confirmed that this was the case, as it had remained unchanged for considerable time following an adjustment in summer 2019.
- vi. The Chairman suggested that once the facility was open, it would be helpful for the Committee to receive a project review, to consider the process of development, the lessons learned and a review of the operating procedure. Cllr V Gay agreed that this would be a helpful exercise that she would be happy to facilitate.

## **RESOLVED**

**To receive and note the update.**

### **44 NORTH WALSHAM HIGH STREET HERITAGE ACTION SCHEME PROJECT UPDATE - JULY 2021**

Cllr R Kershaw – Portfolio Holder for Sustainable Growth introduced the report and informed Members that the HSHAZ project was a holistic programme of interrelated projects that aimed to improve the vitality and viability of North Walsham town centre. He added that the project was an opportunity for significant investment in the town to support residents and visitors, which would therefore require their agreement and support. It was reported that the project included a placemaking scheme, renovation of the Cedars, building improvement grants, a cultural programme, and a communication and engagement programme. Cllr R Kershaw informed Members that project governance had changed from a Working Party to Project Team, which met weekly to oversee the project alongside a project board, chaired by the ADSG.

#### Questions and Discussion

- i. The HAZPM and EGM provided an overview presentation of the project and noted that funding had come primarily from Historic England, in conjunction with match-funding from NNDC, followed by additional funding from the LEP and Historic England, to a total of £3.2m. The HAZPM informed Members that the project would focus predominantly on the town centre, in areas such as the Market Place, the area surrounding St Nicholas' Church, and the surrounding streets and lokes. An overview of the five key programmes was provided and it was noted that the placemaking scheme had reached the detailed design stage, utilising input from a range of stakeholders. It was noted that considerable consultation and engagement had taken place with local exhibitions in the town and at local schools.
- ii. The HAZPM informed Members that essential maintenance work on the Cedars had already begun, alongside a full conditions survey to ascertain the works required. She added that a detailed schedule of work and specification had been prepared that would be procured in the autumn, with renovations to begin soon after. It was noted that the building had already been marketed by the Estates Team to seek potential interest.
- iii. The Historic Buildings Improvements Grant Scheme was outlined as a means for private landlords to apply to improve existing historic buildings,

with 103 listed buildings in the town, it was hoped the scheme would help to return these buildings to their former glory. It was noted that the scheme was set to launch in approximately two weeks' time to cover repairs and renovation, with the expectation that it could bring neglected spaces back into use.

- iv. The HAZPM referred to the heritage research and training that would be undertaken as part of the project by Historic England, and noted that very little heritage research had been completed previously. It was reported that most of this research would be funded separately by Historic England, though the findings would be shared with officers to better inform the project. Alongside this work, it was noted that the Cultural Programme would be led by an independent consortium with £90k funding available over three years.
- v. The HAZPM informed Members that a Stakeholder Group had been established that met regularly to keep residents and businesses informed of project progress. She referred to the project budget and noted that to date, approximately £183k had been spent. It was suggested that there had been challenges such as material shortages, though efforts were being made to mitigate these impacts and the project remained on-track. The HAZPM stated that year two of the project would be critical, as most of the placemaking scheme funding would be spent, alongside the building improvement grants scheme, subject to match-funding from property owners.
- vi. Cllr S Penfold asked whether there had been any headline issues from the consultation events, and whether monitoring and evaluation of the project would be undertaken externally. The HAZPM replied that the general feedback received from over 200 consultees was supportive, with particular interest in green projects and engaging young people in the project. She added that there had also been considerable feedback received on the identity of the town, with several suggestions made. On monitoring and evaluation, it was stated that the HAZPM monitored the project deliverables such as the placemaking scheme and historic building projects, which she would then report to Historic England. It was noted that equipment had also been installed to monitor footfall in the town, which could be used to measure trends in visitor numbers pre and post project completion. Cllr R Kershaw noted that there was also a weekly monitoring meeting that took place with Members, Historic England representatives, NNDC and NCC officers, consultants and other interested parties.
- vii. Cllr V Gay stated that the Project Enabler deserved substantial credit for the work she had done to initiate the project, and suggested that a strong community presence had influenced Historic England to support the project. She added that support for the project from within the town had been inspiring, and thanked officers' for their ongoing support.
- viii. Cllr C Cushing referred to the budget figures in the presentation, and suggested that it would be helpful if these could be shared with Members. He then referred to the Cedars renovation work and asked whether any cost estimates were available, whether there was any interest in the building, and whether a sale or conversion into housing had been considered. Cllr R Kershaw stated that he would ensure the budget information was shared with Members and noted that a condition of the Historic England contribution to the renovation costs meant that the Council could not sell the property. He added that whilst housing could be an option, there had already been three

expressions of interest, with two for commercial use and one a café restaurant with accommodation above. It was stated that the Council would have to seek a commercial rent from the building, but would also take into account the community interest. Cllr C Cushing stated that it would be helpful for the project to be regularly monitored by the Committee.

- ix. Cllr P Bütikofer requested further information on the green credentials of the project. The HAZPM replied that a key brief given to architects working on the placemaking project was to consider sustainability and contribute to the delivery of the Council's environmental objectives. She added that Environmental Officers had been involved in the consultation stage and various issues had been considered to make the project as sustainable as possible.
- x. Cllr V Holliday praised the project and asked whether any similar would be considered for other market towns in the future. Cllr R Kershaw replied that the Council would certainly apply for funding if more was made available by the Government.
- xi. Cllr L Withington stated that a community project was taking place in Sheringham and suggested that beyond footfall, increases in income or revenue for the town should also be measured. She added that there was often a switch from retail to hospitality businesses as towns were developed, and it was important to ensure that essential retail shops were not lost. It was suggested that public transport should also be given consideration to ensure that access wasn't lost. Cllr R Kershaw replied that he was working with a business consortium to encourage economic growth in the town as well as encouraging new businesses into the town.
- xii. Cllr S Penfold referred to the learning opportunities presented by the project, and asked whether anyone had been tasked with ensuring that local schools and colleges had been contacted to determine their needs and develop learning opportunities. Cllr R Kershaw replied that the Council had engaged with local schools and was actively work on projects relating to history and culture, as well as training schemes for historic building restoration. Cllr H Blathwayt stated that as a Member of the Broads Authority Heritage Scheme, he knew that apprenticeships could be developed and the project offered a great learning opportunity.
- xiii. The Chairman noted that project risk had not been mentioned in the report and asked whether this was given regular consideration and whether there were any existing concerns. Cllr R Kershaw replied that it was a high priority of the Project Group that was regularly discussed, and could be included in future monitoring reports.
- xiv. It was proposed by Cllr C Cushing and seconded by Cllr S Penfold that the project be monitored quarterly, with the inclusion of budgetary and risk information.

## **RESOLVED**

- 1. To receive and note the update.**
- 2. Quarterly project updates to be added to the Committee's Work Programme with the inclusion of budget/cash flow and project risks.**

## 45 **AMBULANCE RESPONSE TIMES: COASTAL PARISH WORKING PARTY UPDATE**

Cllr V Holliday introduced the report as Chair of the Coastal Parish Working Group, and informed Members that monitoring at Parish level had begun when the BBC reported that the area had the worst ambulance response times in the Country at 23 minutes for urgent calls and over three hours for non-urgent calls. It was stated that the complex issue was the result of a number of factors ranging from rurality to turn around times. Cllr V Holliday stated that the Group were now trying to work with the CCG to improve response times by addressing a range of issue and offering potential solutions. It was noted that Covid-19 had impacted progress, and evidence at the postcode level continued to show that response times in rural areas were far worse than urban areas. It was suggested that aiding the recruitment and training of Community First Responders (CFR), as well as retaining rapid response vehicles should be a priority. Cllr V Holliday noted that a stroke support ambulance had been trialed, and whilst expensive, suggested it could be considered for charitable support, taking into account that North Norfolk had the highest incidence of strokes in the Country.

### Questions and Discussion

- i. The Chairman noted that the report showed there had been very little improvement, with targets still being missed. He sought clarification on whether the rapid response vehicles would be used by CFR or paramedics, to which Cllr V Holliday confirmed that they were used by highly trained paramedics. It was noted that these paramedics would be employed directly by EEAST, as opposed to local surgeries.
- ii. Cllr P Fisher stated that as the Member for Wells, he was acutely aware that beyond its remoteness, the significant amount of summer traffic and parked cars seriously hindered emergency services access. He added that for this reason, there were a number of wider issues that had to be resolved for response times to improve. Cllr V Holliday stated that she would raise these issues with the Working Group at the next meeting. It was noted that population growth was also a significant concern during the peak summer season.
- iii. The Chairman noted his support for the CFR, and stated that interventions within the first hour were crucial. Cllr C Cushing asked whether a map of CFR coverage of the District was available for consideration. Cllr V Holliday stated that she would seek this information from EEAST to share with the Committee. Cllr V Gay stated that she had also requested this information and hoped to have it soon.
- iv. The Chairman asked whether the Committee were supportive of a further update being provided in twelve months. Cllr L Withington stated that she had concerns that the rapid response vehicle funding was due to finish in the months ahead, and suggested that support should be offered to retain the vehicles.
- v. Cllr N Pearce stated that a six-monthly review could be useful to take into account both summer and winter demand. Cllr V Holliday agreed and suggested that she would be happy to provide six-monthly updates.



- vi. The Chairman proposed that in addition to noting the report, the Committee should write to EEAST to express its support for retaining the rapid response vehicles, request further ambulance response times updates on a six-monthly basis and seek to determine the location of the District's CFR. Cllr L Withington seconded the proposals.

## **RESOLVED**

- 1. To receive and note the update**
- 2. To write to EEAST on behalf of the Committee to express support for retaining the Community First Responder's - Rapid Response Vehicles.**
- 3. Six-monthly updates to be added to the Committee Work Programme.**
- 4. To request information on the geographical location of the District's Community First Responders.**

## **46 NEW HOUSING STRATEGY: 2021 - 2025**

Cllr W Fredericks – Portfolio Holder for Housing and Benefits introduced the report and informed Members that housing was a top priority for the Council. She added that the new Strategy would build on existing work to improve housing conditions and provide more housing throughout the District. It was noted that current achievements included the purchase of fourteen homes for use as temporary accommodation, the delivery of the first extra care scheme in Fakenham, and the delivery of new affordable homes above annual targets. Cllr W Fredericks stated that the Strategy had four key themes of increasing the supply of housing, improving housing conditions, making best use of existing homes, and supporting vulnerable residents' housing needs.

### Questions and Discussion

- i. The Chairman asked what had changed from previous strategies to address the supply of affordable housing in the District. The HSDM-ND replied that whilst there was no easy solution, there were a range of actions that could help. She added that whilst the targets for affordable homes were close to being met, with future targets predicted to be surpassed, the key issue was the high number of property disposals by housing associations. It was suggested that working with housing associations to address the number of disposals would be crucial to retain as much social housing as possible, in addition to ensuring supply through new development proposals. The Chairman said that despite these actions, net deficits of affordable housing remained a concern. Cllr W Fredericks stated that despite the issue of disposals, she was confident that the Council would meet its affordable housing targets.
- ii. Cllr N Pearce stated that he felt the strategy was high risk, as many residents did not want affordable housing built in their communities. Cllr W Fredericks replied that Town and Parish Councils had been involved in the development of the Strategy, and suggested that most residents accepted that more affordable housing was needed for young people to purchase their own homes. She added that there was also a Community Liaison Officer within the Housing Team that worked with communities to address concerns and mitigate objections to affordable housing developments. The Chairman noted

his appreciation of this role, given the entrenched resistance seen amongst communities.

- iii. Cllr C Cushing referred to the affordable homes targets and suggested that these should take into account the disposals or loss of affordable homes, as well as those delivered. He then referred to the overall Strategy, and stated that vague explanations did not provide clear guidance on how targets would be achieved. Cllr W Fredericks replied that each potential disposal was given thorough consideration to determine viability, and in some cases disposals were unavoidable. She added that the Strategy would continue to develop in order to address issues and meet targets.
- iv. Cllr S Penfold stated that whilst the Council was exceeding its targets for developing affordable homes, more needed to be done to avoid the loss of social housing via disposals.
- v. Cllr V Holliday referred to the term affordable and suggested that was a broad term that may require further explanation. She then referred to the issue of second homes, and suggested that there were a number of ways that the Council could address this, and asked whether the Council could do more. Cllr W Fredericks replied that the term affordable took into consideration the demographics and wages of the District, with a formula used to determine affordability set by Central Government. She added that second homes remained a policy issue, with disposals covered by a covenant that limited second home use. The HSDM-ND stated that the issue of second homes had been discussed at length during the development of the Local Plan, and whilst there was an option to place restrictions on new homes, it was determined that this would have a knock on impact on existing homes that made the proposal unviable. She added that Section 157 restrictions were placed on right to buy homes that required buyers to have worked and lived in Norfolk for three years. Cllr V Holliday suggested that other local controls on second homes should be reconsidered.
- vi. Cllr A Brown stated that the issue of restricting second homes in the District had been given consideration on a number of occasions by PPBH WP, which had reluctantly determined that the issue was better managed with national controls. He added that extensive research had been undertaken to consider the impact of restrictions on second homes, and where restrictions had been placed on new homes, this had only passed the issue onto existing properties. It was suggested that the restrictions were not therefore, a dependable solution. Cllr A Brown stated that there was scope to use Section 106 funding to create affordable housing on rural exception sites, or a requirement for 25% of new developments to be made available exclusively to first time buyers. He added that if there was a solution that was fully effective in addressing the issue of second homes, then it would have been considered. Cllr A Brown asked whether a distinction could be made on the number of property disposals between right to buy and housing associations. The HSDM-ND replied that the majority of disposals in previous years had been voluntary, though the number of right to buy properties was now low, suggesting that the number of disposals would continue to fall. She added that she would share figures on the number of right to buy vs housing association disposals after the meeting.
- vii. Cllr L Withington referred to the North Norfolk Town and Parish Forum, who were working to address the issue of second homes, and stated that there

was a general expectation that anyone could buy a second home wherever they wanted. She suggested that a more realistic approach to address the issue would be to mitigate the negative impacts of second home ownership. It was suggested that affordable homes in many cases were still not affordable to local people, therefore more affordable rental properties may be required. Cllr L Withington stated that more emphasis should therefore be placed on developing affordable rental properties within the Strategy. The HSMD-ND replied that she would emphasize the point accordingly, and noted that the viability of higher discounts of up to 50% on affordable homes was being considered. Cllr A Brown stated that the new first homes scheme gave Council's the opportunity to link affordability with local income or property prices, and it was the Council's intention to link with income. It was noted that ensuring developers met their obligation to deliver affordable homes remained a significant challenge for the Council.

- viii. Cllr S Penfold referred to the number of affordable homes delivered and asked whether more up to date figures could be provided, given that the Strategy covered the period up to 2025.
- ix. Cllr H Blathwayt referred to house clearances for use as AirBnB rentals, and asked whether there was any evidence of this within the District. The HSMD-ND replied that it was difficult to determine, though there had be a year on year increase in second and holiday home ownership, with the majority of holiday homes commercially let, though it was difficult to determine whether these were previously privately rented homes. It was noted that short-term holiday lets were seen as more profitable, though evidence was not yet available to determine whether this was a trend in North Norfolk.
- x. It was proposed by Cllr A Brown and seconded by Cllr H Blathwayt that the Strategy be recommended to Council for approval, subject to the amendments raised by the Committee.

## **RESOLVED**

- 1. To recommend that Council approves the Housing Strategy, subject to amendments raised by the Committee.**

## **47 PRE-SCRUTINY: CUSTOMER SERVICES STRATEGY**

The ADOR introduced the report and informed Members that Draft Customer Services Strategy was a revision of the previous document, as it was a primary aim of the Corporate Plan to realign its focus on the customer experience when accessing Council services. It was noted that the Strategy was still awaiting an equality impact assessment, which was being undertaken externally and expected in the coming weeks.

### Questions and Discussion

- i. The Chairman noted that the Committee had reviewed Customer Service performance and identified several concerns, then asked to what extent these learning points had been addressed within the Strategy, and whether any examples were available. The ADOR replied that the Strategy would clearly define the level of service that could be expected from each point of contact provided at the Council. He added that better statistical information would also be provided to allow comparison between the level of service

provided and the level promised within the Strategy and Customer Charter. The Chairman asked whether officers were confident that customers would understand the service standards set out within the Strategy, to which the ADOR stated that the Council would endeavor to make this information as easily available and simple as possible. It was noted that the complaints policy and process would also be revised to be as clear and transparent as possible, so that customers could understand how issues would be resolved.

- ii. Cllr C Cushing suggested that it would be helpful for key metrics to be included within the body of the Strategy rather than the appendix. He asked whether any comparison had been made with the digital access offerings of other Council's, to which the ADOR replied that whilst authorities measured their services differently, comparisons had been made with neighbouring authorities where possible. It was noted that unlike some authorities NNDC had not removed telephone access, which some Councils had replaced entirely by digital access channels.
- iii. Cllr L Withington noted that as a result of Covid-19, many services had been adapted to allow more digital access which had been helpful for many, and asked whether more emphasis could be placed on digital access within the Strategy. The ADOR replied that subsequent action plans would include steps to further improve digital access to services. He added that with the reduction in Covid-19 restrictions, access messages had changed to allow customers more access to face to face services, though digital access would continue to be promoted where possible.
- iv. Cllr V Holliday commended the language used in the Strategy and asked what audience the information was intended for. The ADOR replied that officers were seeking to make guidance as easy to read and understand as possible, to ensure access for all. Cllr V Holliday asked whether web content would continue to be improved, and it was suggested that each service area would soon be given the ability to manage its own content, to improve and update information where necessary. It was reported that at present, NNDC was rated 27<sup>th</sup> in the Country for website accessibility, which was a substantial improvement.
- v. Cllr S Penfold asked whether services were available in different languages. The ADOR replied that the organization subscribed to the Intran service, as well as additional 'real-time' translation services that provided a significant range of language options.

## **RESOLVED**

- 1. To review and comment on the draft Customer Services Strategy.**

## **48 THE CABINET WORK PROGRAMME**

- i. The DSGOS informed Members that financial reports expected in July would go to the September meeting, as well as the Customer Services Strategy just reviewed by the Committee. He added that there was an additional Cabinet meeting planned to take place on 19<sup>th</sup> July, as a result of a property transaction.
- ii. The DSGOS reported that the Cabinet Working Party that would run parallel to the Scrutiny Panels was likely to have its first meeting in September, after

which the Scrutiny Panels could review reports.

**RESOLVED**

**To note the Cabinet Work Programme.**

**49 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

- i. The DSGOS informed Members that as with the Cabinet Work Programme, several routine financial reports were expected at the September meeting. He added that as per the Committee's request, the Beach Huts and Chalets monitoring had been delayed until October to allow for full summer occupancy levels to be included within the report.
- ii. In reference to the outcomes and actions from the previous meeting, it was noted that a response was yet to be received from CLT, but would be shared when available.
- iii. The Chairman informed Members that to follow-up informal actions, he had requested the creation of an actions log, that would outline the status of agreed actions by relevant officers.

**RESOLVED**

**To note the Overview & Scrutiny Work Programme.**

**50 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at 11.52 am.

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Chairman

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## Declarations of Interest at Meetings

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

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

Does the interest directly:

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

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

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

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

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

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

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

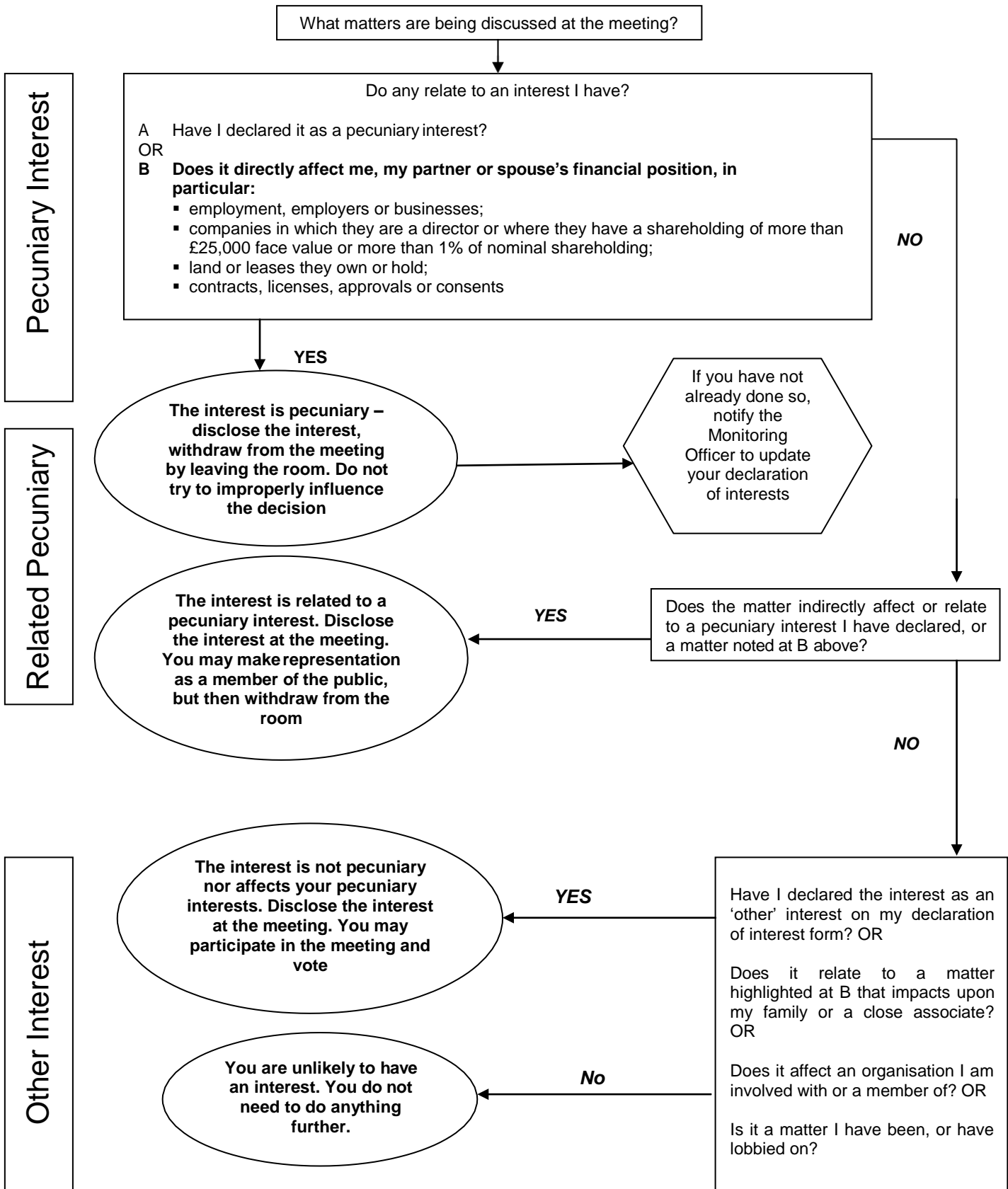
**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF**

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

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

# Declarations of Interest at Meetings

## DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF





## 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 Seaward

All

All

Contact Officer, telephone number,  
and e-mail:

Sean Knight 01263 516347

[Sean.Knight@north-norfolk.gov.uk](mailto: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 <sup>st</sup> 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 <sup>st</sup> 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 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 | 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                    | 2020/21   | 873,380                   | 538                | 1,623  | 769,139                        |

|                       |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|
| the Benefits Service. |  |  |  |  |  |  |
|-----------------------|--|--|--|--|--|--|

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 25  
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.<br>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:<br>1. Terminal illness and limited means<br>2. Where payment would cause further ill health<br>3. Old age and frailty and no financial  | Submit for Write Off |

## Appendix 2

|  |   |                      |
|--|---|----------------------|
|  | assistance<br>4. Severely mentally impaired and no financial assistance<br>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 25 August 2021.

**Enforcement Agent Code of Practice**

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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**




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## 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 25 August 2021

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## **BENEFIT OVERPAYMENT POLICY**

### CONTENTS

- 1.0 COUNCIL RESPONSIBILITIES
- 2.0 BEST PRACTICE
- 3.0 APPLICATION OF THE POLICY
- 4.0 IDENTIFICATION OF OVERPAYMENTS
- 5.0 DECISIONS ON RECOVERABILITY
- 6.0 CLASSIFICATION OF OVERPAYMENTS
- 7.0 WHO SHOULD THE OVERPAYMENT BE RECOVERED FROM?
- 8.0 METHOD OF RECOVERY
- 9.0 PERIOD OF OVERPAYMENT CALCULATION
- 10.0 CALCULATION OF OVERPAYMENTS
- 11.0 MAXIMUM AMOUNT
- 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 1<sup>st</sup> 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 12<sup>th</sup> 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 <sub>00</sub> |
|--------------------------|-----------|--|
| 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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## 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,<br><a href="mailto:Lucy.Hume@north-norfolk.gov.uk">Lucy.Hume@north-norfolk.gov.uk</a> |
|---|

## 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.

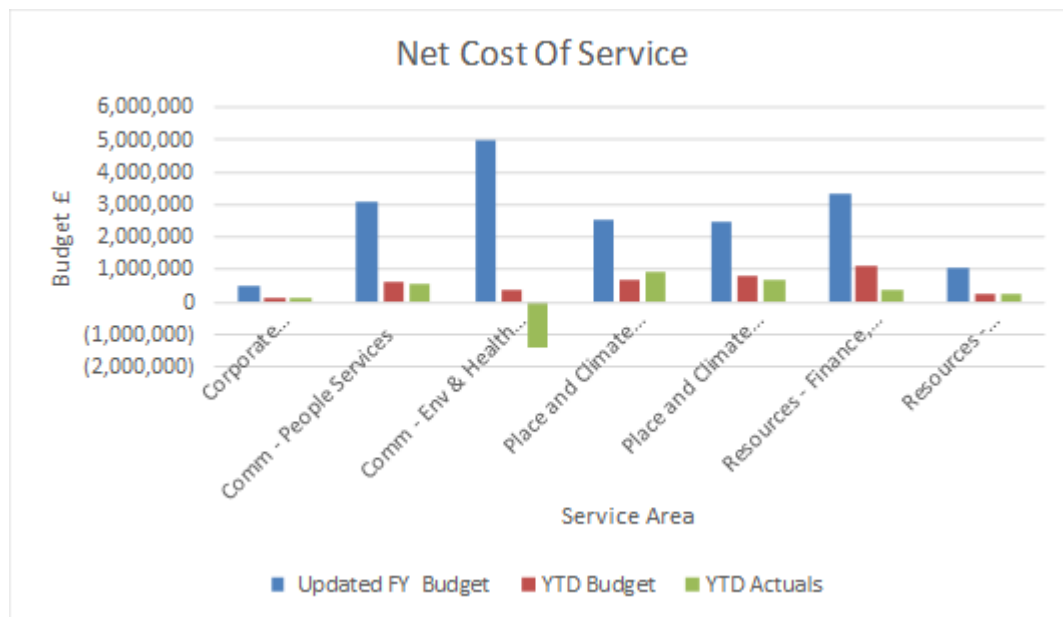
## 2. Revenue

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.

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

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.

| <b>Table 1 – Service Variances</b>  | <b>Over/ (Under) Spend to Date against Updated Budget +/-£20,000</b> | <b>Estimated Full Year Variance Against Updated Budget</b> |
|---|--|--|
|   | <b>As Per General Fund Summary</b>                                   |  |
|   | <b>£</b>   | <b>£</b>   |
| <b>Corporate</b>  |  |  |
| <b>Elections</b> – Costs associated with the running of the County and Police & Crime Commissioner elections to be reclaimed. | 34,166   | 0  |
| <b>Corporate Leadership Team</b> – Turnover savings due to a vacant Director post.  | (22,133)   | (20,000)   |
| <b>Communities – People Services</b>  |  |  |

|   |             |          |
|---|-------------|----------|
| <b>Benefits Administration – (£40,507)</b> Service specific grants received from Department for Work and Pensions (DWP) for new burdens work.   | (48,007)    | 0        |
| <b>Communities – Leisure and Environment</b>  |             |          |
| <b>Commercial Services –</b> Contain Outbreak Management Funding (COMF) grant offset by related expenditure including staffing costs  | (95,838)    | 0        |
| <b>Car Parking – £29,196</b> - 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.<br><br>(£166,092) - Car park income higher than expected.<br><br>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) |
| <b>Parks and open Spaces – (£8,530)</b> - 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    |
| <b>Leisure Complexes –</b><br>(£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.<br>(£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. | (69,147)    | 28,000   |
| <b>Other Sports –</b> 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.   | (20,291)    | 0        |
| <b>Foreshore Community – (£68,751)</b> - No cleansing contract invoices yet received. £30,076 - Beach Lifeguard Management Fee. (£3,968) - Furniture repairs, memorial seats.   | (43,592)    | 30,076   |
| <b>Waste Collection and Disposal – (£812,780)</b> 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.<br>Current estimates predict a shortfall in Trade waste of £30,000 this continues to be monitored as part of the council's Covid response.  | (1,106,796) | 30,000   |

|   |           |   |
|---|-----------|---|
| <b>Cleansing</b> – No contractor invoices from Serco received for Cleansing in 2021/22.   | (162,486) | 0 |
| <b>Place and Climate Change – Sustainable growth</b>  |           |   |
| <b>Economic Growth</b> – 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.  | 265,270   | 0 |
| <b>Place and Climate Change – Planning</b>  |           |   |
| <b>Development Management</b> – Income generated above the profiled budget (£35,601) Planning Application fee income (£33,394) Pre application advice.<br><br>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. | (67,162)  | 0 |
| <b>Planning Policy</b> – 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.  | (32,075)  | 0 |
| <b>Resources – Finance, Assets and Legal</b>  |           |   |
| <b>Revenue Services</b> - 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 |
| <b>Chalets and Beach Huts</b> – Rental income against the profiled budget.  | (21,057)  | 0 |
| <b>Benefits Subsidy</b> – 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 |
| <b>Corporate and Democratic Core</b> – (£13,526) - Salaries and on costs due to vacancies in Planning. (£65,000) - 2020/21 audit not billed.  | (75,931)  |   |
| <b>Resources – Organisational Resources</b>   |           |   |
| <b>Property Services</b> – Additional staffing to be funded from earmarked reserves. Re-opening of the High Street funding yet to be received.  | 95,956    | 0 |
| <b>Public Conveniences</b> – (£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            | (69,893)  | 0 |

|   |                    |              |
|---|--------------------|--------------|
| utility costs.<br>No full year variance is currently predicted and the position will continue to be reviewed as part of the ongoing budget monitoring process.  |                    |              |
| <b>Customer Services Corporate</b> – (£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)     |
| <b>Major Service Variances P4</b>   | <b>(2,425,931)</b> | <b>3,076</b> |

### 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

|                                     | <b>Full Year Updated Budget</b> | <b>YTD Budget</b>  | <b>YTD Actuals</b> | <b>Variance</b>  |
|-------------------------------------|---------------------------------|--------------------|--------------------|------------------|
| <b>Customer and Client Receipts</b> | £                               | £                  | £                  | £                |
| 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)            |
| <b>Total</b>                        | <b>(10,128,785)</b>             | <b>(4,315,646)</b> | <b>(4,578,260)</b> | <b>(262,614)</b> |

## **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<br>Base<br>Budget<br>£ | 2021/22<br>Updated<br>Budget<br>£ | Budget YTD<br>£    | Actuals YTD<br>£   | Variance<br>YTD<br>£ | Commitments<br>£ | Budget<br>Remaining<br>£ |
|---|--------------------------------|-----------------------------------|--------------------|--------------------|----------------------|------------------|--------------------------|
| <b>Directorate</b>  |                                |                                   |                    |                    |                      |                  |                          |
| 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  | 4,966,394                      | 4,963,394                         | 1,467,572          | 1,597,796          | 130,224              | 391,073          | 2,974,525                |
| Resources   | 4,327,759                      | 4,352,059                         | 1,403,437          | 618,630            | (784,807)            | 1,037,455        | 2,695,974                |
| <b>Net Cost of Services</b>                                       | <b>17,763,714</b>              | <b>17,852,932</b>                 | <b>4,013,234</b>   | <b>1,506,307</b>   | <b>(2,506,928)</b>   | <b>3,385,649</b> | <b>12,960,977</b>        |
| 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                  |
| <b>Net Operating Expenditure</b>                                  | <b>18,156,682</b>              | <b>18,245,900</b>                 | <b>4,358,604</b>   | <b>1,769,893</b>   | <b>(2,588,712)</b>   | <b>3,385,649</b> | <b>13,090,359</b>        |
| <b>Contribution to/(from) the Earmarked Reserves</b>              |                                |                                   |                    |                    |                      |                  |                          |
| 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)                 |
| <b>Amount to be met from Government Grant and Local Taxpayers</b> | <b>17,666,366</b>              | <b>17,666,366</b>                 | <b>4,358,604</b>   | <b>1,769,893</b>   | <b>(2,588,712)</b>   | <b>3,385,649</b> | <b>12,510,825</b>        |
| 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                  |
| <b>Income from Government Grant and Taxpayers</b>                 | <b>(17,666,366)</b>            | <b>(17,666,366)</b>               | <b>(6,265,171)</b> | <b>(6,610,603)</b> | <b>(345,432)</b>     | <b>0</b>         | <b>(11,055,763)</b>      |
| <b>(Surplus)/Deficit</b>  | <b>0</b>                       | <b>0</b>                          | <b>(1,906,567)</b> | <b>(4,840,710)</b> | <b>(2,934,144)</b>   | <b>3,385,649</b> | <b>1,455,062</b>         |

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## Service Area Summaries P4 2021/22

## Corporate Directorate

| Cost Centre Name          | Full Year Budget<br>£ | YTD Budget 1<br>£ | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate<br>Commitments<br>£ | Remaining<br>Budget<br>£ |
|---------------------------|-----------------------|-------------------|------------------|-------------------|-------------------------------|--------------------------|
| 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                   |
| <b>Total Corporate</b>    | <b>486,720</b>        | <b>153,782</b>    | <b>157,324</b>   | <b>3,542</b>      | <b>17,910</b>                 | <b>311,486</b>           |

## Service Area Summaries P4 2021/22

## Communities

## People Services

| Cost Centre Name             | Full Year Budget<br>£ | YTD Budget<br>£ | YTD Actuals<br>£ | Variance YTD<br>£ | Immediate Commitments<br>£ | Remaining Budget<br>£ |
|------------------------------|-----------------------|-----------------|------------------|-------------------|----------------------------|-----------------------|
| 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                |
| <b>Total People Services</b> | <b>3,087,855</b>      | <b>607,983</b>  | <b>532,396</b>   | <b>(75,587)</b>   | <b>325,847</b>             | <b>2,229,612</b>      |

## Environment and Leisure Services

| Cost Centre Name                              | Full Year Budget<br>£ | YTD Budget<br>£ | YTD Actuals<br>£   | Variance YTD<br>£  | Immediate Commitments<br>£ | Remaining Budget<br>£ |
|---|-----------------------|-----------------|--------------------|--------------------|----------------------------|-----------------------|
| 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                |
| <b>Total Environment and Leisure Services</b> | <b>4,962,904</b>      | <b>380,461</b>  | <b>(1,399,839)</b> | <b>(1,780,300)</b> | <b>1,613,364</b>           | <b>4,749,380</b>      |
| <b>Total Communities Directorate</b>          | <b>8,050,759</b>      | <b>988,443</b>  | <b>(867,444)</b>   | <b>(1,855,887)</b> | <b>1,939,211</b>           | <b>6,978,992</b>      |

## 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              |
| <b>Total Sustainable Growth</b> | <b>2,509,213</b> | <b>655,064</b> | <b>912,541</b> | <b>257,477</b> | <b>154,486</b>        | <b>1,442,501</b> |

## 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)            |
| <b>Total Planning</b>                 | <b>2,454,181</b> | <b>812,508</b>   | <b>685,255</b>   | <b>(127,253)</b> | <b>236,588</b>        | <b>1,532,338</b> |
| <b>Total Place And Climate Change</b> | <b>4,963,394</b> | <b>1,467,572</b> | <b>1,597,796</b> | <b>130,224</b>   | <b>391,073</b>        | <b>2,974,839</b> |

## 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           |
| <b>Total Finance, Assets and Legal</b> |                             | <b>3,294,237</b> | <b>1,130,303</b> | <b>351,843</b> | <b>(778,460)</b> | <b>601,820</b>        | <b>2,340,574</b> |

## 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           |
| <b>Total Organisational Resources</b> |                               | <b>1,057,822</b> | <b>273,134</b>   | <b>266,786</b> | <b>(6,347)</b>   | <b>435,635</b>        | <b>355,401</b>   |
| <b>Total Resources</b>                |                               | <b>4,352,059</b> | <b>1,403,437</b> | <b>618,630</b> | <b>(784,807)</b> | <b>1,037,455</b>      | <b>2,695,975</b> |

| Scheme  | Scheme Total<br>Current Estimate | Pre 31/03/21 Actual<br>Expenditure | Updated<br>Budget 2021/22 | Current<br>Expenditure<br>2021/22 | Updated<br>Budget 2022/23 | Updated<br>Budget 2023/24 | Updated<br>Budget 2024/25 |
|---|----------------------------------|------------------------------------|---------------------------|-----------------------------------|---------------------------|---------------------------|---------------------------|
|   | £                                | £                                  | £                         | £                                 | £                         | £                         | £                         |
| <b>Boosting Business Sustainability and Growth</b>                                    |                                  |                                    |                           |                                   |                           |                           |                           |
| 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                         |
|   | <b>8,725,082</b>                 | <b>1,322,933</b>                   | <b>6,041,899</b>          | <b>154,554</b>                    | <b>973,500</b>            | <b>386,750</b>            | <b>0</b>                  |
| <b>Local Homes for Local Need</b>   |                                  |                                    |                           |                                   |                           |                           |                           |
| 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                   |
|   | <b>6,322,208</b>                 | <b>2,297,341</b>                   | <b>3,647,700</b>          | <b>603,642</b>                    | <b>1,777,167</b>          | <b>300,000</b>            | <b>300,000</b>            |
| <b>Climate, Coast and the Environment</b>   |                                  |                                    |                           |                                   |                           |                           |                           |
| 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                         |
|   | <b>14,176,777</b>                | <b>7,089,222</b>                   | <b>3,798,620</b>          | <b>25,980</b>                     | <b>3,288,935</b>          | <b>0</b>                  | <b>0</b>                  |
| <b>Quality of Life</b>  |                                  |                                    |                           |                                   |                           |                           |                           |
| 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                         |
|   | <b>14,871,001</b>                | <b>9,696,593</b>                   | <b>5,133,408</b>          | <b>1,586,503</b>                  | <b>41,000</b>             | <b>0</b>                  | <b>0</b>                  |
| <b>Customer Focus and Financial Sustainability</b>                                    |                                  |                                    |                           |                                   |                           |                           |                           |
| 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              |
|                                    | <b>7,813,312</b>  | <b>6,272,445</b>  | <b>1,405,867</b>  | <b>260,356</b>   | <b>135,000</b>   | <b>0</b>       | <b>0</b>       |
| <b>TOTAL EXPENDITURE</b>           | <b>51,908,380</b> | <b>26,678,534</b> | <b>20,027,494</b> | <b>2,631,035</b> | <b>6,215,602</b> | <b>686,750</b> | <b>300,000</b> |
| <b>Capital Programme Financing</b> |                   |                   | 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              |
| <b>TOTAL FINANCING</b>             |                   |                   | <b>20,027,494</b> | <b>6,215,602</b> | <b>686,750</b>   | <b>300,000</b> |                |



## 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.

**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)*

*Budget Monitoring Reports, NNDR returns*

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

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

### **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 15<sup>th</sup> 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        |
| <b>Total cost of services</b>         | <b>17,740,171</b>      | <b>23,148,390</b> | <b>5,408,219</b> | <b>30.49</b> |

- 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.

| <b>Table 2 - 2020/21 Revenue Account<br/>(Excluding Notional Charges)</b>                 | <b>Updated<br/>Budget</b> | <b>Outturn</b>      | <b>Variance</b>     |
|---|---------------------------|---------------------|---------------------|
|   | <b>£</b>                  | <b>£</b>            | <b>£</b>            |
| <b>Service Area:</b>  |                           |                     |                     |
| 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             |
| <b>Net Cost of Services</b>   | <b>15,338,590</b>         | <b>17,375,369</b>   | <b>2,036,779</b>    |
| 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              |
| <b>Net Service Expenditure/Income to be met<br/>from government Grant &amp; Taxpayers</b> | <b>17,796,239</b>         | <b>30,539,301</b>   | <b>12,743,062</b>   |
| <b>Government Grants and Council Tax</b>  | <b>(17,796,239)</b>       | <b>(30,539,301)</b> | <b>(12,743,062)</b> |
| <b>Net (Surplus)/Deficit for the year</b>   | <b>0</b>                  | <b>0</b>            | <b>0</b>            |

- 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 31<sup>st</sup> 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**

| <b>Capital Scheme</b>             | <b>Re-profiled Amount<br/>£</b> |
|-----------------------------------|---------------------------------|
| 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**

| <b>Capital Scheme</b>          | <b>Variance<br/>£<br/>( Under) /<br/>Over</b> | <b>Financing Commentary</b>  |
|--------------------------------|---|--|
| 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 landscaping 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**

| <b>Capital Scheme</b>                             | <b>Re-profiled Amount<br/>£</b> |
|---|---------------------------------|
| 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**

| <b>Capital Scheme</b>                         | <b>Approved Budget<br/>2021/22<br/>£</b> | <b>Financing Commentary</b>   |
|---|--|---|
| 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**

| <b>Capital Scheme</b>    | <b>Removed Budget 2021/22<br/>£</b> |
|--------------------------|-------------------------------------|
| 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**

| <b>Capital Scheme</b> | <b>Additional Budget Requested 2021/22<br/>£</b> | <b>Financing Commentary</b>   |
|-----------------------|--|---|
| 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 1<sup>st</sup> 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<br>Variance |
|---|---------------------|---------------------|--------------------|---------------------|
|   | Base Budget         | Updated<br>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             |
| <b>Net Cost of Services</b>                                       | <b>17,311,550</b>   | <b>17,740,171</b>   | <b>23,148,390</b>  | <b>5,408,219</b>    |
| 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)           |
| <b>Net Operating Expenditure</b>                                  | <b>21,369,963</b>   | <b>20,305,823</b>   | <b>(219,154)</b>   | <b>(20,524,977)</b> |
| <b>Contribution to/(from) the Earmarked Reserves</b>              |                     |                     |                    |                     |
| 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              |
| <b>Amount to be met from Government Grant and Local Taxpayers</b> | <b>17,796,239</b>   | <b>17,796,239</b>   | <b>9,784,980</b>   | <b>(8,011,259)</b>  |
| 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          |
| <b>Income from Government Grant and Taxpayers</b>                 | <b>(17,796,239)</b> | <b>(17,796,239)</b> | <b>(9,784,980)</b> | <b>8,011,259</b>    |
| <b>(Surplus)/Deficit</b>  | <b>0</b>            | <b>0</b>            | <b>(0)</b>         | <b>(0)</b>          |

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## Service Area Summaries Outturn 2020-21

### Community, Econ Dev & Coast

|                         | Full Year<br>Budget<br>£ | Outturn<br>£     | Variance<br>£    | Variance Explanation  |
|-------------------------|--------------------------|------------------|------------------|---|
| <b>Car Parking</b>      |                          |                  |                  |   |
| R200                    |                          |                  |                  |   |
| Gross Direct Costs      | 824,726                  | 867,305          | 42,579           | See <b>Note A</b> 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 <b>Note B</b> Below:  |
| <b>R200</b>             | <b>(1,659,069)</b>       | <b>(539,120)</b> | <b>1,119,949</b> |   |

**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.

|                                |                |                |                 |  |
|--------------------------------|----------------|----------------|-----------------|--|
| <b>Markets</b>                 |                |                |                 |  |
| 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.  |
| <b>R200A</b>                   | <b>15,654</b>  | <b>53,978</b>  | <b>38,324</b>   |  |
| <b>Parks &amp; Open Spaces</b> |                |                |                 |  |
| 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.  |
| <b>R300</b>                    | <b>404,048</b> | <b>430,647</b> | <b>26,599</b>   |  |
| <b>Foreshore</b>               |                |                |                 |  |
| R301                           |                |                |                 |  |
| Gross Direct Costs             | 150,727        | 144,164        | (6,563)         | See <b>Note A</b> 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 <b>Note B</b> Below:   |
| <b>R301</b>                    | <b>231,205</b> | <b>155,070</b> | <b>(76,135)</b> |  |

**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.

|                                   |                           |                |                  |                  |   |
|-----------------------------------|---------------------------|----------------|------------------|------------------|---|
| <b>R304 Leisure Complexes</b>     |                           |                |                  |                  |   |
| 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.  |
| <b>R304</b>                       |                           | <b>936,485</b> | <b>2,398,476</b> | <b>1,461,991</b> |   |
| <b>R305 Other Sports</b>          |                           |                |                  |                  |   |
| 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.   |
| <b>R305</b>                       |                           | <b>147,385</b> | <b>160,360</b>   | <b>12,975</b>    |   |
| <b>R306 Recreation Grounds</b>    |                           |                |                  |                  |   |
| 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.   |
| <b>R306</b>                       |                           | <b>18,659</b>  | <b>19,294</b>    | <b>635</b>       |   |
| <b>R309 Pier Pavilion</b>         |                           |                |                  |                  |   |
| 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.   |
| <b>R309</b>                       |                           | <b>17,940</b>  | <b>70,813</b>    | <b>52,873</b>    |   |
| <b>R310 Foreshore (Community)</b> |                           |                |                  |                  |   |
| 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.   |
| <b>R310</b>                       |                           | <b>485,655</b> | <b>372,895</b>   | <b>(112,760)</b> |   |
| <b>R312 Woodlands Management</b>  |                           |                |                  |                  |   |
| 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.  |
| <b>R312</b>                       |                           | <b>332,686</b> | <b>356,531</b>   | <b>23,845</b>    |   |

|                                    |                           |                  |                  |                 |   |
|------------------------------------|---------------------------|------------------|------------------|-----------------|---|
| <b>Cromer Pier</b>                 |                           |                  |                  |                 |   |
| 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.          |
| <b>R314</b>                        |                           | <b>152,202</b>   | <b>214,506</b>   | <b>62,304</b>   |   |
| <b>Economic Growth</b>             |                           |                  |                  |                 |   |
| 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.  |
| <b>R330</b>                        |                           | <b>481,521</b>   | <b>448,987</b>   | <b>(32,534)</b> |   |
| <b>Tourism</b>                     |                           |                  |                  |                 |   |
| 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.   |
| <b>R333</b>                        |                           | <b>62,788</b>    | <b>91,960</b>    | <b>29,172</b>   |   |
| <b>Market Town Initiatives</b>     |                           |                  |                  |                 |   |
| R336                               | Gross Direct Costs        | 0                | (9,550)          | (9,550)         | Grant repaid  |
| <b>R336</b>                        |                           | <b>0</b>         | <b>(9,550)</b>   | <b>(9,550)</b>  |   |
| <b>Coast Management</b>            |                           |                  |                  |                 |   |
| 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. |
| <b>R340</b>                        |                           | <b>1,222,346</b> | <b>1,679,769</b> | <b>457,423</b>  |   |
| <b>Business Growth Staffing</b>    |                           |                  |                  |                 |   |
| 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.   |
| <b>R391</b>                        |                           | <b>0</b>         | <b>0</b>         | <b>(0)</b>      |   |
| <b>Economic &amp; Comm Dev Mgt</b> |                           |                  |                  |                 |   |
| 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.   |
| <b>R391B</b>                       |                           | <b>0</b>         | <b>0</b>         | <b>0</b>        |   |
| <b>Leisure</b>                     |                           |                  |                  |                 |   |
| 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 <b>Note A</b> Below:  |
| <b>R397</b>                        |                           | <b>0</b>         | <b>0</b>         | <b>0</b>        |   |

**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.

|  |                           |                  |                  |  |
|--|---------------------------|------------------|------------------|--|
| <b>Housing Strategy</b>  |                           |                  |                  |  |
| 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.                             |
| <b>R399</b>  |                           | <b>1,252,978</b> | <b>963,561</b>   | <b>(289,417)</b>   |
| <b>Health &amp; Communities</b>  |                           |                  |                  |  |
| R415   | Gross Direct Costs        | 792,859          | 597,458          | (195,401) See <b>Note A</b> 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 <b>Note B</b> Below:  |
| <b>R415</b>  |                           | <b>625,695</b>   | <b>541,593</b>   | <b>(84,102)</b>  |
| <b>Note A:</b> (£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                                  |                           |                  |                  |  |
| <b>Note B:</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 |                           |                  |                  |  |
| <b>Coastal Management</b>  |                           |                  |                  |  |
| 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.  |
| <b>R472</b>  |                           | <b>0</b>         | <b>0</b>         | <b>(0)</b>   |
| <b>Total Community, Econ Dev &amp; Coast</b>   |                           | <b>4,728,178</b> | <b>7,409,769</b> | <b>2,681,591</b>   |

## Service Area Summaries Outturn 2020-21

### CLT / Corporate

|  | Full Year<br>Budget<br>£ | Outturn<br>£   | Variance<br>£   | Variance Explanation   |
|--|--------------------------|----------------|-----------------|--|
| <b>Human Resources &amp; Payroll</b>   |                          |                |                 |  |
| Gross Direct Costs   | 377,192                  | 399,768        | 22,576          | See <b>Note A</b> 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 <b>Note B</b> Below:   |
|  | <b>0</b>                 | <b>0</b>       | <b>0</b>        |  |
| <b>Note A:</b> £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. |                          |                |                 |  |
| <b>Note B:</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.   |                          |                |                 |  |
| <b>Registration Services</b>   |                          |                |                 |  |
| 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.                          |
|  | <b>314,973</b>           | <b>276,852</b> | <b>(38,121)</b> |  |
| <b>Corporate Leadership Team</b>   |                          |                |                 |  |
| 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   |
|  | <b>0</b>                 | <b>0</b>       | <b>0</b>        |  |
| <b>Communications</b>  |                          |                |                 |  |
| 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 <b>Note A</b> below:   |
|  | <b>(37,958)</b>          | <b>0</b>       | <b>37,958</b>   |  |
| <b>Note A:</b> (£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  |                          |                |                 |  |
| <b>Total CLT / Corporate</b>   | <b>277,015</b>           | <b>276,852</b> | <b>(163)</b>    |  |

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## Service Area Summaries Outturn 2020-21

### Customer Services

|                              | Full Year<br>Budget | Outturn     | Variance        | Variance Explanation  |
|------------------------------|---------------------|-------------|-----------------|---|
|                              | £                   | £           | £               |   |
| <b>It - Support Services</b> |                     |             |                 |   |
| Gross Direct Costs           | 1,422,079           | 1,617,159   | 195,080         | See <b>Note A</b> 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 <b>Note B</b> Below:  |
|                              | <b>76,585</b>       | <b>0</b>    | <b>(76,585)</b> |   |

**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.   |
|                           | <b>161,647</b> | <b>198,278</b> | <b>36,631</b> |  |

### Homelessness

|                         |                |                |                |  |
|-------------------------|----------------|----------------|----------------|--|
| Gross Direct Costs      | 308,520        | 916,656        | 608,136        | See <b>Note A</b> below:   |
| Capital Charges         | 4,856          | 24,482         | 19,626         | Depreciation and Intangible Amortisation.  |
| Gross Direct Income     | (598,103)      | (1,240,115)    | (642,012)      | See <b>Note B</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. |
|                         | <b>347,613</b> | <b>453,675</b> | <b>106,062</b> |  |

**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. |
|                           | <b>53,327</b> | <b>0</b>  | <b>(53,327)</b> |   |

**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 <b>Note A</b> Below:   |
|                           | <b>251,905</b> | <b>191,871</b> | <b>(60,034)</b> |  |

**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. |
|                           | <b>0</b> | <b>0</b> | <b>0</b> |  |

**Customer Services - Corporate**

|                           |               |           |                 |  |
|---------------------------|---------------|-----------|-----------------|--|
| Gross Direct Costs        | 718,067       | 765,825   | 47,758          | See <b>Note A</b> 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 <b>Note B</b> Below:   |
|                           | <b>21,014</b> | <b>0</b>  | <b>(21,014)</b> |  |

**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<br>Budget<br>£ | Outturn<br>£   | Variance<br>£    | Variance Explanation  |
|---------------------------------------|--------------------------|----------------|------------------|---|
| <b>Commercial Services</b>            |                          |                |                  |   |
| 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.  |
|                                       | <b>390,718</b>           | <b>176,626</b> | <b>(214,092)</b> |   |
| <b>Internal Drainage Board Levies</b> |                          |                |                  |   |
| Gross Direct Costs                    | 412,188                  | 407,405        | (4,783)          | Lower inflation than budgeted.  |
| Support Service Charges               | 190                      | 220            | 30               | No Major Variances.   |
|                                       | <b>412,378</b>           | <b>407,625</b> | <b>(4,753)</b>   |   |
| <b>Travellers</b>                     |                          |                |                  |   |
| 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.   |
|                                       | <b>47,190</b>            | <b>29,710</b>  | <b>(17,480)</b>  |   |
| <b>Public Protection</b>              |                          |                |                  |   |
| 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 <b>Note A</b> below:  |
|                                       | <b>102,045</b>           | <b>93,315</b>  | <b>(8,730)</b>   |   |

**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.                       |
|                         | <b>35,155</b> | <b>26,546</b> | <b>(8,609)</b> |   |

### Environmental Protection

|                           |          |           |           |  |
|---------------------------|----------|-----------|-----------|--|
| Gross Direct Costs        | 687,269  | 862,397   | 175,128   | See <b>Note A</b> 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 <b>Note B</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.

|                |                |                  |
|----------------|----------------|------------------|
| <b>832,331</b> | <b>653,269</b> | <b>(179,062)</b> |
|----------------|----------------|------------------|

|                                      |                  |                  |   |
|--------------------------------------|------------------|------------------|---|
| <b>Env Health - Service Mgmt</b>     |                  |                  |   |
| 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.  |
|                                      | <b>0</b>         | <b>0</b>         | <b>0</b>  |
| <b>Combined Enforcement Team</b>     |                  |                  |   |
| 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.   |
|                                      | <b>0</b>         | <b>0</b>         | <b>0</b>  |
| <b>Environmental Contracts</b>       |                  |                  |   |
| 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.   |
|                                      | <b>0</b>         | <b>0</b>         | <b>0</b>  |
| <b>Waste Collection And Disposal</b> |                  |                  |   |
| Gross Direct Costs                   | 4,138,993        | 4,022,976        | (116,017) See <b>Note A</b> 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 <b>Note B</b> below:   |
| Support Service Charges              | 450,780          | 467,219          | 16,439 See <b>Note C</b> below:   |
|                                      | <b>1,191,227</b> | <b>1,249,339</b> | <b>58,112</b>   |

**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.

|                         |                |                |   |
|-------------------------|----------------|----------------|---|
| <b>Cleansing</b>        |                |                |   |
| 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.  |
|                         | <b>709,710</b> | <b>787,894</b> | <b>78,184</b>   |

**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.  |
|                            | <b>29,840</b>  | <b>51,826</b>  | <b>21,986</b>  |  |
| <b>Community Safety</b>    |                |                |                |  |
| 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.  |
|                            | <b>30,897</b>  | <b>37,783</b>  | <b>6,886</b>   |  |
| <b>Civil Contingencies</b> |                |                |                |  |
| 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.  |
|                            | <b>117,083</b> | <b>116,055</b> | <b>(1,028)</b> |  |

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## Service Area Summaries Outturn 2020-21

### Legal & Democratic Svs

|                                | Full Year<br>Budget | Outturn          | Variance      | Variance Explanation  |
|--------------------------------|---------------------|------------------|---------------|---|
|                                | £                   | £                | £             |   |
| <b>Benefits Administration</b> |                     |                  |               |   |
| Gross Direct Costs             | 932,477             | 1,033,936        | 101,459       | See <b>Note A</b> 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 <b>Note B</b> below:  |
|                                | <b>1,071,596</b>    | <b>1,148,019</b> | <b>76,423</b> |   |

**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 <b>Note A</b> 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. |
|                           | <b>565,472</b> | <b>551,999</b> | <b>(13,473)</b> |  |

**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  |
|                           | <b>0</b>  | <b>0</b>  | <b>0</b> |  |

|   |                  |                  |               |
|---|------------------|------------------|---------------|
| <b>Total Legal &amp; Democratic Svs</b> | <b>1,637,068</b> | <b>1,700,018</b> | <b>62,950</b> |
|---|------------------|------------------|---------------|

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## Service Area Summaries Outturn 2020-21

### Finance & Assets

|   | Full Year<br>Budget<br>£ | Outturn<br>£    | Variance<br>£  | Variance Explanation   |
|---|--------------------------|-----------------|----------------|--|
| <b>Industrial Estates</b>   |                          |                 |                |  |
| 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.   |
|   | <b>(26,613)</b>          | <b>(32,678)</b> | <b>(6,065)</b> |  |
| <b>Surveyors Allotments</b>   |                          |                 |                |  |
| 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.   |
|   | <b>15,020</b>            | <b>15,992</b>   | <b>972</b>     |  |
| <b>Handy Man</b>  |                          |                 |                |  |
| 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.   |
|   | <b>9,491</b>             | <b>0</b>        | <b>(9,491)</b> |  |
| <b>Parklands</b>  |                          |                 |                |  |
| 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.   |
|   | <b>3,704</b>             | <b>5,995</b>    | <b>2,291</b>   |  |
| <b>Revenue Services</b>   |                          |                 |                |  |
| 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.   |
|   | <b>631,223</b>           | <b>862,837</b>  | <b>231,614</b> |  |
| <b>Benefits Subsidy</b>   |                          |                 |                |  |
| 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 <b>Note A</b> below:   |
|   | <b>253,801</b>           | <b>427,252</b>  | <b>173,451</b> |  |
| <b>Note A:</b> (£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. |                          |                 |                |  |
| <b>Discretionary Payments</b>   |                          |                 |                |  |
| Support Service Charges   | 3,820                    | 0               | (3,820)        | Lower recharge from Creditors.   |
|   | <b>3,820</b>             | <b>0</b>        | <b>(3,820)</b> |  |
| <b>Non Distributed Costs</b>  |                          |                 |                |  |
| 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.   |
|   | <b>0</b>                 | <b>0</b>        | <b>0</b>       |  |

|   |               |                |                 |   |
|---|---------------|----------------|-----------------|---|
| <b>Administration Buildings Svs</b>   |               |                |                 |   |
| 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.   |
|   | <b>25,946</b> | <b>170,244</b> | <b>144,298</b>  |   |
| <b>Property Services</b>  |               |                |                 |   |
| Gross Direct Costs  | 697,321       | 903,075        | 205,754         | See <b>Note A</b> 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 <b>Note B</b> below:  |
| Support Service Charges   | (615,796)     | (870,746)      | (254,950)       | Higher internal recharges out reflecting higher costs within the service.   |
|   | <b>74,527</b> | <b>0</b>       | <b>(74,527)</b> |   |
| <b>Note A:</b> (£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). |               |                |                 |   |
| <b>Note B:</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.  |               |                |                 |   |
| <b>Head Of Finance &amp; Assets</b>   |               |                |                 |   |
| 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.   |
|   | <b>0</b>      | <b>0</b>       | <b>0</b>        |   |
| <b>Corporate Finance</b>  |               |                |                 |   |
| 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.   |
|   | <b>0</b>      | <b>0</b>       | <b>0</b>        |   |
| <b>Insurance &amp; Risk Management</b>  |               |                |                 |   |
| 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.  |
|   | <b>0</b>      | <b>0</b>       | <b>0</b>        |   |
| <b>Internal Audit</b>   |               |                |                 |   |
| Gross Direct Costs  | 75,000        | 74,705         | (295)           | No Major Variances.   |
| Support Service Charges   | (75,000)      | (74,705)       | 295             | No Major Variances.   |
|   | <b>0</b>      | <b>0</b>       | <b>0</b>        |   |
| <b>Playgrounds</b>  |               |                |                 |   |
| 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.  |
|   | <b>94,850</b> | <b>120,216</b> | <b>25,366</b>   |   |
| <b>Community Centres</b>  |               |                |                 |   |
| 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.  |
|   | <b>18,543</b> | <b>21,468</b>  | <b>2,925</b>    |   |

|                            |                |                |                 |  |
|----------------------------|----------------|----------------|-----------------|--|
| <b>Public Conveniences</b> |                |                |                 |  |
| Gross Direct Costs         | 586,309        | 608,500        | 22,191          | £58,659 R&M - Legionella corrective works. (£45,526)<br>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.   |
|                            | <b>853,432</b> | <b>777,012</b> | <b>(76,420)</b> |  |

|                              |                |                |                |  |
|------------------------------|----------------|----------------|----------------|--|
| <b>Investment Properties</b> |                |                |                |  |
| Gross Direct Costs           | 146,039        | 185,507        | 39,468         | See <b>Note A</b> 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. |
|                              | <b>136,748</b> | <b>348,877</b> | <b>212,129</b> |  |

**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.

|                           |              |          |                |  |
|---------------------------|--------------|----------|----------------|--|
| <b>Central Costs</b>      |              |          |                |  |
| Gross Direct Costs        | 91,205       | 86,167   | (5,038)        | £3,108 - Apprenticeship Levy higher than expected.<br>(£12,329) - No events took place as a result of Covid.<br>£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 <b>Note A</b> below:   |
|                           | <b>3,555</b> | <b>0</b> | <b>(3,555)</b> |  |

**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.

|  |                  |                  |                  |  |
|--|------------------|------------------|------------------|--|
| <b>Corporate &amp; Democratic Core</b> |                  |                  |                  |  |
| Gross Direct Costs                     | 611,448          | 1,802,582        | 1,191,134        | See <b>Note A</b> 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 <b>Note B</b> Below:                                       |
|  | <b>1,886,998</b> | <b>3,967,047</b> | <b>2,080,049</b> |  |

**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.

|                                   |                  |                  |                  |
|-----------------------------------|------------------|------------------|------------------|
| <b>Total Finance &amp; Assets</b> | <b>3,985,045</b> | <b>6,684,263</b> | <b>2,699,218</b> |
|-----------------------------------|------------------|------------------|------------------|

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## Service Area Summaries Outturn 2020-21

### Planning

|                               | Full Year<br>Budget<br>£ | Outturn<br>£     | Variance<br>£  | Variance Explanation   |
|-------------------------------|--------------------------|------------------|----------------|--|
| <b>Development Management</b> |                          |                  |                |  |
| 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 <b>Note A</b> below:   |
|                               | <b>895,563</b>           | <b>1,114,664</b> | <b>219,101</b> |  |

**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.   |
|                           | <b>562,732</b> | <b>537,099</b> | <b>(25,633)</b> |  |

### 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.   |
|                           | <b>248,107</b> | <b>221,699</b> | <b>(26,408)</b> |   |
| <b>Major Developments</b> |                |                |                 |   |
| 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.     |
|                           | <b>356,053</b> | <b>473,916</b> | <b>117,863</b>  |   |

### 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.                        |
|                           | <b>186,696</b> | <b>228,379</b> | <b>41,683</b> |  |

**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. |

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|          |          |          |
|----------|----------|----------|
| <b>0</b> | <b>0</b> | <b>0</b> |
|----------|----------|----------|

**Property Information**

|                           |           |           |          |  |
|---------------------------|-----------|-----------|----------|--|
| Gross Direct Costs        | 184,959   | 207,630   | 22,671   | £4,330 Higher staffing costs. £14,676 Search fees.<br>£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.  |

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|               |               |                 |
|---------------|---------------|-----------------|
| <b>53,049</b> | <b>27,917</b> | <b>(25,132)</b> |
|---------------|---------------|-----------------|

**Total Planning**

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|                  |                  |                |
|------------------|------------------|----------------|
| <b>2,302,200</b> | <b>2,603,674</b> | <b>301,474</b> |
|------------------|------------------|----------------|

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| <u>Scheme</u>   | Budget 2020/21   | Actual Expenditure 2020/21 | Variance           | Reprofiling      |
|---|------------------|----------------------------|--------------------|------------------|
|   | £                | £                          | £                  | £                |
| <b>Boosting Business Sustainability and Growth</b>            |                  |                            |                    |                  |
| 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                |
|   | <b>1,858,050</b> | <b>1,055,469</b>           | <b>(802,581)</b>   | <b>478,788</b>   |
| <b>Local Homes for Local Need</b>                             |                  |                            |                    |                  |
| 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                |
|   | <b>3,353,223</b> | <b>1,847,856</b>           | <b>(1,505,367)</b> | <b>1,124,263</b> |
| <b>Climate, Coast and the Environment</b>                     |                  |                            |                    |                  |
| 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                |
|   | <b>1,215,848</b> | <b>1,215,848</b>           | <b>(140,511)</b>   | <b>437,421</b>   |

**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)        |
|                                   | <b>6,068,101</b> | <b>6,483,699</b> | <b>415,599</b> | <b>(415,201)</b> |

**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                |
|   | <b>3,933,650</b> | <b>4,138,645</b> | <b>204,995</b> | <b>(177,291)</b> |

|                          |                   |                   |                    |                  |
|--------------------------|-------------------|-------------------|--------------------|------------------|
| <b>TOTAL EXPENDITURE</b> | <b>16,569,383</b> | <b>14,741,518</b> | <b>(1,827,866)</b> | <b>1,447,980</b> |
|--------------------------|-------------------|-------------------|--------------------|------------------|

**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         |
| <b>TOTAL FINANCING</b>                 | <b>16,569,383</b> | <b>14,741,518</b> |



| Scheme  | Scheme Total<br>Current Estimate | Pre 31/03/21<br>Actual<br>Expenditure | Updated<br>Budget 2021/22 | Updated<br>Budget 2022/23 | Updated<br>Budget 2023/24 | Updated<br>Budget 2024/25 |
|---|----------------------------------|---------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
|   | £                                | £                                     | £                         | £                         | £                         | £                         |
| <b>Boosting Business Sustainability and Growth</b>                                    |                                  |                                       |                           |                           |                           |                           |
| 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                         |
|   | <b>8,725,082</b>                 | <b>1,322,933</b>                      | <b>6,041,899</b>          | <b>973,500</b>            | <b>386,750</b>            | <b>0</b>                  |
| <b>Local Homes for Local Need</b>   |                                  |                                       |                           |                           |                           |                           |
| 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                   |
|   | <b>6,322,208</b>                 | <b>2,297,341</b>                      | <b>3,647,700</b>          | <b>1,777,167</b>          | <b>300,000</b>            | <b>300,000</b>            |
| <b>Climate, Coast and the Environment</b>   |                                  |                                       |                           |                           |                           |                           |
| 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                         |
|   | <b>14,176,777</b>                | <b>7,089,222</b>                      | <b>3,798,620</b>          | <b>3,288,935</b>          | <b>0</b>                  | <b>0</b>                  |
| <b>Quality of Life</b>  |                                  |                                       |                           |                           |                           |                           |
| 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                         |
|   | <b>14,871,001</b>                | <b>9,696,593</b>                      | <b>5,133,408</b>          | <b>41,000</b>             | <b>0</b>                  | <b>0</b>                  |

**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              |
|   | <b>7,813,312</b>  | <b>6,272,445</b>  | <b>1,405,867</b>  | <b>135,000</b>   | <b>0</b>       | <b>0</b>       |
| <b>TOTAL EXPENDITURE</b>                        | <b>51,908,380</b> | <b>26,678,534</b> | <b>20,027,494</b> | <b>6,215,602</b> | <b>686,750</b> | <b>300,000</b> |
| <b>Capital Programme Financing</b>              |                   |                   | 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              |
| <b>TOTAL FINANCING</b>                          |                   |                   | <b>20,027,494</b> | <b>6,215,602</b> | <b>686,750</b> | <b>300,000</b> |

## 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.

| <b>Capital Expenditure</b> | <b>2020/21<br/>Estimate<br/>£000s</b> | <b>2020/21<br/>Outturn<br/>£000s</b> |
|----------------------------|---------------------------------------|--------------------------------------|
| Total                      | 26,320                                | 14,742                               |

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

| <b>Capital Financing</b>                  | <b>2020/21<br/>Estimate<br/>£000s</b> | <b>2020/21<br/>Outturn<br/>£000s</b> |
|---|---------------------------------------|--------------------------------------|
| 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                                |
| <b>Total Financing</b>                    | <b>26,320</b>                         | <b>14,742</b>                        |

### 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.

| <b>Capital Financing Requirement</b> | <b>2020/21<br/>Estimate<br/>£000s</b> | <b>2020/21<br/>Outturn<br/>£000s</b> |
|--------------------------------------|---------------------------------------|--------------------------------------|
| 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.

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

|  |        |        |
|--|--------|--------|
| <b>Authorised Limit for External Debt</b>            | 27,400 | 27,400 |
| Operational Boundary for Borrowing                   | 22,680 | 22,680 |
| Operational Boundary for Other Long-term Liabilities | 0      | 0      |
| <b>Operational Boundary for External Debt</b>        | 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.

| <b>Ratio of Financing Costs to Net Revenue Stream</b> | <b>2020/21 Estimate %</b> | <b>2020/21 Outturn %</b> |
|---|---------------------------|--------------------------|
| 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.

| <b>Adoption of the CIPFA Code of Practice in Treasury Management</b>                                      |
|---|
| 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<br>£ | 2020/21 Grant balances carried forward to 2021/22<br>£ | Grants Received in 2021/22<br>£ | Expenditure at at 31/07/21<br>£ | Balance Remaining<br>£ |
|----------------------------|----------|------------------------------------|-----------------------------|--|---------------------------------|---------------------------------|------------------------|
| 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)            |
| Business Grants            | 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)              |
|                            |          |                                    | <b>(114,417,922)</b>        | <b>(15,820,000)</b>                                    | <b>(28,012,557)</b>             | <b>39,675,995</b>               | <b>(4,156,563)</b>     |

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## Reserves Statement 2020-21 Outturn

Appendix C **Appendix D**

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

## Reserves Statement 2020-21 Outturn

Appendix C **Appendix D**

| Reserve                                   | Purpose and Use of Reserve  | Balance<br>01/04/20 | Contributions<br>in | Contributions<br>Out | Outturn<br>Movement<br>2020/21 | Balance<br>01/04/21 | Budgeted<br>Movement<br>2021/22 | Committed<br>but not<br>allocated to<br>Budgets | Balance<br>01/04/22 | Budgeted<br>Movement<br>2022/23 | Balance<br>01/04/23 | Budgeted<br>Movement<br>2023/24 | Balance<br>01/04/24 | Budgeted<br>Movement<br>2024/25 | Balance<br>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 Fund                  | 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             |
| <b>Total Reserves</b>                     |   | <b>18,866,917</b>   | <b>13,971,886</b>   | <b>(4,719,978)</b>   | <b>9,251,908</b>               | <b>28,118,825</b>   | <b>(558,316)</b>                | <b>(9,545,768)</b>                              | <b>18,014,741</b>   | <b>(723,309)</b>                | <b>17,291,432</b>   | <b>(19,224)</b>                 | <b>17,272,208</b>   | <b>335,418</b>                  | <b>17,607,626</b>   |

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

Appendix H

| Ref | Service Area | Service | Amount<br>£ | Amount<br>Agreed by<br>Management<br>Team | Under spend and details of request | Request Made by<br>(Service<br>Mgr/Budget<br>Holder) | Recommended<br>Treatment /<br>Reserve<br>Allocation |
|-----|--------------|---------|-------------|---|------------------------------------|--|---|
|-----|--------------|---------|-------------|---|------------------------------------|--|---|

**1) Requests to roll forward service underspends.**

|     |                                  |                        |        |               |  |                |                            |
|-----|----------------------------------|------------------------|--------|---------------|--|----------------|----------------------------|
| US1 | Corporate                        | Elections              | 10,000 | <b>10,000</b> | 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 | <b>30,000</b> | 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 | <b>10,000</b> | 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 | <b>11,500</b> | 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 | <b>31,000</b> | 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 | <b>31,000</b> | 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 |

|                |                |
|----------------|----------------|
| <b>123,500</b> | <b>123,500</b> |
|----------------|----------------|

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

Appendix H

| Ref | Service Area | Service | Amount<br>£ | Amount<br>Agreed by<br>Management<br>Team | Under spend and details of request | Request Made by<br>(Service<br>Mgr/Budget<br>Holder) | Recommended<br>Treatment /<br>Reserve<br>Allocation |
|-----|--------------|---------|-------------|---|------------------------------------|--|---|
|-----|--------------|---------|-------------|---|------------------------------------|--|---|

### 2) Unspent grants - grants received in the year that remain unspent at 31 March 2021

|         |                    |                         |        |               |  |                             |                  |
|---------|--------------------|-------------------------|--------|---------------|--|-----------------------------|------------------|
| Grant 1 | Sustainable Growth | Coast Protection        | 10,000 | <b>10,000</b> | 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 | <b>34,127</b> | 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 | <b>32,751</b> | 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 | <b>55,539</b> | 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> |
|----------------|----------------|

**TOTAL**

|                |                |
|----------------|----------------|
| <u>255,917</u> | <u>255,917</u> |
|----------------|----------------|

## 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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 31<sup>st</sup> March.

A Brexit trade deal was agreed with only days to spare before the 11pm 31<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> March 2021 and the change during the year is shown in Table 1 below.

**Table 1: Treasury Management Summary**

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

## **Borrowing Update**

In November 2020 the PWLB published its response to the consultation on 'Future Lending Terms'. From 26<sup>th</sup> 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 31<sup>st</sup> March 2021 the Authority held £7m of short-term loans, an increase of £2m to 31<sup>st</sup> March 2020, as part of its strategy for funding current years' capital programmes and cash flow. Outstanding loans on 31<sup>st</sup> March are summarised in Table 2 below.

Table 2: Borrowing Position

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

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

|                                   | <b>31.3.20<br/>Balance<br/>£m</b> | <b>Net<br/>Movement<br/>£m</b> | <b>31.3.21<br/>Balance<br/>£m</b> | <b>31.3.21<br/>Income<br/>Return<br/>%</b> |
|-----------------------------------|-----------------------------------|--------------------------------|-----------------------------------|--|
| 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                                       |
| <b>Total investments</b>          | <b>36.265</b>                     | <b>3.545</b>                   | <b>39.810</b>                     | <b>2.20</b>                                |

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

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

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 31<sup>st</sup> 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**

|                                     | <b>Actual<br/>£m</b> | <b>Budget<br/>£m</b> | <b>Over/<br/>under</b> | <b>Actual<br/>%</b> | <b>Benchmark<br/>%</b> | <b>Over/<br/>under</b> |
|-------------------------------------|----------------------|----------------------|------------------------|---------------------|------------------------|------------------------|
| 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                    |
| <b>Total borrowing</b>              | <b>0.0022</b>        | <b>0.3581</b>        | <b>Under</b>           | <b>0.29</b>         | <b>2.58</b>            | <b>Under</b>           |
| 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                  |
| <b>Total treasury investments</b>   | <b>1.1284</b>        | <b>1.2184</b>        | <b>Under</b>           | <b>2.20</b>         | <b>3.26</b>            | <b>Under</b>           |

### **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

|                   | <b>2020/21<br/>Maximum</b> | <b>31.3.21<br/>Actual</b> | <b>2020/21<br/>Operational<br/>Boundary</b> | <b>2020/21<br/>Authorised<br/>Limit</b> | <b>Complied?<br/>Yes/No</b> |
|-------------------|----------------------------|---------------------------|---|---|-----------------------------|
| Borrowing         | £7.000m                    | £7.000m                   | £22.680m                                    | £27.400m                                | Yes                         |
| <b>Total debt</b> | <b>£7.000m</b>             | <b>£7.000m</b>            | <b>£22.680m</b>                             | <b>£27.400m</b>                         | <b>Yes</b>                  |

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

Table 6: Investment Limits

|   | <b>2020/21<br/>Maximum</b> | <b>31.3.21<br/>Actual</b> | <b>2020/21<br/>Limit</b> | <b>Complied?<br/>Yes/No</b> |
|---|----------------------------|---------------------------|--------------------------|-----------------------------|
| 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.

|                                | <b>31.3.21<br/>Actual</b> | <b>2020/21<br/>Target</b> | <b>Complied?</b> |
|--------------------------------|---------------------------|---------------------------|------------------|
| 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.

|  | <b>31.3.21<br/>Actual</b> | <b>2020/21<br/>Target</b> | <b>Complied?</b> |
|--|---------------------------|---------------------------|------------------|
| 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:

| <b>Interest rate risk indicator</b>  | <b>31.3.21<br/>Actual</b> | <b>2020/21<br/>Limit</b> | <b>Complied?</b> |
|--|---------------------------|--------------------------|------------------|
| 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:

|                                | <b>31.3.21<br/>Actual</b> | <b>Upper<br/>Limit</b> | <b>Lower<br/>Limit</b> | <b>Complied?</b> |
|--------------------------------|---------------------------|------------------------|------------------------|------------------|
| Under 12 months                | N/A                       | 100%                   | 0%                     | Yes              |
| 12 months and within 24 months | N/A                       | 100%                   | 0%                     | Yes              |
| 24 months and within 5 years   | N/A                       | 100%                   | 0%                     | Yes              |
| 5 years and within 10 years    | N/A                       | 100%                   | 0%                     | Yes              |

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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## 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 5<sup>th</sup> 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)*

|  |
|--|
|  |
|--|

|   |                         |
|---|-------------------------|
| Cabinet Member(s)<br>Cllr Sarah Bütikofer | Ward(s) affected<br>All |
|---|-------------------------|

|  |
|--|
| Contact Officer, telephone number and email: Steve Blatch, Chief Executive<br>Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a><br>Tel:- 01263 516232 |
|--|

## **1. Introduction**

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

## **2. Overview**

2.1 This report covers the 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 1<sup>st</sup> April – 30<sup>th</sup> 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 1<sup>st</sup> April – 30<sup>th</sup> 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 24<sup>th</sup> 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
- 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 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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### **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.

## 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   |
| <b>n/r</b>  | Not relevant as the action has previously been completed or is not yet due to start.   |
|  | The Start date for the action is in the future   |
| <b>not set</b>  | The action is an ongoing activity throughout the life of the Corporate Plan so does not have a set Due Date  |
| <b>?</b>  | Missing information  |

### Measures - key to symbols

#### Key

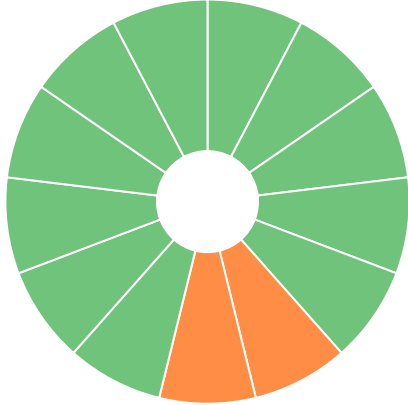
| Performance  | Direction of Change  |
|--|--|
|  Performance better than target   |  Value Increasing (Smaller is Better) |
|  Performance just off target      |  Value Decreasing (Smaller is Better) |
|  Performance worse than tolerance |  Value Increasing (Bigger is Better)  |
|  No information 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

# Delivery Plan 2019-2023



## Overview

Local Homes for Local Need



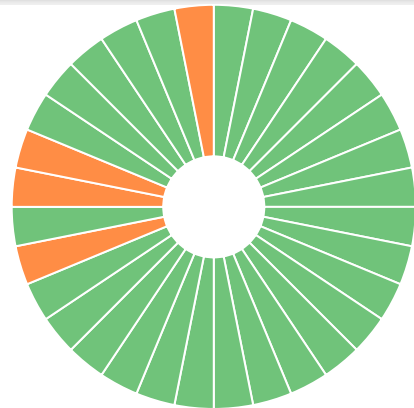
Boosting Business Sustainability and Growth



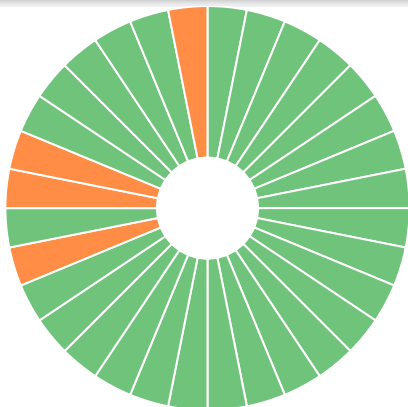
Customer Focus



Climate, Coast and the Environment



Financial Sustainability and Growth



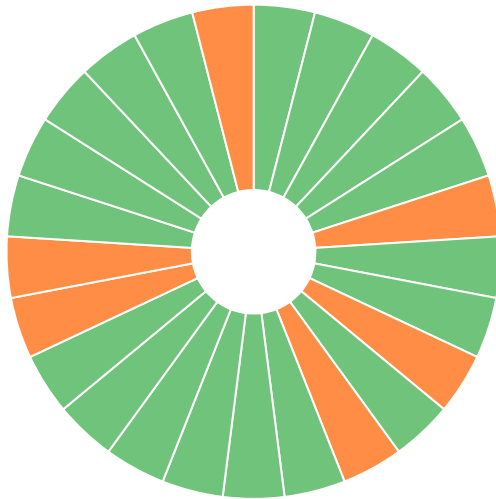
Quality of Life



## 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<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | <br>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.<br>We are awaiting approval from within the budget.<br>Stuart Harber<br>In Progress<br>04/02/2020<br>01/01/2022 |
| > <input checked="" type="checkbox"/> 3.1.6 Digital Customer Service Improvement                               | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | <br>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.<br>Sean Kelly<br>In Progress<br>01/06/2020<br>31/03/2022   |
| > <input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey                               | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | <br>On hold pending Member confirmation of the questions that need to be contained within the survey.<br>Stuart Harber<br>In Progress<br>04/02/2020<br>31/12/2021   |
| > <input checked="" type="checkbox"/> 3.4.1 Develop an Engagement Strategy                                     | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | <br>This project has been delayed due to Covid-19 and has now been programmed to be prepared in the period October to December 2021.<br>Steve Blatch<br>Parked<br>02/12/2019<br>31/03/2022  |
| <input checked="" type="checkbox"/> 3.4.6 Develop and Implement a Communications Strategy                      | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | <br>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.<br>Joe Ferrari<br>In Progress<br>01/06/2020<br>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.<br>An alternative location for North Walsham has been identified and we are waiting for UKPN to increase their infrastructure at this site.<br>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   |

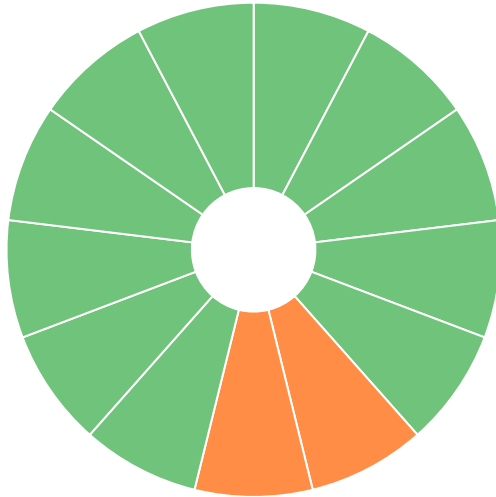
|  |   |             |   |          |   |       |               |       |             |            |            |          |            |
|--|---|-------------|---|----------|---|-------|---------------|-------|-------------|------------|------------|----------|------------|
| <input checked="" type="checkbox"/> 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="464 123 711 1344">Comments</td> <td data-bbox="715 123 1437 1344"> <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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</li> <li>• 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: <a href="http://bit.ly/HiNorthWalsham">bit.ly/HiNorthWalsham</a>. Early contractor engagement meetings have been taking place.</li> <li>• 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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul> </td> </tr> <tr> <td data-bbox="464 1348 711 1384">Owner</td> <td data-bbox="715 1348 1437 1384">Jenni Jordan</td> </tr> <tr> <td data-bbox="464 1388 711 1424">Stage</td> <td data-bbox="715 1388 1437 1424">In Progress</td> </tr> <tr> <td data-bbox="464 1429 711 1464">Start Date</td> <td data-bbox="715 1429 1437 1464">04/02/2020</td> </tr> <tr> <td data-bbox="464 1469 711 1505">Due Date</td> <td data-bbox="715 1469 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"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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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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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul> | Owner | Jenni Jordan  | Stage | In Progress | Start Date | 04/02/2020 | Due Date | 31/03/2024 |
| Performance  | ★   |             |   |          |   |       |               |       |             |            |            |          |            |
| Comments   | <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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</li> <li>• 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: <a href="http://bit.ly/HiNorthWalsham">bit.ly/HiNorthWalsham</a>. Early contractor engagement meetings have been taking place.</li> <li>• 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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul>   |             |   |          |   |       |               |       |             |            |            |          |            |
| 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 1509 711 1545">Performance</td> <td data-bbox="715 1509 1437 1545" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="464 1550 711 1980">Comments</td> <td data-bbox="715 1550 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 1984 711 2020">Owner</td> <td data-bbox="715 1984 1437 2020">Kate Rawlings</td> </tr> <tr> <td data-bbox="464 2024 711 2060">Stage</td> <td data-bbox="715 2024 1437 2060">In Progress</td> </tr> <tr> <td data-bbox="464 2065 711 2101">Start Date</td> <td data-bbox="715 2065 1437 2101">04/02/2020</td> </tr> <tr> <td data-bbox="464 2105 711 2141">Due Date</td> <td data-bbox="715 2105 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  |             |   |          |   |       |               |       |             |            |            |          |            |

|   |             |  |
|---|-------------|--|
| <input checked="" type="checkbox"/> 5.8.1 Commit to NNDC Blue Flag and Green Flag status                    | Performance | ★  |
| <input checked="" type="checkbox"/> 6.1.3 Trial zero based budgeting (ZBB)                                  | Performance | ★  |
| <input checked="" type="checkbox"/> 6.3.3 Take a strategic approach to commercial development opportunities | 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  |
|   | Owner       | Lucy Hume  |
|   | Stage       | In Progress  |
|   | Stage       | In Progress  |
|   | Stage       | In Progress  |
|   | Start Date  | 20/06/2020   |
|   | Start Date  | 01/06/2021   |
|   | Start Date  | 04/02/2020   |
|   | Due Date    | not set  |
|   | Due Date    | 30/04/2022   |
|   | Due Date    | 31/03/2022   |
|   | Comments    | 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. |
|   | 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.                        |
|   | Comments    | A rent recycling scheme is being developed that will enable the Council to invest in schemes were there is a clear regeneration benefit.   |






## 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    | <p>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.</p> |
|  | 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    | <p>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.</p>   |
|  | 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    | <p>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.</p>   |
|  | 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  |

|  |             | 30/06/2021  |
|--|-------------|---|
| <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<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>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.<br>Rob Goodliffe<br>In Progress<br>04/02/2020<br>not set  |
| <input checked="" type="checkbox"/> 4.4.6 Share best practice and seek to influence national policy regarding coastal management | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>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.<br>Rob Goodliffe<br>In Progress<br>04/02/2020<br>31/05/2023                                   |
| <input checked="" type="checkbox"/> 4.5.1 Collect and analyse data relevant to the tree planting project                         | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>Collecting and monitoring data regarding tree planting is set up and taking place.<br>Annie Sommazzi<br>In Progress<br>01/04/2020<br>14/12/2023   |
| <input checked="" type="checkbox"/> 4.5.2 Plan tree planting programme   | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>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.<br>Annie Sommazzi<br>In Progress<br>01/06/2020<br>31/08/2021  |
| <input checked="" type="checkbox"/> 4.5.3 Tree planting - Engage communities to identify the optimal approach and garner support | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>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).<br><br>The due date has been deleted as this is an ongoing project until the end of the corporate plan in 2023.<br>Annie Sommazzi<br>In Progress<br>01/06/2020<br>not set |
| <input checked="" type="checkbox"/> 4.5.4 Tree planting implementation   | Performance<br>Comments<br>Owner<br>Stage<br>Start Date<br>Due Date | ★<br>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.<br>Annie Sommazzi<br>In Progress<br>01/10/2020<br>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 | <table border="1"> <tr> <td data-bbox="491 35 745 118">Performance</td> <td data-bbox="745 35 1469 118" style="text-align: center;">★</td> </tr> <tr> <td data-bbox="491 118 745 1344">Comments</td> <td data-bbox="745 118 1469 1344"> <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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</li> <li>• 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: <a href="http://bit.ly/HiNorthWalsham">bit.ly/HiNorthWalsham</a>. Early contractor engagement meetings have been taking place.</li> <li>• 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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul> </td> </tr> <tr> <td data-bbox="491 1344 745 1384">Owner</td> <td data-bbox="745 1344 1469 1384">Jenni Jordan</td> </tr> <tr> <td data-bbox="491 1384 745 1424">Stage</td> <td data-bbox="745 1384 1469 1424">In Progress</td> </tr> <tr> <td data-bbox="491 1424 745 1464">Start Date</td> <td data-bbox="745 1424 1469 1464">04/02/2020</td> </tr> <tr> <td data-bbox="491 1464 745 1505">Due Date</td> <td data-bbox="745 1464 1469 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"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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</li> <li>• 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: <a href="http://bit.ly/HiNorthWalsham">bit.ly/HiNorthWalsham</a>. Early contractor engagement meetings have been taking place.</li> <li>• 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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul> | Owner | Jenni Jordan | Stage | In Progress | Start Date | 04/02/2020 | Due Date | 31/03/2024 |
| Performance  | ★   |             |   |          |   |       |              |       |             |            |            |          |            |
| Comments   | <p>A number of activities are ongoing and upcoming, including:</p> <ul style="list-style-type: none"> <li>• The Cedars - additional specialist surveys carried out including structural engineers survey, M&amp;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</li> <li>• 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: <a href="http://bit.ly/HiNorthWalsham">bit.ly/HiNorthWalsham</a>. Early contractor engagement meetings have been taking place.</li> <li>• 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.</li> <li>• 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 &amp; Scrutiny Committee on 14 July 2021.</li> </ul>   |             |   |          |   |       |              |       |             |            |            |          |            |
| Owner  | Jenni Jordan  |             |   |          |   |       |              |       |             |            |            |          |            |
| Stage  | In Progress   |             |   |          |   |       |              |       |             |            |            |          |            |
| Start Date   | 04/02/2020  |             |   |          |   |       |              |       |             |            |            |          |            |
| Due Date   | 31/03/2024  |             |   |          |   |       |              |       |             |            |            |          |            |
| <input checked="" type="checkbox"/> 5.4.1 Formulate and publish an accessibility guide   | <table border="1"> <tr> <td data-bbox="491 1505 745 1545">Performance</td> <td data-bbox="745 1505 1469 1545" style="text-align: center;">✔</td> </tr> <tr> <td data-bbox="491 1545 745 1659">Comments</td> <td data-bbox="745 1545 1469 1659"> <p>The accessibility guide was ready for use for the North Norfolk Visitor Centre (NNVC) for the start of the 2020 season.</p> </td> </tr> <tr> <td data-bbox="491 1659 745 1700">Owner</td> <td data-bbox="745 1659 1469 1700">Sonia Shuter</td> </tr> <tr> <td data-bbox="491 1700 745 1740">Stage</td> <td data-bbox="745 1700 1469 1740">Completed</td> </tr> <tr> <td data-bbox="491 1740 745 1780">Start Date</td> <td data-bbox="745 1740 1469 1780">04/02/2020</td> </tr> <tr> <td data-bbox="491 1780 745 1821">Due Date</td> <td data-bbox="745 1780 1469 1821">31/12/2021</td> </tr> </table>  | 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 | Sonia Shuter | Stage | Completed   | Start Date | 04/02/2020 | Due Date | 31/12/2021 |
| 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  | 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"> <li>■ Customer Services Management</li> <li>■ 3 - Customer Focus</li> </ul>  |
| 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"> <li>■ Sustainable Growth</li> <li>■ 2 - Boosting Business Sustainability and Growth</li> </ul>   |
| 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"> <li>■ 1 - Local Homes for Local Need</li> <li>■ People Services</li> </ul>   |
| 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"> <li>■ Sustainable Growth</li> <li>■ 1 - Local Homes for Local Need</li> </ul>  |
| 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"> <li>■ 5 - Quality of Life</li> <li>■ Environment and Leisure</li> </ul>  |

|   |                           | 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"> <li>■ 1 - Local Homes for Local Need</li> <li>■ Planning</li> </ul> |
| 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"> <li>■ 1 - Local Homes for Local Need</li> <li>■ Planning</li> </ul> |

## 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 has been had 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/       | 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                     | Page 87   |
|   | 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<br>(Business) Rates Base<br>(total number of properties) | Performance (YTD)            |              |
|  | Actual (Period) (YTD)        |              |
|  | Target (YTD)                 |              |
|  | Direction of change<br>(YTD) |              |
|  | Owner                        | Stuart Quick |
|  | Comments                     |              |



## 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)<br>All  | Ward(s) affected<br>All |
| Contact Officer, telephone number and email:<br>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;<br/>Full delegation to Chief Officers</i></p> <p><i>Section 5.1: routine matters</i></p> <p><i>Section 5.2<br/>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               | 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.<br>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. | S 5.1 - Leader or Portfolio Holder   | 05.05.21         | 06.09.2021                       |
| Section 5.2  | Yes              | Chief Executive               | 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  | 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 |

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2021

| Decision Maker(s)              | Meeting Date                              | Subject & Summary                         | Cabinet Member(s)<br>Lead Officer                                   | Corporate Plan Theme                                   | Status / additional comments   |
|--------------------------------|---|---|---|--|--|
| <b>September 2021</b>          |   |   |   |  |  |
| Cabinet                        | 06 Sep 2021                               | Property Transactions                     | Eric Seward<br>Nicky Debbage<br>Renata Garfoot                      | Financial Sustainability<br>Local Homes for Local Need | <br>Possible Exempt information |
| Cabinet                        | 06 Sep 2021                               | Decisions taken under delegated authority | All<br>Emma Denny<br>DS Manager                                     |  |  |
| Cabinet<br>Scrutiny<br>Council | 06 Sep 2021<br>15 Sep 2021<br>22 Sep 2021 | Managing Performance Q1                   | Sarah Butikofer<br>Helen Thomas<br>Policy & Performance Mgt Officer |  |  |
| Cabinet                        | 06 Sep 2021<br>15 Sep 2021<br>22 Sep 2021 | Treasury Management Annual Report 2021/21 | Eric Seward<br>Lucy Hume<br>Chief Technical Accountant              | Financial Sustainability                               |  |
| Cabinet                        | 06 Sep 2021<br>15 Sep 2021<br>22 Sep 2021 | Out-turn report 2020/21                   | Eric Seward<br>Duncan Ellis<br>Director of Resources & Assets       | Financial Sustainability                               |  |



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2021



| Decision Maker(s)   | Meeting Date                              | Subject & Summary   | Cabinet Member(s)<br>Lead Officer   | Corporate Plan Theme            | Status / additional comments |
|---------------------|---|---|---|---------------------------------|------------------------------|
| <b>Cabinet</b>      | <b>06 Sep 2021</b>                        | <b>Debt Management Annual Report 2020/21</b>                          | Eric Seward<br>Sean Knight<br>Revenues Manager  | <i>Financial Sustainability</i> |                              |
| <b>Scrutiny</b>     | <b>15 Sep 2021</b>                        |   |   |                                 |                              |
| <b>Council</b>      | <b>22 Sep 2021</b>                        |   |   |                                 |                              |
| <b>Cabinet</b>      | <b>06 Sep 2021</b><br><b>14 July 2021</b> | <b>Customer Services Strategy</b>                                     | <b>Sarah Butikofer</b><br>Sean Kelly<br>AD for Organisational Resource                          |                                 | Pre-Scrutiny                 |
| <b>Cabinet</b>      | <b>06 Sep 2021</b>                        | <b>Norfolk Strategic Flooding Alliance – Ratification of Strategy</b> | <b>Nigel Lloyd</b><br><b>Angie Fitch-Tillett</b><br>Emily Capps<br>AD for Environment & Leisure |                                 |                              |
| <b>Cabinet</b>      | <b>06 Sep 2021</b>                        | <b>Additional Restrictions Grant</b>                                  | <b>Richard Kershaw</b><br>Stuart Quick<br>Economic Growth Manager                               |                                 |                              |
| <b>October 2021</b> |   |   |   |                                 |                              |
| <b>GRAC</b>         | <b>28 Sep 2021</b>                        | <b>Procurement Strategy / revised approach</b>                        | <b>Eric Seward</b><br>Duncan Ellis<br>Director of Resources                                     |                                 |                              |
| <b>Cabinet</b>      | <b>04 Oct 2021</b>                        |   |   |                                 |                              |



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 September to 30 November 2021


|                      |                    |   |   |                                 |   |
|----------------------|--------------------|---|---|---------------------------------|---|
| <b>Cabinet</b>       | <b>04 Oct 2021</b> | <b>Medium Term Financial Strategy</b>                 | Eric Seward<br><i>Duncan Ellis</i><br><i>Director of Resources</i>          | <i>Financial Sustainability</i> |   |
| <b>Scrutiny</b>      | <b>10 Oct 2021</b> |   |   |                                 |   |
| <b>Council</b>       | <b>17 Nov 2021</b> |   |   |                                 |   |
| <b>Cabinet</b>       | <b>04 Oct 2021</b> | <b>Council Tax Discount Determination 2021/22</b>     | Eric Seward<br><i>Lucy Hume</i><br><i>Chief Technical Accountant</i>        | <i>Financial Sustainability</i> |   |
| <b>Scrutiny</b>      | <b>10 Oct 2021</b> |   |   |                                 |   |
| <b>Cabinet</b>       | <b>04 Oct 2021</b> | <b>NEWS – extension of Contract</b>                   | Nigel Lloyd<br><i>Scott Martin</i><br><i>Environmental Services Manager</i> |                                 |   |
| <b>Cabinet</b>       | <b>04 Oct 2021</b> | <b>Resourcing of People Services</b>                  | Virginia Gay<br><i>Karen Hill</i><br><i>AD for People Services</i>          | <i>Quality of Life</i>          | <br>Exempt information |
| <b>Cabinet</b>       | <b>04 Oct 2021</b> | <b>Use of Housing Reserves – for housing delivery</b> |   |                                 | <br>Exempt information |
| <b>November 2021</b> |                    |   |   |                                 |   |
| <b>Cabinet</b>       | <b>01 Nov 2021</b> | <b>Budget Monitoring P6</b>                           | Eric Seward<br><i>Duncan Ellis</i><br><i>Director of Resources</i>          | <i>Financial Sustainability</i> |   |
| <b>Scrutiny</b>      | <b>10 Nov 2021</b> |   |   |                                 |   |



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**North Norfolk District Council**  
 Cabinet Work Programme  
 For the Period 01 September to 30 November 2021

|                |                    |                           |   |   |   |
|----------------|--------------------|---------------------------|---|---|---|
| <b>Cabinet</b> | <b>01 Nov 2021</b> | <b>Stalham Extra Care</b> | Wendy Fredericks<br>Nicky Debbage<br><i>Housing Strategy &amp;<br/>Delivery Manager</i> | <i>Local Homes for<br/>Local People<br/>Quality of Life</i> | <br>Exempt information |
|----------------|--------------------|---------------------------|---|---|---|



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

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## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

| Meeting                        | Topic  | Officer / Member                        | Objectives & desired outcomes   | Time cycle        |
|--------------------------------|--|---|---|-------------------|
| <b>May 2021</b>                |  |   |   |                   |
| Scrutiny                       | <b>Safer Norfolk Strategy 2021 – 25 Briefing</b>             |   | To receive a briefing on the new Safer Norfolk Strategy   |                   |
| Cabinet<br>Scrutiny            | <b>Officer Delegated Decisions (March – April 2021)</b>      | Emma Denny<br>Sarah Butikofer           | To review the officer delegated decisions   |                   |
| Scrutiny                       | <b>Sheringham Leisure Centre Project Update</b>              | Rob Young<br>Virginia Gay               | To update Members on the status of the Sheringham Leisure Centre Project                        | Monthly           |
| Scrutiny                       | <b>O&amp;S Draft 2021/22 Work Programme</b>                  | Matt Stembrowicz<br>Nigel Dixon         | To review and approve the draft 2021/22 Work Programme  | Annual            |
| Scrutiny<br>Cabinet            | <b>Enforcement Board Update</b>                              | Phillip Rowson<br>Nigel Lloyd/John Toye | To receive an update on the work of the Enforcement Board                                       | Six-monthly       |
| <b>June</b>                    |  |   |   |                   |
| Scrutiny<br>Cabinet<br>Council | <b>Equality, Diversity &amp; Inclusion Policy</b>            | Karen Hill<br>Sarah Butikofer           | To review the updated Policy in advance of seeking Council approval                             |                   |
| Scrutiny                       | <b>Sheringham Leisure Centre Project Update</b>              | Rob Young<br>Virginia Gay               | To update Members on the status of the Sheringham Leisure Centre Project                        | Monthly           |
| Cabinet<br>Scrutiny            | <b>Performance Monitoring Q4</b>                             | Sarah Bütikofer<br>Helen Thomas         | To monitor the Council's performance and consider any recommendations to Cabinet                | Quarterly         |
| Scrutiny<br>Council            | <b>Overview &amp; Scrutiny Committee Annual Report</b>       | Matt Stembrowicz                        | To approve annual summary of Committee work for 2019-20 & 2020-2021                             | Annual            |
| <b>July</b>                    |  |   |   |                   |
| Scrutiny                       | <b>Sheringham Leisure Centre Project Update</b>              | Rob Young<br>Virginia Gay               | To update Members on the status of the Sheringham Leisure Centre Project                        | Monthly           |
| Scrutiny<br>Cabinet            | <b>Housing Strategy</b>                                      | N Debbage/G Connolly                    | To review the Council's new Housing Strategy  |                   |
| Scrutiny                       | <b>North Walsham Heritage Action Zone Project Monitoring</b> | Rob Young<br>Richard Kershaw            | To monitor progress of the NWHAZ project  | Committee Request |
| Scrutiny                       | <b>Coastal Ambulance Response Times Update</b>               | Victoria Holliday                       | To receive an update on the status of ambulance response times in coastal areas of the District | Committee Request |
| Scrutiny<br>Cabinet<br>Council | <b>Pre-Scrutiny: Customer Services Strategy</b>              | Sean Kelly<br>Lucy Shires               | To review the new Customer Services strategy  |                   |

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

| Meeting                  | Topic                                      | Officer / Member                | Objectives & desired outcomes   | Time cycle                |
|--------------------------|--|---------------------------------|---|---------------------------|
| <b>September</b>         |  |                                 |   |                           |
| Cabinet Scrutiny         | <b>Budget Monitoring P4</b>                | Eric Seward<br>Duncan Ellis     | To review the budget monitoring position  | Periodical                |
| Cabinet Scrutiny Council | <b>Debt Management Annual Report</b>       | Eric Seward<br>Sean Knight      | To review the Report and make any necessary recommendations to Council  | Annual                    |
| Cabinet Scrutiny Council | <b>Out-turn report</b>                     | Eric Seward<br>Duncan Ellis     | To make any recommendations to Council – To include an update on savings proposals  | Annual                    |
| Cabinet Scrutiny Council | <b>Treasury Management Annual Report</b>   | Eric Seward<br>Duncan Ellis     | To make recommendations to Council  | Annual                    |
| Cabinet Scrutiny         | <b>Performance Monitoring Q1</b>           | Helen Thomas<br>Sarah Butikofer | To monitor the Council's performance and consider any recommendations to Cabinet  | Quarterly                 |
| Cabinet Scrutiny         | <b>Officer Delegated Decisions</b>         | Emma Denny<br>Sarah Butikofer   | To review any officer delegated decisions taken during the period covered by the report   |                           |
| <b>October</b>           |  |                                 |   |                           |
| Cabinet Scrutiny Council | <b>Medium Term Financial Strategy</b>      | Eric Seward<br>Duncan Ellis     | To review the Medium Term Financial Strategy  | Annual Pre-2022/23 Budget |
| Cabinet Scrutiny Council | <b>Council Tax Discount Determinations</b> | Lucy Hume/Eric Seward           | To determine the Council Tax discounts for 2020/21  | Annual                    |
| Scrutiny                 | <b>Waste Contract Monitoring</b>           | Steve Hems<br>Nigel Lloyd       | To monitor performance of Council waste contractor (w/ update on costs of food waste collection)  | Annual                    |
| Scrutiny                 | <b>Planning Performance Review</b>         | John Toye<br>Phillip Rowson     | Review over five year period against national performance framework (To include a review of affordable housing delivery/section 106 agreements) | Committee Request         |
| Scrutiny                 | <b>Beach Huts &amp; Chalets Monitoring</b> | Renata Garfoot<br>Eric Seward   | To monitor the occupancy, condition and revenue of the beach huts and chalets.  | Annual                    |
| Cabinet WP Scrutiny      | <b>NWHS AZ Project Monitoring</b>          | Richard Kershaw<br>Rob Young    | To monitor the implementation of the NWHS AZ Project.   | Quarterly                 |

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

| Meeting                  | Topic   | Officer / Member                        | Objectives & Desired Outcomes   | Time cycle        |
|--------------------------|---|---|---|-------------------|
| <b>November</b>          |   |   |   |                   |
| Scrutiny                 | <b>Market Towns Initiative Monitoring/Process Review</b>          | Matt Stembrowicz<br>Richard Kershaw     | To monitor the implementation of successful MTI applicants and review the funding process (Once complete) | Committee Request |
| Cabinet Scrutiny         | <b>Budget Monitoring P6</b>                                       | Eric Seward<br>Duncan Ellis             | To review the budget monitoring position  | Periodical        |
| Cabinet Scrutiny         | <b>Enforcement Board Update</b>                                   | Phillip Rowson<br>Nigel Lloyd/John Toye | To receive an update on the work of the Enforcement Board   | Six-Monthly       |
| Scrutiny                 | <b>Crime and Disorder Briefing</b>                                | Nigel Dixon<br>Matt Stembrowicz         | PCC and district Superintendent to provide a briefing on <b>TBC</b>                                       | Annual            |
| Scrutiny                 | <b>Sheringham Leisure Centre Project Review</b>                   | Virginia Gay<br>Rob Young               | To review the implementation of the Sheringham Leisure Centre Project.                                    | Committee Request |
| <b>December</b>          |   |   |   |                   |
| Cabinet Scrutiny Council | <b>Treasury Management Half-Yearly Report</b>                     | Eric Seward<br>Duncan Ellis             | To consider the treasury management activities  | Six Monthly       |
| Cabinet Scrutiny         | <b>Performance Monitoring Q2</b>                                  | Helen Thomas<br>Sarah Butikofer         | To monitor the Council's performance and consider any recommendations to Cabinet                          | Quarterly         |
| Cabinet Scrutiny Council | <b>Fees &amp; Charges</b>   | Eric Seward<br>Duncan Ellis             | To undertake an annual review of the Council's fees and charges   | Annual            |
| <b>January 2022</b>      |   |   |   |                   |
| Cabinet Scrutiny Council | <b>2020/21 Base Budget and Projections for 2021/22 to 2022/23</b> | Eric Seward<br>Duncan Ellis             | To review the proposed budget and projections   | Annual            |
| Cabinet WP Scrutiny      | <b>NWHSZ Project Monitoring</b>                                   | Richard Kershaw<br>Rob Young            | To monitor the implementation of the NWHSZ Project.   | Quarterly         |
| Scrutiny                 | <b>Ambulance Response Times Monitoring</b>                        | Cllr V Holliday                         | To continue to monitor ambulance response times data across the District                                  | Six-Monthly       |
|                          |   |   |   |                   |

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

| Meeting                        | Topic                            | Officer / Member                | Objectives & Desired Outcomes  | Time cycle |
|--------------------------------|----------------------------------|---------------------------------|--|------------|
| <b>February</b>                |                                  |                                 |  |            |
| Cabinet<br>Scrutiny<br>Council | <b>Treasury Strategy 2019/20</b> | Eric Seward<br>Lucy Hume        | To review the treasury management activities and strategy for the investment of surplus funds                                | Annual     |
| Cabinet<br>Scrutiny<br>Council | <b>Capital Strategy</b>          | Eric Seward<br>Lucy Hume        | To review the deployment of capital resources to meet Council objectives & framework for management of the capital programme | Annual     |
| Cabinet<br>Scrutiny<br>Council | <b>Investment Strategy</b>       | Eric Seward<br>Lucy Hume        | To review the Council's Investment Strategy for the year 2020-21   | Annual     |
| Scrutiny                       |                                  |                                 |  |            |
| <b>March</b>                   |                                  |                                 |  |            |
| Cabinet<br>Scrutiny            | <b>Budget Monitoring P10</b>     | Eric Seward<br>Duncan Ellis     | To review the budget monitoring position   |            |
| Scrutiny<br>Cabinet            | <b>Performance Monitoring Q3</b> | Helen Thomas<br>Sarah Butikofer | To monitor the Council's performance and consider any recommendations to Cabinet   | Quarterly  |
|                                |                                  |                                 |  |            |
|                                |                                  |                                 |  |            |
| <b>April</b>                   |                                  |                                 |  |            |
| Scrutiny                       | <b>Car Park Usage Monitoring</b> | Eric Seward                     | To undertake an annual review of the usage and revenue from the Council's public car parks                                   | Annual     |
| Cabinet WP<br>Scrutiny         | <b>NWHSZ Project Monitoring</b>  | Richard Kershaw<br>Rob Young    | To monitor the implementation of the NWHSZ Project.  | Quarterly  |
|                                |                                  |                                 |  |            |

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2021/22

| Meeting                     | Topic  | Officer / Member | Objectives & Desired Outcomes  | Time cycle           |
|-----------------------------|--|------------------|--|----------------------|
| <b>Outstanding/<br/>TBC</b> |  |                  |  |                      |
| Scrutiny                    | <b>Monitor resource implications for Homelessness Strategy</b>       |                  | Scoping Required   | Potential Panel Item |
| Scrutiny                    | <b>Website design/functionality</b>                                  |                  | Scoping Required - Review the functionality of the Council's website | Committee Request    |
| Scrutiny                    | <b>Council Asset Maintenance (Preventative) Maintenance Strategy</b> |                  | To review the Council's Asset Maintenance schedule                   | Committee Request    |
| Scrutiny                    | <b>Economic Development Strategy</b>                                 |                  | Scoping Required   | Potential Panel Item |
| Scrutiny                    | <b>Rural Services (Access)</b>                                       |                  | Scoping Required - Review service gaps and lack of access            | Committee Request    |

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## Overview & Scrutiny July 2021 Outcomes & Action List

|  | ACTION BY  | PROGRESS/COMPLETION   |
|--|--|---|
| <p><u>10. SHERINGHAM LEISURE CENTRE PROJECT UPDATE: JULY 2021</u></p> <p><b>RESOLVED</b></p> <p>1. To receive and note the update.</p> <p><b>ACTIONS</b></p> <p>1. That a project review be added to the Committee's Work Programme for consideration after opening of facility.</p>   | <p>Overview &amp; Scrutiny Committee</p><br><p>Assistant Director for Sustainable Growth</p>                             | <p>July 2021</p><br><p>December 2021</p>  |
| <p><u>11. NORTH WALSHAM HIGH STREET HERITAGE ACTION SCHEME PROJECT UPDATE - JULY 2021</u></p> <p><b>RESOLVED</b></p> <p>1. To receive and note the update.</p> <p>2. Quarterly project updates to be added to the Committee's Work Programme with the inclusion of budget/cash flow and project risks.</p>   | <p>Overview &amp; Scrutiny Committee</p><br><p>Assistant Director for Sustainable Growth</p>                             | <p>July 2021</p><br><p>November 2021</p>  |
| <p><u>12. AMBULANCE RESPONSE TIMES: COASTAL PARISH WORKING PARTY UPDATE</u></p> <p><b>RESOLVED</b></p> <p>1. To receive and note the update</p> <p>2. To write to EEAST on behalf of the Committee to express support for retaining the Community First Responder's - Rapid Response Vehicles.</p> <p>3. Six-monthly updates to be added to the Committee Work Programme</p> <p>4. To request information on the geographical location of the District's Community First Responders.</p> | <p>Overview &amp; Scrutiny Committee</p><br><p>Scrutiny Officer</p><br><p>Cllr V Holliday</p><br><p>Scrutiny Officer</p> | <p>July 2021</p><br><p>August 2021</p><br><p>January 2022</p><br><p>August 2021</p> |

|   |  |                  |
|---|--|------------------|
| <p><u>13. NEW HOUSING STRATEGY: 2021 - 2025</u></p> <p><b>RESOLVED</b></p> <p><b>1. To recommend that Council approves the Housing Strategy, subject to amendments raised by the Committee.</b></p> | <p>Full Council</p>                      | <p>July 2021</p> |
| <p><u>15. PRE-SCRUTINY: CUSTOMER SERVICES STRATEGY</u></p> <p><b>RESOLVED</b></p> <p><b>1. To review and comment on the draft Customer Services Strategy.</b></p>                                   | <p>Overview &amp; Scrutiny Committee</p> | <p>July 2021</p> |



| Start Date | Action   | Owner                            | Status                                   | Completion Date |
|------------|--|----------------------------------|--|-----------------|
| 14.07.21   | That a project review be added to the Committee's Work Programme for consideration after opening of facility   | Matt Stembrowicz/Rob Young       | Added to Work Programme                  | 16.07.21        |
| 14.07.21   | Quarterly NWHSHAZ project updates to be added to Work Programme with the inc. budget/cash flow & project risks | Matt Stembrowicz/Rob Young       | Added to Work Programme                  | 16.07.21        |
| 14.07.21   | To write to EEAST to express Committee's support for retaining the CFR - Rapid Response Vehicles               | Matt Stembrowicz                 | Letter sent to EEAST - Awaiting Response |                 |
| 14.07.21   | Six-monthly updates to be added to the Committee Work Programme on Ambulance response times                    | Matt Stembrowicz                 | Added to Work Programme                  | 16.07.21        |
| 14.07.21   | Request information on the geographical location of the District's Community First Responders.                 | Matt Stembrowicz/Cllr V Holliday | Outstanding                              |                 |

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