



Please contact: Emma Denny

Please email: emma.denny@north-norfolk.gov.uk Please Direct Dial on: 01263 516010

Friday, 22 October 2021

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday**, **1 November 2021** at **10.00 am**.

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

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

Please note that this meeting is livestreamed: <u>https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzq</u>

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

Emma Denny Democratic Services Manager

To: Mrs W Fredericks, Mrs S Bütikofer, Mrs A Fitch-Tillett, Ms V Gay, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires and Mr J Toye

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



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

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

Chief Executive: Steve Blatch Tel 01263 513811 Fax 01263 515042 Minicom 01263 516005 Email districtcouncil@north-norfolk.gov.uk Web site www.north-norfolk.gov.uk

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 4^{th} October 2021.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. DECLARATIONS OF INTEREST

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

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. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

At the meeting of the Planning Policy & Built heritage Working Party held on 11th October, the following recommendations were made to Cabinet:

Local Plan Strategic Policies:

RECOMMENDED to Cabinet

- That the Local Plan strategic policies section be agreed as the basis for undertaking the consultation and submission in line with Regulation 19 – 22.
- 2. That minor amendments in the finalisation of the proposed submission version be delegated to the Planning Policy Manager and Team Leader.

Five Year Land Supply Statement 2021 and Housing Delivery Test Result

RECOMMENDED to Cabinet

That the Council publishes the 2021 Five Year Land Supply Statement.

Local Plan Site Allocations – Cromer

1 - 22

23 - 24

RECOMMENDED to Cabinet

That land off Roughton Road (site references C19 and C19/1) is not included as a proposed allocation in the Regulation 19 version of the Local Plan.

8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The following recommendation was made to Cabinet by the Overview & Scrutiny Committee at the meeting held on 13th October 2021:

Agenda Item 11: Use of Housing Reserves to Enhance Delivery

To recommend to Cabinet, that CLT and the Housing Portfolio Holc officers to investigate what more can be done to work with private landlords to support and retain privately rented accommodation c District.

9. BUDGET MONITORING 2021/22 PERIOD 6

Summary:This report summarises the budget monitoring
position for the revenue account, capital
programme and reserves to the end of
September 2021.Options considered:Not applicable.Conclusions:The overall position at the end of September
2021 shows an £3,764,805 underspend for
the current financial year on the revenue
account, this is however currently expected to
deliver a full year underspend of £78,924.Recommendations:It is recommended that Cabinet:

- 1) Note the contents of the report and the current budget monitoring position.
- 2) That £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software.
- 3) That £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation.

Reasons forTo update Members on the current budgetRecommendations:monitoring position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

25 -60 (Papers relied on the write the report and which do not contain exempt information)

System budget monitoring reports

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

10. NORTH NORFOLK CORPORATE PLAN - REVIEW OF DELIVERY 61 - 102 FEBRUARY 2020 - OCTOBER 2021 AND AGREEMENT OF PRIORITY OBJECTIVES FOR THE NEXT TWELVE MONTHS

Summary: Over the past eighteen months much of the Council's corporate focus has been on responding to the COVID pandemic and supporting local recovery, as well as seeking to maintain core service provision. This has meant that there has been less capacity to progress some aspects of the Council's Corporate Plan Delivery Plan as originally proposed in February 2020.

Cabinet therefore reviewed the Delivery Plan objectives and actions in October 2020 at which time it agreed eighteen priority objectives for delivery over the 12 months from October 2020 – October 2021.

This report outlines the progress made in delivering against the revised priorities given the prolonged COVID situation and against some other Corporate Plan objectives where capacity has existed and proposes new priority objectives for the next year.

Options considered: Given the changing context in which the Council has needed to operate over the period since March 2020 due to COVID the Council could have resolved not to progress any of the Corporate Plan objectives because of the need to concentrate resource on the emergency response. The Cabinet therefore considered a number of possible actions before agreeing a revised list of 18 priority actions for the 12 months from October 2020.

The alternative options considered were:-

- do nothing to re-profile the Delivery Plan actions, or
- agree to "pause" all Delivery Plan actions and concentrate on the COVID response and Business As Usual

service provision, which was not considered a viable position given the wider land medium-term pressures the Council faces in terms of its budget etc.

- Conclusions: The report details a practical and measured response to the Council prioritising its Delivery Plan actions in light of the COVID situation and the achievement made against these revised objectives over the 12 months October 2020 October 2021.
- Recommendations: Cabinet is asked to review and comment on the progress made against the original and revised Delivery Plan objectives and agree those objectives where they would wish focus to be directed over the next twelve months given the continued COVID situation which, although improving, is still commanding some management time in working with partners in responding to local case rates and seeking to relieve winter pressures on local NHS partners.
- Reasons for Recommendations: To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against the ongoing COVID situation.

Cabinet Member(s)	Ward(s) affected		
Cllr Sarah Butikofer, Leader of the Council	All		
Contact Officer, telephone number and email:			

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

11. NORTH WALSHAM TOWN CENTRE 'PLACE MAKING' PROPOSALS 103 - 116

Summary: This report sets out the proposed improvements to North Walsham town centre, the consultation process that has been carried out and it seeks authority to proceed with the activities that will enable it to be implemented as part of the High Street High Street Heritage Action Zone (HSHAZ programme) Options considered: The report recommends a particular way forward: to progress with the place making proposals as part of the town centre improvements under the HSHAZ programme. The alternatives are either a. to abandon the place making project (therefore forfeiting the grant funding and the opportunity to make significant changes that will benefit the town centre); or b. to revise the proposals and re-consult on alternative town centre designs (which might jeopardise the opportunity to progress the scheme within the tight budgetary timeframe that exists). Conclusions: The proposals affecting North Walsham town centre are considered to be beneficial to its and future vitalitv viabilitv. Extensive community engagement processes were followed in the development of the proposed scheme and this has subsequently been subject to considerable consultation processes, that have elicited lots of valuable feedback. It is considered vital to maintain the momentum by progressing the proposals to the next stage of their implementation – the serving of a statutory Traffic Regulation Order (TRO) - leading hopefully to the physical works progressing as soon as it is feasible to do so. It is also considered important to pave the way for the development of the proposed bus interchange, which will be necessary to facilitate the town centre improvements.

Recommendations: Note the proposed design and layout changes to North Walsham Town Centre and the community engagement/ consultation process

> Delegate the determination of the final place making designs to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth

> Delegate to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth, having regard to the consultation feedback, the decision on the proposed Traffic Regulation Order – on which NCC will follow the statutory consultation process

Agree to the potential use of the New Rd Car Park as a bus interchange and to meet the revenue costs of its future maintenance

Agree in principle to the permanent designation of eight spaces at the Bank Loke Car Park and eight spaces at Vicarage Street car park as free short stay (1-hour) spaces, to compensate for the sixteen (30-minute) short stay free parking spaces that would be lost on Market place should the place making scheme go ahead.

Reasons for Recommendations: To enable the North Walsham 'place making' proposals to progress in a timely fashion and to ensure the land and resources are made available for the bus interchange proposals to be further developed.

Cabinet Member(s) Cllr V Gay, Cllr N Lloyd, Cllr E Seaward, Cllr D Birch, Cllr P Heinrich

Contact Officer, telephone number and email: R Young, 01263 516162 robert.young@north-norfolk.gov.uk

12. COUNCIL POLICY IN RELATION TO THE REGULATION OF 117 - 164 REGULATORY POWERS ACT 2000 (RIPA)

- Summary: The purpose of this report is to provide the Cabinet with an opportunity to review and approve the Council's revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, to be assured that it is up to date and fit for purpose and to report on the use of the powers over the preceding months.
- considered: The Policy is required to ensure proper application of the Act, so there is not an alternative option.
- Recommendations: That the changes to the revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, set out at Appendix A, be approved.

That Members note the activity undertaken under RIPA and the update in relation to the recent IPCO inspection.

Reasons for Recommendations:	The Policy has been revised following an audit of the Council's activities by the Investigatory Powers Commissioners Office (IPCO) conducted in 2021. Members are required to be aware of the RIPA activity undertaken by the Council.
	,

Cabinet Member(s)	Ward(s) affected
Nigel Lloyd	All

Contact Officer, telephone number and email: Steve Hems, Director for Communities 01263 516192 steve.hems@north-norfolk.gov.uk

13. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

"That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 of Part I of Schedule 12A (as amended) to the Act."

14. PRIVATE BUSINESS

15. EXTENSION AND AMENDMENT TO CO-MINGLED DRY 165 - 176 RECYCLABLE WASTE PROCESSING CONTRACT WITH NORSE ENVIRONMENTAL WASTE SERVICES

Summary: This report summarises the negotiations that have recently been carried out by the Norfolk Waste Strategic Officer Group on behalf of all of Norfolk's Councils with Norse Environmental Waste Services Ltd (NEWS) on proposals to amend and extend the existing Material Recycling Facility (MRF) contract to 2027.

> The contract for the processing of recyclables is delivered by NEWS, which is a joint venture company with all seven Waste Collection Authorities in Norfolk (i.e. the District, City and Borough Councils), the County Council in its role as a Waste Disposal Authority and Norse Commercial Services Ltd.

> The contract expires on 30 September 2024 and costs are currently paid based on a fixed gate fee (subject to annual increases). To secure a three-year extension to 2027 which had been allowed for in the contract, payment for the

service would have to change from the existing fixed gate fee basis to a variable gate fee, which would be based on actual costs and which would apply from October 2021.

The existing arrangement with NEWS as a Joint Venture Company is in alignment with Teckal principles, which gives the opportunity of a contract extension using Teckal exemptions. Legal advice on this has been secured to ensure that changes to documentation made to facilitate the amend and extend option would maintain this alignment.

Evidenced by soft market testing, an extension would allow better value to be secured in the longer term and also provide stability of arrangements during a period where national waste policy and legislation on waste is expected to lead to changes on the volume and composition of waste collected by Councils.

Options Option 1 - Extend the current joint venture company contract with NEWS for three years from 2024 to 2027 and amending the contract to a variable gate fee based on actual costs from October 2021.

Option 2 - Extend the existing contract for the extension period available (3 years) maintaining terms and conditions as previously agreed. The existing gate fee is below market value and the average gate fee paid by local authorities in England. However, the contractor would retain associated risks with fluctuating market commodity values and would not agree to the proposal.

Option 3 - Tender for a new contract from 2024 – soft market testing was undertaken to establish the likely response from potential bidders if a procurement exercise was undertaken. This showed that current market conditions along with future uncertainty over Government waste policy would see higher gate fees than the fee the Council is currently paying to NEWS and higher gate fees than the Council would pay to NEWS under the variable gate fee proposal.

Conclusions: The proposal to amend and extend the contract with NEWS offers the best value to NNDC over the extended contract period, as demonstrated by the soft market testing exercise that was undertaken. In addition, the uncertainty around changes to waste services that may be required from 2023/24 in response to new national waste policy and legislation, creates foreseeable but unknown risks about the future volumes and the mix of recyclable materials that NNDC may be collecting in the medium term, making a contract procurement exercise extremely difficult at the current time.

Recommendations: That Cabinet agrees to amend and extend the current joint venture company contract with NEWS for three years from 2024 to 2027, accepting a shift to a variable gate fee based on actual costs from October 2021.

Reasons for The proposal to extend the contract with NEWS offers the Council the best value over the full term of the remaining contract and proposed extension period.

Cabinet Member(s) – Ward(s) affected - All Cllr. Nigel Lloyd

Contact Officer, telephone number and email: Scott Martin, 01263 516341, <u>scott.martin@north-norfolk.gov.uk</u>

Public Document Pack Agenda Item 2

CABINET

Minutes of the meeting of the Cabinet held on Monday, 4 October 2021 at the Council Chamber - Council Offices at 10.00 am

Committee Members Present:	Mrs W Fredericks Mrs A Fitch-Tillett Mr R Kershaw Miss L Shires	Mrs S Bütikofer (Chair) Ms V Gay Mr E Seward
Members also attending:	Mr A Brown Mr C Cushing Dr V Holliday Mr J Rest Ms L Withington	
Officers in		

Attendance:

Chief Executive and Democratic Services Manager, Chief Technical Accountant, Director of Communities, Director of Resources

Apologies for	Mr N Lloyd
Absence:	Mr J Toye

138 MINUTES

The minutes of the Cabinet meeting held on 6th September 2021 were approved as a correct record and signed by the Chairman.

139 PUBLIC QUESTIONS AND STATEMENTS

None received.

140 DECLARATIONS OF INTEREST

Cllr L Shires declared a non-pecuniary interest in Agenda item 7: 'Small Growth Villages Update' as the local member for Happisburgh.

Cllr A Fitch-Tillett declared a non-pecuniary interest in Agenda item 7 – Local Site allocations, Cromer. She said that she knew the landowner for the second site but was not a close acquaintance.

141 ITEMS OF URGENT BUSINESS

There was one item of urgent business: 'Business Rates Pooling 2022/2023'

The Leader explained that this had come forward as an urgent item because the Council needed to indicate by 8th October whether it wished to pool jointly for business rates arrangements with Norfolk County Council and other Norfolk District

Councils for the 2022/23 financial year. She invited the Director of Resources to outline the proposals. He said that it had been agreed, collectively, not to pool for the previous year due to the perceived levels of risk and uncertainty which included potential government reviews and the unknown impact of Brexit. However, following discussion at Norfolk Leaders' Group on 23rd September the consensus was that re-establishing the pool would be beneficial subject to consideration of the individual assessment of business rate projections. He added that it should be noted that, as with previous years, not all districts would need to join the pool for it to be established. He concluded by saying that there was a caveat in the recommendations that joining the pool was dependent on the figures projected by the other authorities.

Cllr C Cushing said that the report indicated that the pooling arrangement had been beneficial in previous years and he asked for more detail on this. The Director of Resources replied that it amounted to approximately £0.5m to NNDC and £10m countywide.

Cllr J Rest referred to page 4 of the report and the reference to Norwich City Council being above the safety net threshold. He asked for more information on this. The Chief Technical Accountant explained that it referred to how much growth there was above the baseline level set by the Government. The safety net was set at 92.5% of the business rates baseline and if any authority fell below this then level then the Pool would have to 'top' it up. Norwich City had had no growth above the business rates baseline and le to contribute any levy but they had not been in a safety net position, so no contribution from the pool had been required.

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

RESOLVED that

- North Norfolk re-joins the business rates pooling arrangement with Norfolk County Council and other Norfolk district Councils subject to the financial forecasts demonstrating this would result in additional growth being retained;
- 2) That the power be delegated to the Chief Executive Officer in consultation with the Leader of the Council and the Chief Finance Officer to agree the detailed pooling and governance arrangements for the pool with Norfolk County Council and other Norfolk Districts.

Reason for the decision:

To maximise the amount of additional business rates income that is retained in Norfolk and invested in Norfolk

142 MEMBERS' QUESTIONS

143 RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY

In the absence of Cllr Toye, Portfolio Holder for Planning, the Leader invited Cllr A Brown, Chairman of the Planning Policy & Built Heritage Working Party, to introduce this item. Cllr Brown said that the site allocations for Cromer were the final phase of the site allocations and approval would enable the Working Party to move to the next stage of the Plan – Regulation 19.

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

RESOLVED:

Small Growth Villages:

To reverse the decision to remove Happisburgh from the list of Small Growth Villages and to authorise the Planning Policy Manager (in consultation with the Chairman of the Working Party and the Local Member) to make the final decision on the status of Happisburgh, having regard to the circumstances at the time.

Local Plan Site Allocations Cromer:

That land west of Cromer adjacent to Norwich Road is included in the Reg19 Local Plan as an allocation for approximately 400 dwellings, sports pitches, elderly persons' accommodation, open space and supporting infrastructure and that development of the site accords with a single comprehensive master plan and phasing agreement.

That land at Clifton Park is <u>not</u> allocated in the Reg19 Plan.

144 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

In the absence of the Chairman of the Overview and Scrutiny Committee, the Leader informed members that there were no recommendations from the committee to Cabinet.

145 DETERMINATION OF COUNCIL TAX DISCOUNTS 2022/23

The Portfolio Holder for Finance & Assets, Cllr E Seward, introduced this item. He explained that this was an annual report that would go to Full Council for final approval. He said that there was a small change this year, with the introduction of a new hardship relief fund under Section 13A powers. It would be funded by the District Council but as there had only previously been a couple of cases a year it was not anticipated to be financially burdensome.

The Leader commented that it was very disappointing that the regulations did not allow the Council to further increase the tax on empty properties.

It was proposed by Cllr Seward, seconded by Cllr S Butikofer and

Resolved to recommend to Full Council:

that Full Council shall resolve that under section 11A of the Local Government Finance Act 1992, and in accordance with the provisions of the Local Government Finance Act 2012 and other enabling powers one of the following applies:

Recommendation 1

- (a) The discounts for the year 2022/23 and beyond are set at the levels indicated in the table at paragraph 2.1.
- (b) The premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) is set at 100% of the Council Tax charge for that dwelling

- (c) The premium for long term empty properties (those that have been empty for a consecutive period longer than 60 months) is set at 200% of the Council Tax charge for that dwelling
- (d) The premium for long term empty properties (those that have been empty for a consecutive period longer than 120 months) is set at 300% of the Council Tax charge for that dwelling
- (e) To award a Council Tax Hardship Discount of 100% as per the policy attached at Appendix B, under the provisions section 13A of the Local Government Finance Act 1992 (as amended)
- (f) To continue to award a local discount of 100% for eligible cases of care leavers under section 13A of the Local Government Finance Act 1992 (as amended).
- (g) That an exception to the levy charges may be made by the Section 151 Officer in conjunction with the Portfolio holder for Finance, on advice of the Revenues Manager in the circumstances laid out in section 3.6 of this report.

Recommendation 2

- those dwellings that are specifically identified under regulation 6 of the Council Tax (Prescribed Classes of Dwellings)(England) Regulations 2003 will retain the 50% discount and;
- (b) those dwellings described or geographically defined at Appendix A which in the reasonable opinion of the Head of Finance and Asset Management are judged not to be structurally capable of occupation all year round and were built before the restrictions of seasonal usage were introduced by the Town and Country Planning Act 1947, will be entitled to a 35% discount.

Reasons for the decision:

To set appropriate council tax discounts which will apply in 2022/23 in accordance with the legal requirements and to raise additional council tax revenue.

146 DRAFT PROCUREMENT STRATEGY 2021 - 2025

The Portfolio Holder for Finance & Assets, Cllr Seward, introduced this item. He explained that the previous strategy had been reviewed and updated in light of Covid 19 and to reflect the Corporate Plan priorities. He referred Members to paragraph 8.2 of the report which outlined the Council's promotion of environmental excellence and innovation in the context of combatting climate change to help minimise environmental impact.

Cllr J Rest, Chairman of the Governance, Risk & Audit Committee, said that the strategy had been considered by the Committee at their meeting on 18th September and it was supported, with no proposed amendments.

Cllr A Fitch-Tillett commented that she would like to have seen a stronger emphasis on attracting apprenticeships. Cllr R Kershaw, Portfolio Holder for Sustainable Growth agreed but said that there was ongoing work in this area with the Additional Restrictions Grant (ARG) Fund which was developing and strengthening support for apprenticeships. It was proposed by Cllr E Seward, seconded by Cllr R Kershaw and

RESOLVED

To approve the Procurement Strategy 2021 - 2025

147 CUSTOMER SERVICES STRATEGY

Cllr L Shires, Portfolio Holder for Organisational Resources, introduced this item. She explained that it was a strategy for customer service across the Council – not just the Customer Services team. She drew Members' attention to Customer Service week which was being celebrated across the Council.

Cllr J Rest referred to Appendix 2, 'Customer Charter and Standards' and the heading 'if you telephone us'. He asked the Portfolio Holder for the reasons behind setting 2 minutes, 30 seconds as the allocated time to respond to a call. He said that this seemed particularly long compared to other companies, where 3 - 5 rings was the standard length of time. Cllr Shires said that it was important to set the context and understand the customer journey. It took two minutes just to get through the options menu. The focus was on prioritising customers to get the response they needed first time. She said that she was comfortable with the current response target as it would reduce over time.

Cllr C Cushing said that he could not see any targets for reducing the number of dropped calls. He said that he had advised that the current figure was 20% and had hoped to see action to address this. Cllr Shires replied that the Council received an average of 278 calls a day, with 14 being unanswered. She said that there were a variety of reasons for this – including the customer hanging up through choice because they had found an alternative. She said that work was being undertaken on informing people where they were in the queue and providing the option of leaving a voicemail service to leave a message. Cllr Cushing said that the figure provided by Cllr Shires indicated that only 5% of calls were dropped. He asked why he had been previously informed that it was 20%. Cllr Shires said that the higher figure represented calls received across the wider organisation, not just Customer Services, adding that when calls were transferred between handlers it was counted as a dropped call. The Leader said that the metrics that had been used were not the best – any calls that went to voicemail were also counted as 'dropped'.

It was proposed by Cllr L Shires, seconded by Cllr R Kershaw and

RESOLVED

To adopt the Customer Service Strategy

Reason for the decision:

To ensure a high standard of customer service is provided across the organisation.

148 PEOPLE SERVICES RESTRUCTURE

The Portfolio Holder for Housing and Benefits, Cllr Fredericks, introduced this item. She said that following the creation of a new 'People Services' directorate, the Assistant Director had identified a number of challenges and opportunities for the service and had proposed changes to the structure, including additional posts, to provide capacity to deliver an enhanced service in support of the Corporate Plan objectives and to maximise opportunities to lever in external funding and income. She thanked the officers for their hard work in preparing the report.

Cllr Gay, seconded the proposals, saying that the report provided a clear portrait on what would happen and how it would benefit residents.

Cllr C Cushing said that it was proposed to allocate £0.5m into management roles when the focus should be on streamlining and creating efficiency. He said that this was the wrong direction and asked the Portfolio Holder how it could be justified. Cllr Fredericks replied that it was being funded from money that was already held in reserves. The service area in question dealt with the general public on a daily basis and requests for support had increased considerably during the pandemic. The proposed structure sought to address this growth in demand and provide help more quickly.

The Assistant Director for People Services said that the majority of funding for the service came from Government and the proposal set out how it could be spent in the most effective way by bringing several services together. The focus now would be on prevention rather than crisis management.

Cllr E Withington said that she was supportive of the proposals.

Cllr V Gay referred to paragraphs 1.9 and 1.10 which set out how the proposals would enable the Council to attract additional funding and generate income.

Cllr Cushing asked whether performance targets would be put in place to measure the benefit of the money spent on salaries for the new posts. The Assistant Director for People Services replied that targets were set for key areas such as preventing homelessness, reducing the number of people in temporary accommodation and ensuring that homeless people could be housed in the District rather than beyond. She added that it was hard to put metrics against social benefits but the focus was on quality and helping those facing complex situations.

Cllr J Rest asked whether it was possible to provide information on how many people were currently being assisted with all of these services and how many more would be helped with an increase in staff and funding. The Assistant Director for People Services replied that such figures were reported on a monthly basis in meetings with the Portfolio Holder and via the Council's performance management system.

The Deputy Leader, Cllr Seward, said that paragraph 3.2 set out how success would be measured and this had been requested by Cabinet. He said that the service was currently struggling to deal with a rise in homelessness and not being able to process Disabled Facilities Grants (DFGs) promptly. He added that currently, too much of managers' time was being spent on casework.

The Leader said that the Administration took their responsibilities towards residents very seriously.

It was proposed by Cllr W Fredericks, seconded by Cllr V Gay and

RESOLVED

To agree the use of uncommitted fee income and reserves to fund the proposed

additional posts within for the revised 'People Services' service grouping and to earmark the uncommitted fee income and the required level of reserves to support the funding of the structure for the next 2 years.

Reasons for the decision:

To provide capacity to deliver an enhanced service in support of the Corporate Plan objectives and maximise the opportunities to lever in external funding and income to expand the offering further

149 USE OF HOUSING RESERVES TO ENHANCE DELIVERY

Cllr W Fredericks, Portfolio Holder for Housing and Benefits, introduced this item. She explained that the report provided information on the proposed use of housing reserves, currently totalling £2.516m. The report sets out plans and commitments already in place to use some of the funding, i.e. continuing to fund the Community Enabler post and ensuring some grant funding remains for community-led housing as well as recommending that funding is used to support a dedicated energy officer role to help deliver many of the energy efficiency projects included in the agreed Housing Strategy. It also highlighted proposals for maintaining and strengthening staffing resources in Peoples Services, which had been discussed earlier in the agenda.

Cllr Fredericks welcomed the creation of a dedicated energy officer post, particularly with the challenges currently being faced in the energy sector and she hoped that they would be able to work with residents to provide support and advice. She then drew attention to the proposals to convert some shared ownership to 'affordable rent' homes as this was where the greatest demand was. It was hoped that 8 homes could be converted under the proposals. Cllr Fredericks concluded by saying that she also welcomed the proposals to introduce a rent guarantee scheme. This would help those struggling to rent homes in the already fragile private rented sector. If the Council was able to act as a guarantor for possible tenants then the initial hurdle of getting into accommodation would be much easier to overcome. She thanked the officers for their hard work in preparing the report.

Cllr J Rest referred to page 132, section 2.11, which set out the details for the creation of an Energy Officer post. He asked who they would report to. Cllr Fredericks said that it would be the relevant Assistant Director.

Cllr Cushing said that the use of the phrase 'we anticipate' sounded hopeful rather than a firm ambition. Cllr Fredericks replied that it should be 'we intend'.

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

RESOLVED

That Cabinet support the recommended uses of the £2.516 of housing reserves to fund the continuation of posts and restructure of Peoples Services, continuation of community-led housing activity and an energy officer role (as set out in paragraphs 2.1 - 2.11)

That Cabinet support use of the remaining £890,246 of reserves to accelerate housing delivery (as set out in paragraphs 2.12 - 2.25), including the purchase of two further units of temporary accommodation for homeless households.

That Cabinet gives delegated authority to a Chief Officer, in consultation with the

Portfolio Holder for Housing & Benefits, for the purchase of the specific properties within the overall re-allocated budget of £640,000 (with all purchases subject to an independent valuation and survey).

Reasons for the decision:

To provide authority for expenditure over £100,000

150 NORTH NORFOLK ARMED FORCES COVENANT PLEDGE

Cllr V Gay introduced this item in the absence of Cllr Toye who was the Member Champion for the Armed Forces. She explained that the Council had signed the Armed Forces Covenant on 7th March 2012 and that legislation would soon be introduced to increase awareness of and improve the delivery of the Covenant in key areas fundamental to a good life, whilst retaining the ability of local service providers to honour the Covenant in the best way to suit local needs. Cllr Gay said that to further demonstrate North Norfolk District Council's commitment to the Armed Forces Covenant and to ensure compliance with the forthcoming legislation, it was proposed that the Council published and signed its own Armed Forces Covenant Pledge. The pledge would include a commitment to achieve the Bronze, Silver and Gold Defence Employer Recognition Scheme (ERS) awards

It was proposed by Cllr V Gay, seconded by Cllr A Fitch-Tillett and

RESOLVED:

To give authority to the Armed Forces Member Champion and Lead Officer to write a North Norfolk Armed Forces pledge in accordance with this report and ensure actions are implemented within an agreed timescale.

The pledge to be formally signed by the Leader of the Council.

Reasons for the decision:

The pledge will identify specific actions that NNDC will take as an employer and community leader to support members of the Armed Forces Community and achieve the criteria for the Defence Employer Recognition Scheme (ERS) Bronze, Silver and Gold awards.

To ensure that NNDC is able to meet the forthcoming Armed Forces Covenant legislative Duty of Due regard.

151 ANY OTHER BUSINESS

Before closing the meeting, the Leader said that she wanted to congratulate all of the officers involved in winning the award for Digital Finance Project of the Year 2021 at the Public Finance Awards. She said she was delighted to the see all of the teams involved – including Economic Growth, Finance, Revenues and Customer Services, being recognised for their outstanding work and performance in the issuing of Covid 19 business grants and support for local businesses affected by the pandemic. She concluded by saying that it was a fantastic example of departments working out of their silos across the organisation, and showed what could be achieved when teams worked collaboratively

152 EXCLUSION OF PRESS AND PUBLIC

153 PRIVATE BUSINESS

The meeting ended at 10.45 am.

Chairman

This page is intentionally left blank

BUSINESS RATES POOLING 2022/23

Summary	This report reviews the potential for re-establishing the business rates pooling arrangements for Norfolk and for North Norfolk District Council to pool jointly with Norfolk County Council and other Norfolk district councils for the 2022/23 financial year. The report considers the financial advantages to the Norfolk council tax payer and the potential risks to the councils involved.		
Options considered	To join a County wide business rates pool in 2022/23 or not.		
Conclusions	Re-establishment of business rates pooling arrangements has the potential to achieve financial benefits for Norfolk through increased retention of business rates generated locally that can then be re-invested in Norfolk.		
Recommendations	It is recommended that Cabinet be asked to resolve that:		
	 North Norfolk re-joins the business rates pooling arrangement with Norfolk County Council and other Norfolk district Councils subject to the financial forecasts demonstrating this would result in additional growth being retained; That the power be delegated to the Chief Executive Officer in consultation with the Leader of the Council and the Chief Finance Officer to agree the detailed pooling and governance arrangements for the pool with Norfolk County Council and other Norfolk Districts. 		
Reasons for Recommendations	To maximise the amount of additional business rates income that is retained in Norfolk and invested in Norfolk		

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Norfolk Leaders Group Report on Business Rates Pooling

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All	
Contact Officer, telephone number and email:		
Duncan Ellis, 01263 516300, Duncan.ellis@north-norfolk.gov.uk		

1. Introduction and Background

1.1 The Local Government Finance Act 2012 introduced a number of changes to the funding system for local government, with funding from April 2013, via a mix of locally retained business rates and government grants that are allocated from centrally retained business rates which continues today.

- 1.2 Previously business rates were collected locally and pooled centrally for reallocation by the redistribution of business rates through formula funding. The intention of the updated business rates retention scheme was to provide incentives for local authorities to increase economic growth, through retention of a share of revenue generated from locally collected business rates. The current system uses a mechanism of 'levy' and 'safety net' for authorities that experience disproportionate and negative growth respectively.
- 1.3 While there has been ongoing discussion now for a number of years about a further review of this system this has still not been completed and the timescales for this are currently unclear.
- 1.4 In order to provide opportunities for the same incentives across all areas, the Government included arrangements within the updated funding scheme for councils to be allowed to pool business rate resources where it makes local economic sense to do so. Providing a county council is part of a pooling arrangement, the creation of a pool within a two tier area can reduce or remove the levy on business rates growth paid to the Government by billing authorities. This enables more business rates growth to be retained locally and used as agreed by the authorities within the pool.
- 1.5 Members will recall that the Council has been part of pooling arrangements in previous years and both NNDC and the wider county have benefited from these arrangements. In 2021/22 the County Council and the districts took the decision not to pool and dissolved the pooling arrangements due to the perceived levels of risk and uncertainty which included potential government reviews and the unknown impact of Brexit. A further and potentially more significant issue revolved around the uncertainty of the continuation of the expanded retail discount, which would have potentially put all the Councils several millions of pounds into a safety net position if it had not been continued.
- 1.6 Following discussion at Norfolk Leaders' Group on 23rd September the consensus was that re-establishing the pool would be beneficial subject to consideration of the individual assessment of business rate projections. It should be noted that, as with previous years, not all districts would need to join the pool for it to be established.
- 1.7 The aim of the pool is to help support the economic growth strategy through the potential to use additional retained business rates to provide funding for joint projects, including key infrastructure and provide a pathway for future pooling arrangements with authorities across the county. Governance arrangements were agreed by Councils for the previous arrangements and included provision for dissolving and reforming a new pool, should other councils wish to pool business rates in future years. It is anticipated that the previous governance agreement could be used again but this will be subject to review and updating as required.
- 1.8 In two tier areas such as Norfolk the upper tier authority, in this case Norfolk County Council, will normally receive a top up from government and the district authorities will normally pay a tariff (levy) to government. The levy rate for any increase in business rates growth over and above the baseline funding level, adjusted for inflation for all Norfolk District authorities is 50%.
- 1.9 The effect of pooling is that the levy rate will be reduced or eliminated completely. However, there are also financial risks associated with pooling. Some local authorities may find that a reduction in their local business rates income which would have qualified for a safety net payment (where business

rates income falls by more than 7 $\frac{1}{2}$ % below the baseline funding position) if they are part of a pool, will no longer qualify where the overall pool is above its combined safety net threshold.

1.10 Clearly it is not possible to predict with certainty some five months before the start of a financial year the outturn position for the forthcoming period.

2. Proposed Pooling Arrangements 2022/23

- 2.1 The Government has recently issued a prospectus for business rates pools for 2022/23, with a requirement for notification of pool membership by 8th October 2021. It will not be possible to the membership arrangements after this date.
- 2.2 It is possible to provisionally provide a draft Memorandum of Understanding (MoU) in principle, and then a revised (final) MoU would be required by end of October. Confirmation would be needed from all Local Authorities in the pool that they are content with being members of the pool alongside accepting the risk that the draft MoU holds if a revised one cannot be sent in due course. The draft MoU is included within Appendix A.
- 2.3 As in previous years, following the publication of the Provisional Local Government Finance Settlement, there is a 28-day period in which any Local Authority that is part of a pool can inform Government they wish to revoke their pooling arrangement. The pool will then be revoked and none of the authorities in the revoked pool will be able to pool in 2022-23.
- 2.4 In terms of the governance and retained levy split options the principles around the MoU are broadly as follows;
 - As per the default MoU position from Government, to allocate 50% to Districts based on growth and 50% to County;
 - As per the original pool governance agreement, to establish a Joint Investment Fund;
 - As per the 2020-21 approach, to allocate 1/10th per District and 3/10ths to County;
 - Potentially an alternative basis which Leaders wish to propose to Government.
- 2.5 It should be noted that the share of risk will also differ according to whichever option is adopted.

3. Options for Pooling

- 3.1 There are essentially two options available, either to join a pooling arrangement with Norfolk County Council and other interested Norfolk districts or not to pool.
- 3.2 A county council can only be part of one pool. Therefore, decisions affecting pooling in 2022/23 will need to be made collectively.
- 3.3 Work is currently ongoing to establish if, in overall terms, there would potentially appear to be financial benefits across Norfolk from re-establishing the previous pooling arrangements for 2022/23.
- 3.4 The **provisional figures** below for the last pooling arrangements (2020/21) indicate the pool has been successful in generating a saved levy of £6.747m across the county.

Local Authority	Outturn saved levy 2020-21	Provisional share of 2020-21 Pool
Breckland District Council	£0.905m	£0.675m
Broadland District Council	£0.827m	£0.675m
Great Yarmouth Borough Council	£0.542m	£0.675m
Borough Council of King's Lynn and West Norfolk	£2.036m	£0.675m
North Norfolk District Council	£1.201m	£0.675m
Norwich City Council	£0.000m*	£0.675m
South Norfolk District Council	£1.235m	£0.675m
Norfolk County Council	n/a	£2.024m
Pool total	£6.747m	£6.747m

* Norwich City Council is above safety-net threshold

- 3.5 Although the details have yet to be agreed, the model endorsed by the Norfolk Leaders is that the arrangement is established whereby the business rates are pooled for the purpose of the Government calculation of tariffs, top up and levy payments but in practice only the sum "saved" in levy payments is actually pooled for joint decision making, as per the previous arrangements.
- 3.6 In order to reduce the risk to participating councils of the unanticipated loss of one or more major business rate payers in individual districts it would be prudent for the Norfolk pool to replicate the safety net support which the individual participating districts would lose access to, as a first call on the pooled payments. This is in line with previous arrangements.

4. Governance Arrangements

- 4.1 If a pool is to be established it will be important to be clear about the governance arrangements for the investment decisions with respect to the pooled funds.
- 4.2 The table below shows the current proposals and how these compare with previous arrangements.

	Template MoU for 2022-23	Approach to 2020- 21 pool agreed by Leaders (May 2021)	Prior to 2020-21	
District	50% of the net retained levy (gain) split among the Pool's remaining authorities based on business rates growth. This will be achieved by splitting the remaining 50% in proportion to the actual levy payment of the councils, had they acted individually.	1/10 per District	Joint investment fund open for bids	
County	50% of the net retained levy (gain) will be allocated to the Pool's top up authorities	3/10		

- 4.3 The overarching principles in terms of the use of any saved levy remain is broadly as follows;
 - The rationale for the Pool is to encourage economic growth therefore Pool Members are encouraged to use the additional resource to promote further economic growth.

5. Financial Implications and Risks

- 5.1 There is a risk that a major business could close in the district leading to a reduction rather than an increase in the amount of business rates collected. This is still a risk to the Council whether it is in a business rates pool or not.
- 5.2 Outside of the pooling arrangement, if the business rates income for an authority falls by more than 7.5% below the baseline funding position they will qualify for a safety net payment which will provide some mitigation from reduced business rates.
- 5.3 Similarly, within a pool arrangement if the business rates income for an authority falls this reduces the amount available for investment in the business rates pool. It is possible that this could lead to a reduction below the business rates safety net level of business rates baseline, i.e. the level that would have received a payment from the government. This will however be mitigated by replicating the "safety net" provisions available to authorities outside business rate pooling arrangements as a first call on surpluses generated within the pool.
- 5.4 As outlined above at present the forecasts are being pulled together by each individual District across the County, once these have been established an informed decision can be reached regarding the potential benefit of new pooling arrangements.

6. Sustainability

6.1 None as a direct consequence from this report.

7. Equality and Diversity

7.1 This report does not raise any equality and diversity issues.

8. Section 17 Crime and Disorder considerations

8.1 This report does not raise any Crime and Disorder considerations.

Named Local Authority(ies) area Business Rate Pool 20xx/xx

Memorandum of Understanding

This Memorandum of Understanding is made between the following councils

- ## County Council
- London Borough of ##
- ## Borough Council
- ## District Council

(Together referred to as the 'Pool' or 'Pool Members').

1. Purpose

- 1.1. The main aim of the pool is to maximise the retention of locally generated business rates and to ensure that it further supports the economic regeneration of the wider specified area or named local authority area. The modelling work that has been undertaken by the Pool demonstrates that financially the named local authority would retain a greater share of business rates revenue through pooling than it would otherwise do, as long as it experiences economic growth. This will act as a further incentive for all the pooling authorities to proactively work together to drive economic growth within [specific centralised Areas at county or district level].
- 1.2. It is the purpose of this Memorandum of Understanding to act as a statement of intent that will support the realisation of these benefits. The Pool Members have agreed to enter into this Memorandum of Understanding to formalise their commitment and to set out their respective roles and responsibilities from the 20xx/xx financial year.

2. Glossary of Key Terms

2.1. There are a number of technical terms used throughout this document. The meanings of these terms are as follows:

Levy

A formulaic mechanism to pay a percentage of additionally raised local business rates income over to central government when a target (set nationally for each billing authority) has been exceeded.

Pool

A voluntary arrangement amongst a group of local authorities to pool the business rates generated locally to ensure at least some of any levy is retained locally.

Net Retained Levy

The amount of levy retained locally. This is calculated as the sum of levies to be paid by individual Pool members if the Pool did not exist less the levy to be paid by the Pool less any safety net funding that would have been due to individual Pool members if the Pool did not exist and less the administrative costs of the Pool.

Safety Net

The additional funding received by an authority, from central government, if, in the government's opinion, the decline in business rates in any year would leave an authority with insufficient resources. Calculated using a national formula.

Lead Authority

The Pool member who will act as the lead in managing the Pool's resources and being the key contact between central government and the Pool

Schedule of Payments

The Lead Authority will prepare an annual schedule that reflects all the financial payments to be processed through the pool, clearly indicating the amount and timings of each payment and who needs to make what and payment to whom.

3. Key Principles

3.1. The Pool Members agree that they will operate the Pool in accordance with the following principles:

Increase in Resources

The Pool Members recognise that the fundamental objective of the Pool is to generate increased resources for the area, and individual Pool Members

Risk Management

The Pool Members agree to protect and mitigate as far as possible the risks associated with the level of business rate income. Income streams to the Pool Members may be more volatile, whether as the result of a one-off event (for example a successful large appeal) or something structural within an area (for example the closure of a major plant). The pooling arrangements should reduce this volatility.

Fairness

The Pool Members agree to share the costs, risks and benefits of local business rate retention proportionately. Pool Members should be no worse off than if they were outside the Pool.

Transparency, Openness and Honesty

Pool Members will be open and trusting in their dealings with each other, make information and analysis available to each other, discuss and develop ideas openly and contribute fully to all aspects of making the Pool successful. It also includes

Page 77

sharing data and intelligence outside of the formal reporting mechanisms on any substantive issues relating to business rate retention within their area.

Reasonableness of Decision-Making

Pool Members agree that all decisions made in relation to this Memorandum of Understanding shall be made by them acting reasonably and in good faith.

4. Binding Memorandum

- 4.1. This Memorandum of Understanding is produced as a Statement of Intent and, with the exception of Sections 5, 10 and 11, is not intended to be legally binding.
- 4.2. Sections 5, 10 and 11 are intended to be legally binding and to create obligations between Pool Members with immediate effect from the execution of this Memorandum of Understanding.
- 4.3. Pool Members have approved this Memorandum of Understanding in advance of the Secretary of State designating the Pool for the purposes of the Business Rates Retention Scheme. If the Secretary of State adds conditions to the designation, either initially or at any point in the future an immediate review of this Memorandum of Understanding, as outlined in Section 12, will be triggered.

5. Term of Memorandum

- 5.1. This Memorandum of Understanding shall continue to be in place unless terminated in accordance with these terms.
- 5.2. Any Pool Member can leave the Pool from 1 April of the following financial year providing:
 - Written notice is given to other Pool Members and MHCLG in at least sufficient time for the Pool to apply to continue for the remaining Pool Members, should they wish it to continue. Sufficient time is taken to be at least the time specified by MHCLG in regulations and/or guidance.
 - All liabilities to and from the Pool are paid.

6. Decision-Making

- 6.1. The statutory finance officers (Chief Finance Officer) from each Pool Member shall collectively be responsible for overseeing the operation of the Pool and making recommendations to their respective authorities about the way forward.
- 6.2. The Lead Authority shall ensure that reports are sent to the Chief Finance Officer of each Pool Member at least on a quarterly basis updating them of the performance of the Pool and advising them of any issues. These reports should be available within four weeks of the quarter end.
- 6.3. The Lead Authority is able to appoint external support in order to assist with the undertaking of its responsibilities (as per section 9 below) on behalf of the pool. The

costs incurred by the lead authority will be shared across the group, as outlined in section 11 below.

6.4. For the avoidance of doubt, any substantive decision e.g. commitment of resources, changes in governance or major operational changes shall be referred to each Pool Members' decision-making regime.

7. Dispute Resolution

7.1. The Pool Members shall attempt in good faith to negotiate a settlement to any dispute arising between them arising out of or in connection to this Memorandum of Understanding. If this cannot be resolved by the Chief Finance Officers it will be referred to a meeting of all member authorities' Heads of Paid Service for resolution.

8. Resourcing

- 8.1. Each Pool Member will provide the appropriate resources and will act with integrity and consistency to support the intention set out in this Memorandum of Understanding.
- 8.2. In the event that the Lead Authority needs to incur additional expenditure in order to administer the pool, any reasonable costs agreed by pool members should be the first call on the Net Retained Levy.

9. Lead Authority

- 9.1. Named Local Authority will act as the Lead Authority for the Pool.
- 9.2. The responsibilities of the Lead Authority are:
 - to make payments on behalf of the Pool to central government and Pool Members on time and in accordance with the schedule of payments,
 - to liaise with and complete all formal Pool returns to central government on behalf of Pool Members,
 - to keep Pool Members informed of all communications with central government,
 - to manage the resources of the Pool in accordance with this MoU,
 - to prepare quarterly reports and consolidate intelligence on future resource levels on behalf of the Pool,
 - to convene an urgent meeting of the Chief Finance Officers if there is the possibility that the pool could make a loss.
 - to prepare the annual report of the Pool's activity,
 - to co-ordinate the annual review and refresh of the Pool's governance arrangements and the methodology for the allocation of resources,
 - to consult on and administer a schedule of all payments in respect of all financial transactions that form part of the Pool's resources, and

Page 99

- to lead on the timely provision of the information required, by Pool Members, in preparing their annual Statement of Accounts in relation to the activities and resources of the Pool.
- 9.3. To assist the Lead Authority in fulfilling this role, the responsibilities of individual Pool Members are:
 - to make payments on time and in accordance with the schedule of payments,
 - to provide accurate, timely information to the Lead Authority to enable all formal Pool returns to central government to be completed,
 - to inform the Lead Authority, as soon as is practical, of any intelligence that may impact on the resources of the Pool either in the current year or in future years,
 - to provide such information as the Chief Finance Officers agree is reasonable and necessary to monitor/forecast the Pool's resources within the timescales agreed,
 - to provide such information as the Chief Finance Officers agree is reasonable and necessary on the use of the Pool's resources for inclusion in the Pool's annual report, and
 - to provide accurate and timely information on the end of year financial performance of the business rates collection fund to enable the Lead Authority to calculate the end of year accounting entries needed.

10. Cash Management

- 10.1. The governing principle for the cash management of the Pool is that no individual Pool Member, including the Lead Authority, should incur a cash flow gain or loss as a result of the transfer of funds between Pool Members.
- 10.2. The Pool will receive/pay interest annually on any retained resource at the average investment rate of the Lead Authority.
- 10.3. Interest will be calculated on an annual basis and allocated to Pool Members based upon a method agreed by the Chief Finance Officers.
- 10.4. Where the Pool is required to make a payment to the Secretary of State, each authority in the Pool is jointly and severally liable to make that payment.
- 10.5. Any late payment may be subject to a late payment interest charge at base rate plus 4%.

11. Allocation of Pool Resources

Principles

- 11.1. The allocation of resources will be based on the following principles.
 - Each individual authority, will receive at least the same level of funding they would have received without the Pool. The remaining amount will be the "Net Retained Levy".

Page 20

- Any additional resource that is generated will be shared by pool members using the basis of allocation below. This allocation methodology looks to reward members of the pool for achieving business rate growth.
- The rationale for the Pool is to encourage economic growth therefore Pool Members are encouraged to use the additional resource to promote further economic growth.

Basis of Allocation

- 11.2. The underlying basis of allocation is as follows:
 - A The running costs of the pool, if any, will be initially paid by the lead authority and will be re-imbursed to them from the Net Retained Levy.
 - B If after A, the net retained levy is greater than £0 (i.e. the pool has made an overall gain), then it will be shared out using the following apportionments.
 - i) 50% of the net retained levy (gain) will be allocated to the Pool's top up authorities – Named local Authority(ies) and will be allocated between these councils in proportion to the top ups received from MHCLG in 20xx/xx.
 - ii) The remaining 50% gain will be split among the Pool's remaining authorities based on business rates growth. This will be achieved by splitting the remaining 50% in proportion to the actual levy payment of the councils, had they acted individually.
 - C Where the Net Retained Levy is less than £0, (i.e. where the Pool makes an overall loss) the loss will be shared in the following proportions:
 - i) 50% of the net retained levy (loss) will be allocated to named Local Authority (and other named Local Authorities, if applicable) and will be shared between these councils in proportion to the top ups received from MHCLG in 20xx/xx.
 - ii) The remaining 50% loss will be split among the Pool's remaining authorities based on business rates growth. This will be achieved by splitting the remaining 50% in proportion to the cash amount that would have been received from MHCLG as part of the annual Settlement, as if the Pool arrangement was not in operation.

12. Review Arrangements

12.1. A review and refresh of the Pool's governance arrangements and the methodology for the allocation of resources will be undertaken on an annual basis. It will be coordinated by the Lead Authority on behalf of the Chief Finance Officers and in sufficient time for any changes in Pool Membership to be in place before the start of the following financial year. 13. Signatories on behalf of the Pool – [SIGNED BY ALL AUTHORITIES with electronic signatures]

Ρ

Official 1 Authority 1 Official 2 Authority 2 (and so on)

Agenda Item 4

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.

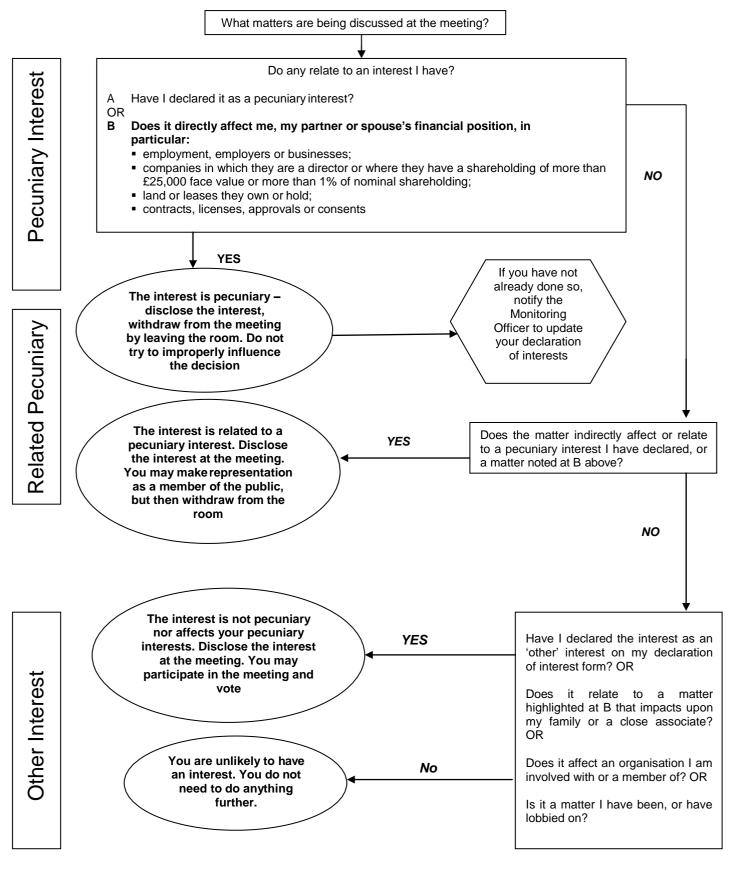
FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

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

DEVELOPMENT COMMITTEE MEMBERS SHOULD ALSO REFER TO THE PLANNING PROTOCOL



DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



BUDGET MONITORING REPORT 2021/22 – PERIOD 6

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

- Options considered: Not applicable.
- Conclusions: The overall position at the end of September 2021 shows an £3,764,805 underspend for the current financial year on the revenue account, this is however currently expected to deliver a full year underspend of £78,924.

Recommendations: It is recommended that Cabinet:

- 1) Note the contents of the report and the current budget monitoring position.
- 2) That £40,000 is released from the Invest to Save reserve to fund the purchase and implementation of Planning s106 software.
- 3) That £150,000 is released from the Capital Receipts Reserve to fund the new Financial Management System purchase and implementation.

Reasons forTo update Members on the current budget monitoring
position for the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

1. Introduction

1.1 This report compares the actual expenditure and income position at the end of September 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.

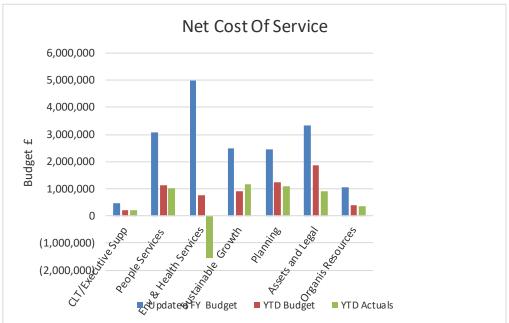
2. Revenue

2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position as at 30 September 2021 and highlights a year to date variance of £3,764,805 underspend against the profiled updated budget. There is an under spend of £3,345,326 in relation to the service variances with the remainder relating to non-service specific budgets.

	Budget YTD	Actual YTD	Variance	Estimated FYE
Net Cost of Service	6,526,399	3,181,073	(3,345,326)	21,076
External Interest- Received/Paid	(430,146)	(504,189)	(74,043)	(100,000)
Income from Government Grant and Taxpayers	(8,833,188)	(9,178,635)	(345,447)	0
Total FYE				(78,924)

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 As reported at period 4 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 £2,084,623 and is due to problems Serco are encountering with resourcing issues and changes in personnel, there is currently not anticipated to be any full year impact.
- 2.4 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the financial year.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget +/-£20,000	Estimated Full Year Variance Against Updated Budget
	As Per General Fund Summary	£
	£	1
Corporate		
Human Resources and Payroll - (£11,288) - Lower salaries and on costs as a result of staff vacancies. (£21,116) - Corporate training not yet delivered. £3,233 - General employment advice.	(28,420)	0
Elections – Costs associated with the running of the County and Police & Crime Commissioner elections to be reclaimed.	34,424	0
Corporate Leadership Team – Turnover savings due to part year vacant Director post.	(35,369)	(20,000)
Communities – People Services		

Benefits Administration – (£49,047) Covid Test and Trace	(44,478)	0
administration and other service specific grants received from		
Department for Work and Pensions (DWP) for new burdens work.		
Hemelesenese (C42 E20) Additional Hemelesenese provention	(47 522)	0
Homelessness - (£43,538) Additional Homelessness prevention	(47,532)	0
grants received. These will be used to support initiatives within the service.		
Communities – Leisure and Environment		
	(404 700)	0
Commercial Services – Contain Outbreak Management Funding (COMF) grant offset by related expenditure including staffing costs.	(104,796)	0
Environmental Protection - Staffing costs associated with Covid related work funded from the Contain Outbreak Management Fund (COMF).	40,258	0
Car Parking – £30,210 - Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. (£72,970) - Invoices for management fees, grounds maintenance and cleansing contracts not yet received. (£21,016) - General repair and maintenance is lower than expected.	(259,612)	(80,000)
(£152,051) - Car park income higher than expected.		
NNDR costs will have a full year cost but taking into account a prudent estimate of additional income the likely full year effect is estimated to be around (\pounds 80,000).		
Parks and open Spaces – (£12,770) - R & M Grounds - General. (£73,290) - Grounds maintenance contract. (£29,999) - Cleansing contract. £5,342 - Repair benches at Fakenham.	(108,995)	5,000
Leisure Complexes – (£53,073) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £101,135 Higher management fees due to Covid for 2021/22. As agreed at Cabinet, there is a potential full year effect of £576,082 due to ongoing payments re Covid restrictions. This expenditure will be offset against the Covid support grant and National Leisure Recovery Fund Grant. The Full year effect relates to the anticipation of no profit share due to Covid restrictions during the financial year.	47,845	28,000
Other Sports – The majority of this variance relates to (£19,361) Mammoth Marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance - Marathon anticipated May 2022.	(22,036)	0
Foreshore Community – $(\pounds 114,585)$ - New cleansing contract costs not billed. $\pounds 30,076$ - Beach Lifeguard Management Fee. $(\pounds 6,223)$ - Furniture repairs, memorial seats.	(90,055)	30,076
Waste Collection and Disposal – (£1,316,280) 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. NEWS gate fee for additional tonnage £62,000. Current estimates predict a shortfall in Trade waste of £40,000 this continues to be monitored as part of the council's Covid	(1,526,457)	40,000

rooponoo		
response.		
Cleansing – (£288,033) No contractor invoices from Serco received for Cleansing in 2021/22. Waste Resources Action Programme (WRAP) funding (£14,270) towards additional big belly litter bins.	(301,175)	0
Place and Climate Change – Sustainable growth		
Economic Growth – The year to date variance relates to additional Restrictions grants awarded including £250,000 to Outdoor Education Centres. This will be funded from the Additional Restriction Grant.	275,165	0
Coastal Management - Staffing costs associated with a vacant post and reduced working hours. Post now filled.	(23,569)	0
Place and Climate Change – Planning		
Planning Policy – The majority of this variance arises from staff turnover savings due to vacant posts. No full year effect has been anticipated due to finance additional resource within the wider Planning department.	(41,966)	0
Building Control - This variance relates to fee income up against the profiled budget, no full year effect has been included as this service is operated on a self-financing basis and any surplus deficit is accounted for through the earmarked reserve.	(35,800)	0
Resources – Finance, Assets and Legal		
Industrial Units - Loss of rental income from vacant units at Cornish Way and Hornbeam Road North Walsham. This may result in a full year effect of £30k loss of rental income.	10,963	30,000
Revenue Services - This service is responsible for administering the majority of the Covid support grants paid out to qualifying businesses. These schemes are coming to an end and after undergoing a reconciliation process unspent balances will be returned to Central Government.	(646,465)	0
Benefits Subsidy – (£86,000) Net position on Test and Trace grants. No full year effect is anticipated.	(91,412)	0
Admin Buildings – £16,188 R&M costs - to include additional cleaning and fogging of offices. (£13,222) Lower utility costs to date. (£3,742) No contractor invoices received in year for grounds maintenance. £4,130 Surveyor and legal fees. Additional income from recharging tenants for Covid cleaning costs.	(28,619)	0
No full year effect is currently anticipated but the position will continue to be monitored and presented to members as part of the budget monitoring process.		

Chalets and Beach Huts – Rental income against the profiled budget.	(39,235)	0
Corporate and Democratic Core – (£15,019) - Salaries and on costs due to vacancies in planning. (£56,298) - 2020/21 audit not billed. £13,542 - Agency staff.	(56,523)	0
Members Services - $(\pounds4,998)$ - General Training (Members). $(\pounds6,405)$ - Travelling allowances - general - Members are not travelling to the office so are not claiming travel expenses at the usual level. $(\pounds3,496)$ - Chairman's Civic Expenditure. $(\pounds7,612)$ - Members Allowances. The full year effect anticipates a saving in travelling allowances.	(26,150)	(12,000)
Legal Services - £33,562 - Salaries and on costs. £10,000 - Dilapidations bond. Any overspend will be funded from the Legal Reserve and Kickstart contribution. (£118,184) - Income from legal fees and dilapidations bond. No variance is anticipated because any balance will be transferred to the Legal Reserve. (£2,216) - Kickstart contribution.	(85,014)	0
Resources – Organisational Resources		
ICT Support Services – The year to date variance is made up of the following; $(\pounds10,656)$ - Salaries and on costs lower because of staff vacancies and reduced hours. $(\pounds3,020)$ - Consultancy fees. $(\pounds3,845)$ - Mobile phone rentals. $\pounds64,797$ - Computer software licences. $\pounds55,193$ - Computer maintenance. $(\pounds20,425)$ - Computer lines / modems. $(\pounds5,706)$ - Computer consumables. $(\pounds7,653)$ - Computer Purchases - Hardware. $\pounds3,434$ - Skype to Teams migration.	73,638	0
Property Services – Additional staffing to be funded from earmarked reserves. Re-opening of the High Street funding claim yet to be submitted.	129,026	0
Public Conveniences – (£156,807) No contractor invoices have been received for the cleansing contract.	(156,807)	0
Customer Services Corporate – (£17,020) - Salaries and on costs are lower as a result of staff vacancies. £3,974 - Higher overtime as a result of Covid. (£2,180) - Lower equipment repair costs. (£6,124) - Stationery costs lower than anticipated. (£7,530) - Postage costs lower than expected. (£3,102) - Other Professional Fees.	(30,450)	0
Major Service Variances P6	(3,219,616)	21,076

3. Non Service Variances to Period 6 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 6, a total of £507,080 has been earned, resulting in an adverse variance against the year to date budget of £386. The average rate of interest

achieved was 2.84% from an average balance available for investment of £35.7m. At the end of the year no variance is anticipated. A total of £32.0m has been invested in pooled funds which are valued at £34.2m at the end of period 6.

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 6, a total of £2,903 has been paid resulting in an adverse variance against the budget of £1,903. At the end of the year an adverse variance against the budget of £3,000 is anticipated.
- 3.6 Interest for long-term borrowing has been budgeted for £152,630 for financing The Reef Leisure Centre and purchase of waste vehicles.
- 3.7 At period 6, 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 later in the year. 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.
- 3.11 The target collection rate for Non Domestic Rates as at end September was 58.00%, but the actual collection rate was below this at 55.87%, resulting in a shortfall in collection of £431,715. This is likely to be due to the ending of the expanded retail relief causing issues for businesses making payment who have been heavily impacted by the COVID 19 pandemic. Some larger ratepayers have delayed payment, this is expected to be rectified by year-end and the target collection rate is expected to be achieved.

3.12 By comparison, the target collection rate for Council Tax as at the end of September was 54.25% and an actual rate of 54.78% was achieved. This resulted in an excess collection over target of £437,010.

4 Capital

- 4.1 Total Capital expenditure amounted to £4,957,428 across all projects in the first six months of 2021/22.
- 4.2 The Capital Programme has been updated and can be found at Appendix C. The following have been updated:
 - Property Services Vehicle £25,000 to be funded from the Asset Management Reserve, to replace a dilapidated vehicle. An annual capital budget for the replacement of such vehicles will be requested going forward.
 - Public Convenience Improvements £137,000 has been vired from the Shannocks Hotel Capital Budget to fund the tendered amount for this project.
 - Car Park Ticket Machine Replacement Programme This was originally planned to be implemented over 3 financial years. However full completion will now occur in this financial year so the budget has been re-profiled accordingly.
 - Green Road Football Facility £60,000 to be funded by the capital projects reserve for the refurbishment of North Walsham Football Club.
 - Climate Change Coastal Tools and Knowledge The Environment Agency have awarded funding for climate change research; £11,275 has been added to the capital programme.
 - Temporary Accommodation £70,000 to be funded equally by RSAP funding and capital receipts for the conversion of Lusher Passage to provide ex-Rough Sleeper accommodation.
 - The budget for Shannocks Hotel has been removed as the property has now been demolished by the owners, making a compulsory purchase by the Council unnecessary.

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). It is anticipated that any grant underspends on these specific grants will be repaid to the originator, whether that is Central Government or the County Council.
- 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. Discussions are taking place to consider the best use of the remaining unallocated balances including backfill support for services suffering backlogs of work and resource implications as a result of time spent of Covid specific work.
- 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 6 car parking, planning, building control and legal income are all showing surpluses against YTD budgets. Currently the only income shortfall predicted is in trade waste where a Full Year Effect of £40k is anticipated. 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 has not needed to claim against this scheme.

	Full Year Updated	YTD Budget	YTD Actuals	Variance
	Budget			
Customer and Client Receipts	£	£	£	£
1820 Income Sales	(29,850)	(14,916)	(15,538)	(622)
1822 Income Fees and Charges	(9,386,557)	(5,838,859)	(6,228,160)	(389,301)
1827 Income Rent Land and Buildings	(712,178)	(399,280)	(443,003)	(43,723)
1828 Income - Misc Receipts	(86,738)	(86,538)	(86,691)	(153)
Total Customer and Client Receipts	(10,215,323)	(6,339,593)	(6,773,392)	(433,799)

5.4 The table below shows the performance of the Council's Income streams

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 £78,924. 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 2 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 P6 2021/22

	2021/22 Base Budget	2021/22 Updated Budget	-	Actuals YTD	Variance YTD	Commitment s	Budget Remaining
Directorate	£	£	£	£	£	£	£
Corporate Leadership/Executive Support	485,020	482,220	223,425	192,363	(31,062)	16,395	273,462
Communities	7,984,541	8,088,909	1,909,916	-	(2,446,964)	1,763,725	6,862,232
Place and Climate Change	4,966,394	4,925,244	2,136,833	· · /	107,202		2,329,663
Resources	4,327,759	4,411,833	2,256,226		(974,503)		2,003,991
Net Cost of Services	17,763,714	17,908,206	6,526,399	3,181,073	(3,345,326)	3,257,784	11,469,349
Parish Precepts	2,573,788	2,573,788	2,573,788	2,573,788	0	0	0
Capital Charges	(1,964,269)	(1,964,269)	(982,140)	(982,128)	12	0	(982,141)
Refcus	(977,167)	(977,167)	0		0	0	(977,167)
Interest Receivable	(1,014,929)	(1,014,929)	(507,462)	(507,235)	227	0	(507,694)
External Interest Paid	154,630	154,630	77,316		(74,270)	0	151,584
Revenue Financing for Capital:	614,741	614,741	0	0	0	0	614,741
MRP Waste Contract IAS 19 Pension Adjustment	744,000 262,174	744,000 262,174	0	0 0	0	0 0	744,000
					0	_	262,174
Net Operating Expenditure	18,156,682	18,301,174	7,687,901	4,268,543	(3,419,358)	3,257,784	10,774,846
Contribution to/(from) the Earmarked Reserves							
Asset Management	(142,574)	(167,574)	0	0	0	0	(167,574)
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	1,535,586
Elections	50,000	50,000	0	•	0	0	50,000
Grants Housing	(25,104)	(60,977)	0	0	0	0	(60,977)
Legal	(328,010) (15,520)	(328,010) (15,520)	0	0	0	0	(328,010) (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)	(88,258)	0	0	0	0	(88,258)
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	(86,341)	(86,341)	0	0	0	0	(86,341)
Reserve		(, ,					
Amount to be met from Government Grant and Local Taxpayers	17,666,366	17,666,366	7,687,901	4,268,543	(3,419,358)	3,257,784	10,140,039
Collection Fund – Parishes	(2,573,788)	(2,573,788)	(1,286,892)	(1,286,892)	0	0	(1,286,896)
Collection Fund – District	(6,253,465)	(6,253,465)	(3,126,732)	,	0	0	(3,126,733)
Retained Business Rates	(7,381,242)	(7,381,242)	(3,690,624)	(3,690,624)	(0)	0	(3,690,618)
Revenue Support Grant	(90,295)	(90,295)	(45,150)	(45,150)	0	0	(45,145)
New Homes bonus	(722,562)	(722,562)	(361,284)		3	0	(361,281)
Rural Services Delivery Grant Lower Tier Services Grant	(507,661)	(507,661)	(253,830)		(1)	0	(253,830)
	(137,353) 0	(137,353)	(68,676)	(68,693)	(17)	0	(68,660)
Fees and Charges Support Grant 2020/21 Tax Income Compensations grant	0	0	0	202,613 32,609	202,613		(202,613)
2020/21	-		0		32,609	0	(32,609)
Covid-19 Grant	0	0	0	(580,654)	(580,654)	0	580,654
Income from Government Grant and Taxpayers	(17,666,366)	(17,666,366)	(8,833,188)	(9,178,635)	(345,447)	0	(8,487,731)
(Surplus)/Deficit	0	0	(1,145,287)	(4,910,092)	(3,764,805)	3,257,784	1,652,308

This page is intentionally left blank

Service Area Summaries Outturn 2021-22

Corporate Directorship

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Human Resources & Payro		2	2	2		L	
Gross Direct Costs	390,800	195,229	177,258	(17,971)	8,393	205,149	(£11,288) - Lower salaries and oncosts as a result of staff vacancies. (£21,116) - Corporate training not yet delivered. £3,233 - General employment advice. £12,433 - New appointment advertising - this is charged out to services as and when recruitment
Gross Direct Income	(1,000)	(498)	(10,947)	(10,449)	0	9,947	advertising takes place. (£3,332) - Bike loan scheme recoverable charges. (£3,116) - Charges - Other Recoverable (Apprentices - incentive payment). (£4,000) - Other contributions (European Skills Funding Agency).
Support Service Charges	(394,300)	(197,190)	(197,190)	0	0		No Major Variances.
	(4,500)	(2,459)	(30,879)	(28,420)	8,393	17,986	
Registration Services Gross Direct Costs	217,113	108,558	335,026	226,468	419	(118,332)	Costs associated with the running of the County and PCC elections which will be reclaimed in due course.
Gross Direct Income	(43,000)	(38,996)	(231,041)	(192,045)	0	188,041	(£252,618) Advance payments towards the costs of running the County and PCC elections. £29k relates to an outstanding claim for the Parliamentary election in 2019. £35,000 Grant for IER funding not received.
Support Service Charges	121,740	60,876	60,876	0	0	60,864	No Major Variances.
	295,853	130,438	164,862	34,424	419	130,572	-
Corporate Leadership Tean Gross Direct Costs	n 701,068	350,526	315,157	(35,369)	4,908	381,003	(£47,339) - Lower salaries and oncosts due to staff vacancies. £15,698 - Recruitment costs. £2,968 - Carbon literacy training. (£2,130) - Mileage claims lower.
Support Service Charges	(614,735)	(307,392)	(307,392)	0	0	(307,343)	
	86,333	43,134	7,765	(35,369)	4,908	73,660	
Communications Gross Direct Costs Capital Charges Gross Direct Income Support Service Charges	201,983 71,452 0 (273,435) 0	101,004 35,724 0 (136,704) 24	101,858 35,724 (1,122) (136,704) (244)	854 0 (1,122) 0 (268)	2,675 0 0 2,675	35,728 1,122	No Major Variances. No Major Variances. No Major Variances. No Major Variances.
Corporate Delivery Unit							
Gross Direct Costs	164,828	82,432	81,003	(1,429)	0		No Major Variances.
Support Service Charges	(60,294) 104,534	(30,144) 52,288	(30,144) 50,859	0 (1,429)	0 0	<u>(30,150)</u> 53,675	No Major Variances.
	104,334	J2,200	50,059	(1,429)	0		
Total Corporate Directorship	482,220	223,425	192,363	(31,062)	16,395	273,462	-

This page is intentionally left blank

Service Area Summaries P6 2021-22

Communities Directorship - Environmental and leisure Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitm ents £	Remaining Budget £	Explanation for Major Variances
Commercial Services	~	~	-	-	~	~	
Gross Direct Costs	321,007	160,512	211,146	50,634	9,883	99,978	Staffing costs associated with Covid related work funded form the Contain Outbreak Management Funding (COMF).
Gross Direct Income	(9,000)	(4,506)	(159,936)	(155,430)	0	150,936	COMF grant from the Department of Health & Social Care.
Support Service Charges	88,240	44,136	44,136	0	0	44,104	No Major Variances.
	400,247	200,142	95,346	(104,796)		295,018	
Internal Drainage Board Levie							
Gross Direct Costs	419,627	209,814	207,776	(2,039)	0	211 852	Lower inflation.
Support Service Charges	419,027	209,814	108	(2,039)	_	,	No Major Variances.
Support Service Charges	419,847	209,922	207,884	(2,039)		211,964	ino major variances.
	,			(_,,	-		
Travellers							
Gross Direct Costs	50,336	20,217	17,365	(2,852)	42,063	(9,092)	No Major Variances.
Capital Charges	(632,000)	(315,996)	(315,996)	0	0	(316,004)	No Major Variances.
Gross Direct Income	(4,000)	(2,004)	(440)	1,564	0	(3,560)	No Major Variances.
Support Service Charges	980	492	492	0			No Major Variances.
	(584,684)	(297,291)	(298,579)	(1,288)	42,063	(328,168)	
Public Protection							
Gross Direct Costs	198,682	96,300	92,676	(3,624)	8,731	97,274	No Major Variances.
Gross Direct Income	(197,000)	(83,498)	(82,100)	1,398			No Major Variances.
Support Service Charges	127,850	63,930	63,930	0	-		No Major Variances.
	129,532	76,732	74,506	(2,226)	8,731	46,294	
Street Signage							
Gross Direct Costs	12,000	3,494	2,555	(939)	0	9 445	No Major Variances.
Support Service Charges	19,470	9,732	9,732	(000)		,	No Major Variances.
	31,470	13,226	12,287	(939)		19,183	
Environmental Protection							
Gross Direct Costs	660,455	314,638	352,514	37,876	34,199	273 742	Staffing costs associated with Covid
		0,000	002,011	01,010	0,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		related work funded from the Contain Outbreak Management Funding (COMF).
Capital Charges	22,944	11,472	11,472	0	0	11,472	No Major Variances.
Gross Direct Income	(63,075)	(24,611)	(22,229)	2,382	0	(40,846)	Lower fee income from private water sampling.
Support Service Charges	201,390	100,704	100,704	0			No Major Variances.
	821,714	402,203	442,461	40,258	34,199	345,054	
Env Health - Service Mgmt							
Gross Direct Costs	69,614	32,816	45,390	12,574	34,715	(10,491)	£5,830 Skyguard - Lone worker contract payment - to be recharged out to services in year. £4,053 Higher subscription payments for the department.
Capital Charges	30,018	15,012	15,012	0	0	15 006	No Major Variances.
Support Sorvice Charges	30,010	10,012	(102,402)	0 (472)	0		No Major Variances.

Support Service Charges	(203,870)	(101,930)	(102,402)	(472)	0	(101,468) No Major Variances.
	(104,238)	(54,102)	(42,000)	12,102	34,715	(96,953)
Environmental Contracts						
Gross Direct Costs	291,455	145,728	142,998	(2,730)	232	148,225 Vacant post - now filled.
Capital Charges	4,521	2,262	2,262	0	0	2,259 No Major Variances.
Support Service Charges	(295,976)	(147,972)	(147,972)	0	0	(148,004) No Major Variances.
	0	18	(2,712)	(2,730)	232	2,480

	Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitm ents	Remaining Budget	Explanation for Major Variances
Car Parking							
Gross Direct Costs	911,347	566,600	459,040	(107,560)	267,386	184,921	See Note A below
Capital Charges	58,720	29,358	29,358	0	0	29,362	No Major Variances.
Gross Direct Income	(2,714,171)	(1,805,815)	(1,957,866)	(152,051)	0	(756,305)	$(\pounds145,263)$ - Car park income higher than expected. $(\pounds4,765)$ - Event licence fee. Circus at Runton Road. $(\pounds5,470)$ - Commission earned on electric vehicle charging point usage.
Support Service Charges	150,679	85,356	85,356	0	0	65,323	No Major Variances.
	(1,593,425)	(1,124,501)	(1,384,113)	(259,612)	267,386	(476,698)	

Note A: £30,210 Higher NNDR costs as a result of an increase in the multiplier and loss of transitional relief. This will be offset by higher car park income. (£72,970) - Invoice for management fees not yet received. (£21,016) - General repair and maintenance is lower than expected. (£19,056) - Lower grounds maintenance (£33,334) - Lower than anticipated costs as part of the cleansing contract. £5,632 - Rent of Land, Millers Walk, Fakenham. £9,889 - Purchase of car park machines

Markets						
Gross Direct Costs	56,659	25,795	22,889	(2,906)	1,231	32,539 (£2,100) - No spend yet incurred on advertising.
Gross Direct Income	(44,000)	(44,000)	(38,998)	5,002	0	(5,002) £5,997 - Lower income from market rents. This will have a full year effect of £6.000.
Support Service Charges	26,760	13,380	13,380	0	0	13,380 No Major Variances.
	39,419	(4,825)	(2,729)	2,096	1,231	40,917
Parks & Open Spaces						
Gross Direct Costs	298,014	128,848	18,881	(109,967)	48,358	230,776 (£12,770) - R & M Grounds - General. (£73,290) - Grounds maintenance contract. (£29,999) - Cleansing contract. £5,342 - Repair benches at Fakenham
Capital Charges	16,206	8,100	8,100	0	0	8,106 No Major Variances.
Gross Direct Income	(11,150)	(1,722)	(750)	972	0	(10,400) No Major Variances.
Support Service Charges	116,120	58,080	58,080	0	0	58,040 No Major Variances.
	419,190	193,306	84,311	(108,995)	48,358	286,522
Foreshore						
Gross Direct Costs	121,599	45,594	44,870	(724)	27,821	48,907 No Major Variances.
Capital Charges	27,880	13,938	13,938	0	0	13,942 No Major Variances.
Support Service Charges	100,470	50,238	50,238	0	0	50,232 No Major Variances.
	249,949	109,770	109,046	(724)	27,821	113,081
Leisure Complexes						
Gross Direct Costs	113,486	61,453	103,131	41,678	35,889	(25,534) See Note A below
Capital Charges	743,441	371,724	371,724	0	0	371,717 No Major Variances.
Gross Direct Income	(42,154)	(21,078)	(14,911)	6,167	0	(27,243) £21,078 - No profit share due to ongoing Covid restrictions. (£13,994) - National Leisure Recovery Fund grant
Support Service Charges	98,190	49,122	49,122	0	0	49,068 No Major Variances.
	912,963	461,221	509,066	47,845	35,889	368,008

Note A: (£53,073) - Rent/Hire of Buildings - No invoices received for the hire of school halls. £101,135 Higher management fees due to Covid for 2021/22. As agreed at Cabinet, there is a potential full year effect of £576,082 due to ongoing payments re Covid restrictions. The balance consists of minor variances.

Other Sports Gross Direct Costs Gross Direct Income	107,762 (16,024)	53,809 (8,010)	45,452 (21,689)	(8,356) (13,679)	2,231 0	60,078 (£9,270) - Other processional fees. 5,665 (£19,452) - Mammoth Marathon entry fees and sponsorship. Will be rolled forward as a receipt in advance. Marathon anticipated May 2022. £8,010 - Grant for service delivery not received. (£2,082) - Income from yoga classes.
Support Service Charges	67,320	33,678	33,678	0	0	33,642 No Major Variances.
	159,058	79,477	57,441	(22,036)	2,231	99,386

	Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitm ents	Remaining Budget	Explanation for Major Variances
Recreation Grounds Gross Direct Costs	13,800	5,750	0	(5,750)	3,481	10.319	No Major Variances.
Capital Charges	5,632	2,814	2,814	(0,100)	0		8 No Major Variances.
Gross Direct Income	(1,000)	(498)	(740)	(242)	0		No Major Variances.
Support Service Charges	5,040	2,520	2,520	0	0		<u>)</u> No Major Variances.
	23,472	10,586	4,594	(5,992)	3,481	15,397	•
Pier Pavilion							
Gross Direct Costs	10,780	5,389	798	(4,591)	450	9 532	(£4,582) - Electricity charges.
Capital Charges	17,020	8,508	8,508	(4,001)	0		2 No Major Variances.
Gross Direct Income	(20,000)	0	0	0	0		No Major Variances.
Support Service Charges	30,350	15,180	15,180	0	•		<u>)</u> No Major Variances.
	38,150	29,077	24,486	(4,591)	450	13,214	ł
Roach Safaty							
Beach Safety Gross Direct Costs	384,450	209,315	119,260	(90,055)	97,864	167,326	6 (£114,585) - New cleansing contract costs not billed. £30,076 - Beach Lifeguard Management Fee. (£6,223) -
Support Service Charges	75,140	37,572	37,572	0	0	37,568	Furniture repairs, memorial seats. 8 No Major Variances.
Support Convice Charges	459,590	246,887	156,832	(90,055)		204,894	-
Woodlands Management Gross Direct Costs	192,574	96,396	115,683	19,287	48,155	28,736	5 £5,797 - Hire of vans. £6,260 - Purchase of barriers. £5,886 - Boardwalk repairs, Pretty Corner. £2,580 - Essential tree safety work. (£3,382) - General grounds maintenance. £2,157 - Other Professional Fees (toilet hire & ground
Capital Charges Gross Direct Income Support Service Charges	1,346 (25,530) <u>161,240</u> 329,630	672 (12,768) <u>80,634</u> 164,934	672 (33,921) <u>80,634</u> 163,068	0 (21,153) <u>0</u> (1,866)	0 0	8,391	rent). The balance consists of minor variances. No Major Variances. (£14,067) - Higher car park income. No Major Variances.
	529,050	104,934	103,000	(1,000)	40,100	110,407	
Cromer Pier Gross Direct Costs	71,070	66,155	76,948	10,793	546	(6,423)	£3,642 - Replacement of the bulkheads on Cromer Pier Theatre. £6,707 - Pipework repairs. £2,844 - Premises Insurance (Fire/General).
Capital Charges	20,738	10,368	10,368	0	0	10,370	No Major Variances.
Support Service Charges	93,880	46,938	46,938	0			No Major Variances.
	185,688	123,461	134,254	10,793	546	50,889	
Waste Collection And Dispos Gross Direct Costs	al 4,240,328	1,596,821	59,521	(1,537,300)	727,053	3,453,754	(£1,316,280) 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. £62,770 Higher recycling contractor costs - higher tonnage processed.
Capital Charges	443,571	221,784	221,784	0			No Major Variances.
Gross Direct Income	(3 534 122)	(2 549 174)	(2,538,331)	10 843	0	(995 791)	Misc. minor variances

443,571 221,784 221,784 221,787 No Major Variances. 0 0 (2,549,174) (2,538,331) (995,791) Misc. minor variances. (3,534,122) 10,843 0

Gross Direct Income	(3,534,122)	(2,549,174)	(2,538,331)	10,843	0	(995,791) Misc. minor variances.
Support Service Charges	486,170	243,114	243,114	0	0	243,056 No Major Variances.
	1,635,947	(487,455)	(2,013,912)	(1,526,457)	727,053	2,922,805
Cleansing						
Gross Direct Costs	690,300	288,460	826	(287,634)	62,742	626,732 No contractor invoices received from
						Serco for Cleansing in 2021/22.
Capital Charges	85,500	42,750	42,750	0	0	42,750 No Major Variances.
Gross Direct Income	(58,834)	(55,834)	(69,375)	(13,541)	0	10,541 Contribution from WRAP (Waste
						Resources Action Programme) for
						Infrastructure - match funding towards
						purchase of litter bins.
Support Service Charges	64,330	32,166	32,166	0	0	32,164 No Major Variances.
_	781,296	307,542	6,367	(301,175)	62,742	712,187

	Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitm ents	Remaining I Budget	Explanation for Major Variances
Leisure							
Gross Direct Costs	210,670	105,342	104,512	(830)	870	105,288 £	£5,098 - Purchase of beach wheelchairs
Support Service Charges	(210,670)	(105,330)	(105,330)	0	0	(105,340) I	No Major Variance
	0	12	(818)	(830)	870	(52)	
Community Safety							
Gross Direct Costs	32,178	14,088	3,834	(10,254)	0	28,344	Vacant post - staff on secondment.
Support Service Charges	20,680	10,350	10,350	0	0	10,330 I	No Major Variances.
	52,858	24,438	14,184	(10,254)	0	38,674	
Civil Contingencies							
Gross Direct Costs	90,162	41,274	34,797	(6,477)	275		Underspend in staffing costs due to long erm sick leave.
Support Service Charges	33,660	16,830	16,830	0	0	<u>16,830</u> I	No Major Variances.
	123,822	58,104	51,627	(6,477)	275	71,920	
Ad Environmental & Leisure S	vs						
Gross Direct Costs	69,559	34,782	34,157	(625)	0	35,402	No Major Variances.
	69,559	34,782	34,157	(625)	0	35,402	
Total Environment and Leisure Services	5,001,054	777,665	(1,562,946)	(2,340,611)	1,454,175	5,109,825	

=

Page 42

Service Area Summaries P6 2021-22

Resources - Finance, Assets And Legal

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Industrial Estates							
Gross Direct Costs	31,734 15,912	18,310 7,956	16,089 7,956	(2,221)	108		No Major Variances.
Capital Charges Gross Direct Income	(181,810)	(75,170)	(61,986)	13,184	0 0		No Major Variances. Loss of rental income from vacant units at
	(,)	(,	(0,,000)		·	(,,	Cornish Way and Hornbeam Road North Walsham. This may result in a full year effect of £30k loss of rental income.
Support Service Charges	51,640	25,824	25,824	0	0	25,816	No Major Variances.
	(82,524)	(23,080)	(12,117)	10,963	108	(70,515)	Ī
Surveyere Alletmente							
Surveyors Allotments Gross Direct Costs	3,000	1,500	0	(1,500)	0	3 000	No Major Variances.
Gross Direct Income	(50)	(24)	(50)	(26)	0		No Major Variances.
Support Service Charges	14,570	7,284	7,284	0	0		No Major Variances.
	17,520	8,760	7,234	(1,526)	0	10,286	i de la constante de
Parklands							
Gross Direct Costs	34,768	17,159	13,678	(3,481)	503	20.587	No Major Variances.
Gross Direct Income	(64,500)	(54,502)	(53,135)	1,367	0		No Major Variances.
Support Service Charges	40,390	20,196	20,196	0	0		No Major Variances.
	10,658	(17,147)	(19,261)	(2,114)	503	29,416	i de la constante de
Revenue Services							
Gross Direct Costs	732,277	340,345	29,940,970	29,600,625	18,175	(29.226.868)	(£638,016) Net position on COVID Business
Gross Direct Income	(442,911)	(131,454)	(30,378,544)	(30,247,090)	0	29,935,633	
Support Service Charges	444,750	222,408	222,408	0	0		No Major Variances.
	734,116	431,299	(215,166)	(646,465)	18,175	931,107	
Benefits Subsidy							
Gross Direct Costs	21,256,441	0	66,688	66,688	0	21,189,753	£64,000 COVID Test and Trace payments
	, ,					, ,	funded by grant
Gross Direct Income	(21,256,441)	0	(158,101)	(158,101)			(£150,000) Test and Trace grant income.
	0	0	(91,413)	(91,413)	0	91,413	
Non Distributed Costs							
Gross Direct Costs	0	109,240	104,615	(4,625)	0	(104,615)	(£4,606) - Added years
-	0	109,240	104,615	(4,625)	0	(104,615)	
Estates Gross Direct Costs	258,454	136,596	133,116	(3,480)	0	125 338	Lower staffing costs.
Gross Direct Income	230,434	130,330	(262)	(3,400) (262)	0		No Major Variances.
	258,454	136,596	132,854	(3,742)	0	125,600	
Admin Buildings Gross Direct Costs	521,817	259,600	263,809	4,209	93,780	164,228	£16,188 R&M costs - to include additional cleaning and fogging of offices. (£13,222) Lower utility costs to date. (£3,742) No
							contractor invoices received in year for grounds maintenance. £4,130 Surveyor and legal fees
Capital Charges	(24,159)	(12,078)	(12,078)	0 (22.921)	0		No Major Variances.
Gross Direct Income	(285,956)	(82,635)	(115,466)	(32,831)	0	(170,490)	Recharges to tenants for Covid cleaning costs.
Support Service Charges	(150,296)	(75,186)	(75,186)	0	0	(75,110)	No Major Variances.
	61,406	89,701	61,079	(28,622)	93,780	(93,453)	<u>,</u>
Companyta Financa							
Corporate Finance Gross Direct Costs	427,987	214,002	215,914	1,912	21,344	100 720	No Major Variances.
Capital Charges	16,145	8,070	8,070	0	0	8,075	-
Support Service Charges	(444,132)	(222,066)	(222,066)	0	0	(222,066)	
	0	6	1,918	1,912	21,344	(23,262)	
Incurrence 9 Dick Menogemen	4						
Insurance & Risk Managemen Gross Direct Costs	201,007	201,007	215,098	14,091	0	(14,091)	£10,454 - Higher Public Liability Insurance. £2,672 - Higher Employers Liability insurance. This will have a full year effect of £14,000.
Gross Direct Income	(650)	(324)	(16)	308	0	(634)	No Major Variances.
Support Service Charges	(200,357)	(100,212)	(10)	0	0		No Major Variances.
	0	100,471	114,870	14,399	0	(114,870)	

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances	
Internal Audit								
Gross Direct Costs	70,000	0	11,575	11,575	139,104	(80,679)	£11,575 - 2020/21 audit fees. There will be a full year effect of £11,575	
Support Service Charges	(70,000)	(34,998)	(34,998)	0	0	(35,002)	No Major Variances.	
	0	(34,998)	(23,423)	11,575	139,104	(115,681)		
Chalets/Beach Huts								
Gross Direct Costs	54,347	27,008	26,727	(281)	252	27,367	No Major Variances.	
Gross Direct Income	(229,362)	(114,684)	(153,639)	(38,955)	0		(£39,345) - Beach hut rentals.	
Support Service Charges Sum:	97,250	48,642	48,642	<u>(</u> 39,235)	<u> </u>	<u>48,608</u> 252	No Major Variances.	
Sum.	(77,765)	(39,034)	(78,269)	(39,233)	252	232		
Investment Properties								
Gross Direct Costs	146,352	72,435	57,722	(14,713)	27,249	61,380	£5,211 Higher R&M costs. (£28,965) No contractor invoices received for grounds maintenance. £6,371 Higher insurance premiums due to revaluations. The balance consists of minor misc. variances.	
Capital Charges	74,983	37,494	37,494	0	0		No Major Variances.	
Gross Direct Income	(245,743)	(128,226)	(115,274)	12,952	0	(130,469)	£30,500 Outstanding accruals brought forward from 2020/21 relating to service charges and recharge of utilities. (£19,927) Rental income.	
Support Service Charges	187,720	93,864	93,864	0	0	93,856	No Major Variances.	
_	163,312	75,567	73,806	(1,761)	27,249	62,257		
Central Costs								
Gross Direct Costs	96,965	48,498	41,537	(6,961)	6	55,422	(£7,752) - Budget for general events etc. £2,900 - Data protection fee.	
Support Service Charges	(96,965)	(48,492)	(48,492)	0		(48,473)	No Major Variances.	
	0	6	(6,955)	(6,961)	6	6,949		
Corporate & Democratic Core Gross Direct Costs	510,179	229,213	180,052	(49,161)	392,570	(62,443)	(£15,019) - Salaries and oncosts. (£56,298) - 2020/21 audit not billed. £13,542 - Agency staff.	
Gross Direct Income	0	0	(8,220)	(8,220)	0	8,220	(£8,220) - External Audit credit note.	
Support Service Charges	1,258,620	629,310	630,168	858	0		No Major Variances.	
	1,768,799	858,523	802,000	(56,523)	392,570	574,229		
Members Services Gross Direct Costs	530,871	265,434	239,284	(26,150)	3,981	287,606	(£4,998) - General Training (Members).	
							 (£6,405) - Travelling allowances - general - Members are not travelling to the office so are not claiming travel expenses at the usual level. (£3,496) - Chairman's Civic Expenditure. (£7,612) - Members Allowances. 	
Support Service Charges	60,740	30,390	30,390	0	0	<u>30</u> ,350	No Major Variances.	
	591,611	295,824	269,674	(26,150)	3,981	317,956		
Legal Services								
Gross Direct Costs	493,584	255,835	293,966	38,131	5,310	194,308	£33,562 - Salaries and oncosts. £10,000 - Dilapidations bond. Any overspend will be funded from the Legal Reserve and Kickstart	
Cross Direct Income	(220.046)	(252.270)	(275 545)	(100 145)	0	45 500	contribution.	

(329,946) (252,370) (375,515) (123,145) 0 45,569 (£118,184) - Income from legal fees and dilapidations bond. No variance is anticipated

							because any balance will be transferred to the Legal Reserve. (£2,216) - Kickstart contribution.
Support Service Charges	(326,803)	(163,392)	(163,392)	0	0	(163,411)	No Major Variances.
_	(163,165)	(159,927)	(244,941)	(85,014)	5,310	76,466	
Ad Finance, Assets & Legal	70.000	~~ ~~ <i>(</i>		(100)		07.004	
Gross Direct Costs	73,823	36,924	36,522	(402)	0	37,301	No Major Variances.
	73,823	36,924	36,522	(402)	0	37,301	
Total Finance, Assets and Legal	3,356,245	1,868,731	913,026	(955,705)	702,382	1,740,837	-

Gross Direct Income

Service Area Summaries P6 2021-22

Resources Directorate - Organisational Resources

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Explanation for Major Variances Budget £
IT - Support Services						
Gross Direct Costs	1,622,609	702,037	775,742	73,705	237,584	609,283 See Note A below
Capital Charges	125,566	62,784	62,784	0	0	62,782 No Major Variances.
Gross Direct Income	0	0	(67)	(67)	0	67 No Major Variances.
Support Service Charges	(1,722,175)	(861,078)	(861,078)	0	0	(861,097)
	26,000	(96,257)	(22,619)	73,638	237,584	(188,965)

Note A: (£10,656) - Salaries and oncosts lower because of staff vacancies and reduced hours. (£3,020) - Consultancy fees. (£3,845) - Mobile phone rentals. £64,797 - Computer software licences. £55,193 - Computer maintenance. (£20,425) - Computer lines / modems. (£5,706) - Computer consumables. (£7,653) - Computer Purchases - Hardware. £3,434 - Skype to Teams migration.

Administration Buildings S	vs					
Gross Direct Costs	24,700	6,102	3,403	(2,699)	12,500	8,797 No Major Variances.
Support Service Charges	15,900	7,950	7,950	0	0	7,950 No Major Variances.
	40,600	14,052	11,353	(2,699)	12,500	16,747
Property Services						
Gross Direct Costs	470,691	222,842	261,721	38,879	24,201	184,769 See Note A below
Capital Charges	31,825	15,912	15,912	0	0	15,913 No Major Variances.
Gross Direct Income	(10,000)	(4,998)	81,148	86,146	0	(91,148) Debtor accrual for the Re-opening of the High
						Street Safely Fund yet to be claimed.
Support Service Charges	(710,651)	(355,296)	(355,296)	0	0	(355,355) No Major Variances.
	(218,135)	(121,541)	3,485	125,026	24,201	(245,821)

Note A: £14,317 Higher staffing costs, some of which will be funded from reserves at year end. The balance includes asset valuations which are to be transferred to Estates and costs associated with the temporary car park in Beeston Regis which is to be funded from the Welcome Back grant.

Playgrounds						
Gross Direct Costs	57,414	30,085	20,847	(9,238)	7,830	28,737 Contractor invoice awaited for grounds
						maintenance.
Support Service Charges	42,150	21,078	21,078	0	0	21,072 No Major Variances.
	99,564	51,163	41,925	(9,238)	7,830	49,809
Community Centres	0.079	4 0 4 4	1 207	(2, 507)	0	9.662 Lower incurrence premium fellowing undeted
Gross Direct Costs	9,978	4,814	1,307	(3,507)	8	8,663 Lower insurance premium following updated
Support Somioo Charges	10.000	6 100	6 1 2 2	0	0	revaluations.
Support Service Charges _	12,260	6,132	6,132	0	0	6,128 No Major Variances.
	22,238	10,946	7,439	(3,507)	o	14,791
Tic'S						
Gross Direct Costs	109,798	59,112	56,308	(2,804)	17,633	35,857 No Major Variances.
Capital Charges	6,040	3,018	3,018	Ó	0	3,022 No Major Variances.
Gross Direct Income	(25,000)	(12,504)	(15,442)	(2,938)	0	(9,558) No Major Variances.
Support Service Charges	87,660	43,848	43,848	0	0	43,812 No Major Variances.
···	178,498	93,474	87,732	(5,742)	17,633	73,133
Dublic Conveniences						
Public Conveniences	FFO 000	261 460	104 660	(156 907)	60.040	204 000 No contractor invoices reactived from Cores for
Gross Direct Costs	559,902	261,469	104,662	(156,807)	60,242	394,998 No contractor invoices received from Serco for
Capital Charges	58,767	20.202	20.202	0	0	Cleansing in 2021/22.
Capital Charges	,	29,382	29,382	0	0	29,385 No Major Variances.
Support Service Charges _	110,597	55,986	55,986	0	0	54,611 No Major Variances.
	729,266	346,837	190,030	(156,807)	60,242	478,994
Digital Transformation						
Gross Direct Costs	172,248	86,132	80,395	(5,737)	14,630	77,223 (£5,098) - Salaries and oncosts (staff secondment)
	·	-	·		-	
Support Service Charges	(56,870)	(28,422)	(28,422)	0	0	(28,448) No Major Variances.
	115,378	57,710	51,973	(5,737)	14,630	48,775

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Reprographics Gross Direct Costs	83,489	41,754	32,048	(9,706)	39,098	12,343	(£6,026) - Operating Lease rentals. (£3,365) - Purchase of paper
Gross Direct Income Support Service Charges _	(7,500) (75,989) 0	(3,750) (37,986) 18	(4,024) (37,986) (9,962)	(274) 0 (9,980)	0 0 39,098		No Major Variances. No Major Variances.
Customer Services - Corpo Gross Direct Costs	orate 766,869	383,448	353,401	(30,047)	10,010	403,459	$(\pounds 17,020)$ - Salaries and oncosts are lower as a result of staff vacancies $\pounds 3,974$ - Higher overtime as a result of Covid. $(\pounds 2,180)$ - Lower equipment repair costs. $(\pounds 6,124)$ - Stationery costs lower than anticipated. $(\pounds 7,530)$ - Postage costs lower than expected. $(\pounds 3,102)$ - Other Professional Fees.
Capital Charges Gross Direct Income	54,056 (21,250)	27,024 (10,626)	27,024 (11,029)	0 (403)	0 0		No Major Variances. £3,483 - Postal charges re envelopes, BR postage and surcharges. (£3,886) - Income from service charges.
Support Service Charges	(799,675) 0	(399,846) 0	(399,846) (30,450)	0 (30,450)	0 10,010	(399,829) 20,440	-
Ad Organisational Resourd Gross Direct Costs	62,179	31,092 31,092	37,792 37,792	6,700	0		£6,700 - Higher salaries and oncosts. There will be a full year effect of £11,455.
Organisational Resources	1,055,588	387,495	368,696	(18,798)	423,737	263,155	-

Page 46

Service Area Summaries P6 2021/22

Communities Directorate - People Services

	Updated Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Health							
Gross Direct Income	0	0	(253)	(253)	0		No Major Variances.
	0	0	(253)	(253)	0	253	
Benefits Administration Gross Direct Costs	990,940	477,754	479,071	1,318	7,653	504 215	£8,950 Staff turnover savings not made.
GIUSS Direct CUSIS	990,940	477,754	479,071	1,510	7,005	504,215	(£4,359) Accrual relating to annual billing process not as much as anticipated.
Capital Charges	71,343	35,670	35,670	0	0	35.673	No Major Variances.
Gross Direct Income	(381,086)	(26,035)	(71,830)	(45,795)	0		Grants from the Department for Works and Pensions (DWP) and COVID Test and
							Trace, to be used to support the team.
Support Service Charges	537,240	268,632	268,632	0	0		No Major Variances.
	1,218,437	756,021	711,543	(44,477)	7,653	499,240	
Homelessness Gross Direct Costs	545,103	226,729	277,124	50,395	301,979	(34,000)	£5,286 COVID Placements, funded by Grant. £19,907 Bed and Breakfast
							accommodation for clients. £5,969 Bad debt write offs not budgeted for at service level. £25,500 Repairs and Maintenance works on Temporary Accommodation
Capital Charges	28,482	14,244	14,244	0	0		No Major Variances.
Gross Direct Income	(961,149)	(611,461)	(709,388)	(97,927)	0	(251,761)	(£43,538) Additional Homelessness
							prevention grants. (£54,389) recoverable charges, rents and housing benefit on Bed and Breakfast and Temporary accommodation.
Support Service Charges	603,790	301,896	301,896	0	0	301,894	No Major Variances.
	216,226	(68,592)	(116,124)	(47,532)	301,979	30,371	
Housing Options Gross Direct Costs	492,031	237,321	230,556	(6,766)	178	261,298	This variance is made up of a number of small variances across Training, Travel and
		(100,104)		0		(400,400)	postage costs.
Support Service Charges	<u>(376,857)</u> 115,174	<u>(188,424)</u> 48,897	(188,424) 42,132	<u> </u>	<u> </u>		No Major Variances.
	115,174	40,097	42,132	(0,700)	170	72,865	
Disabled Facility Grants Gross Direct Costs	181,677	90,834	81,306	(9,528)	190	100,181	(£3,900) Contribution to IHAT co-ordinator
Capital Charges	500,000	0	0	0	0	500 000	still to be made. (£1,590) Mileage costs. No Major Variances.
Support Service Charges	157,830	78,930	78,930	0	0		No Major Variances.
Capper Corries Charges	839,507	169,764	160,236	(9,528)	190	679,081	
	,	, -		(-)		,	
Community							
Gross Direct Costs	577,747	165,758	174,895	9,137	0		£8,714 - Fixed term posts funded by grant.
Gross Direct Income	(48,274)	(24,138)	(30,682)	(6,544)	0		(£6,544) - Funding for fixed term posts.
Support Service Charges	<u>101,590</u> 631,063	<u>50,814</u> 192,434	50,814 195,027	0 2,593	0 0	<u> </u>	No Major Variances.
	031,003	132,434	133,027	2,093	U	+30,030	
Ad People Services							
Gross Direct Costs	67,448	33,726	33,337	(389)	0		No Major Variances.
	67,448	33,726	33,337	(389)	0	34,111	
Total People Services	3,087,855	1,132,251	1,025,898	(106,352)	310,000	1,751,957	-

This page is intentionally left blank

Service Area Summaries P6 2021/22 Place and Climate Change Directorate - Planning

	Updated Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
Development Management	£	£	£	£	£	£	
Gross Direct Costs	1,087,787	563,848	550,174	(13,674)	98,935	438,679	Turnover savings from vacant posts offset by temporary agency support. (£3,611) Travel savings.
Capital Charges	77,581	38,790	38,790	0	0	38,791	No Major Variances.
Gross Direct Income	(841,598)	(440,752)	(446,680)		0	•	Income from Planning Fees and advice.
Support Service Charges	643,250	321,624	321,624		0		<u>No Major Variances.</u>
	967,020	483,510	463,908	(19,602)	98,935	404,177	,
Planning Policy							
Planning Policy Gross Direct Costs	593,675	327,126	285,239	(41,887)	22,311	286,125	5 (£32,950) savings due to vacant posts. Local plan profiled spend.
Gross Direct Income	(46,538)	(46,538)	(46,617)	(79)	0	79	
Support Service Charges	95,516	47,766	47,766	• •	0	47,750) No Major Variances.
	642,653	328,354	286,388	(41,966)	22,311	333,954	Ī
Concernation Design & Londonne							
Conservation, Design & Landscape Gross Direct Costs	154,751	66,126	46,715	(19,411)	16,389	91,647	(£9,337) Contributions not yet made. Profiled spend on Conservation Area
Support Service Charges	76,300	38,160	38,160	0	0	38 140	appraisals.) No Major Variances.
Support Service Charges	231,051	104,286	<u>84,875</u>		16,389		
		· · · , · ·	,	(,	,	
Major Developments							
Gross Direct Costs	249,824	124,920	113,704	,	19,037		Staff turnover savings.
Support Service Charges	104,490	52,248	52,248		0		No Major Variances.
	354,314	177,168	165,952	(11,216)	19,037	169,325	
Building Control							
Gross Direct Costs	450,803	225,408	222,529	(2,879)	4,992	223,282	2 No Major Variances.
Gross Direct Income	(390,000)	(194,994)	(227,915)		0	(162,085)	Building control fee income up against
Summart Carving Charris	4 4 2 0 5 0	74.040	74 0 4 0	0	0	74.040	profiled budget.
Support Service Charges	142,050 202,853	71,040 101,454	71,040 65,654		0 4,992		No Major Variances.
	202,000	101,404	00,004	(00,000)	4, 3 32	102,207	
Combined Enforcement Team							
Gross Direct Costs	172,597	86,310	73,018	(13,292)	2,000		9 Staff savings
Support Service Charges	(172,597)	(86,286)	(86,286)	0	0		No Major Variances.
	0	24	(13,268)	(13,292)	2,000	11,268	
Head Of Planning							
Gross Direct Costs	0	0	87	87	734	(821)	No Major Variances.
	0	0	87		734	/	
Description of the							
Property Information	497 400	02 606	02 020	(267)	20.672	64.079	
Gross Direct Costs Gross Direct Income	187,190 (182,190)	93,606 (91,098)	93,239 (84,750)	· · ·	29,673 0		B No Major Variances. B Shortfall in fee income against profiles
Support Service Charges	(182,190)	(91,098) 25,674	(84,750) 25,674		0		budget. No Major Variances.
Support Service Charges	<u>56,290</u>	23,674	<u> </u>		29,673		
	00,200	20,102	54,105	5,501	20,070	(1,040)	,
Ad Planning							
Gross Direct Costs	125,542	62,778	57,017	(5,761)	0	68,525	o No Major Variances.

Total Planning	2,454,181	1,222,996	1,082,016	(140,980)	194,071	1,178,094		
	0	18	(5,743)	(5,761)	0	5,743		
Support Service Charges	(125,542)	(62,760)	(62,760)	0	0	,	No Major Variances.	
Gross Direct Costs	125,542	62.778	57,017	(5,701)	0	68.525	No Major Variances.	



This page is intentionally left blank

Service Area Summaries P6 2021-22 Place and Climate Change Directorate - Sustainable Growth

	Updated Budget £	YTD Budaet £	YTD Actuals £	YTD Variance £	Commitment s £	Remaining Budaet £	Explanation for Major Variances
Economic Growth Gross Direct Costs	114,107	57,985	355,650	297,665	26,043	(267,586)	£272,579 Additional Restrictions grant funded by grant. £19,185 Repair and Maintenance works to Sheringham Little Theatre.
Capital Charges Gross Direct Income	2,037 0	1,020 0	1,020 (22,500)	0 (22,500)		,	No Major Variances. North Walsham Cultural consortium grants, part of HAZ project.
Support Service Charges	346,840 462,984	173,424 232,429	173,424 507,594	0 275,165	-	<u>173,416</u> (70,653)	No Major Variances.
Tourism Gross Direct Costs	43,653	21,828	15,405	(6,423)	0	28,248	Slippage in planned spend due to
Gross Direct Income	0	0	(5,081)	(5,081)	0	5,081	undertaking Covid activities. Repaid Tourism Support Grants offset by additional expenditure.
Support Service Charges	19,450 63,103	9,720 31,548	9,720 20,044	0 (11,504)	-	9,730 43,059	No Major Variances.
Coast Protection Gross Direct Costs Capital Charges Support Service Charges	322,500 508,702 <u>395,280</u> 1,226,482	80,000 254,352 197,640 531,992	79,540 254,352 197,640 531,532	(460) 0 0 (460)	0 0	254,350	No Major Variances. No Major Variances. No Major Variances.
Business Growth Staffing Gross Direct Costs Gross Direct Income Support Service Charges	309,037 (30,000) (297,364) (18,327)	154,536 (15,000) <u>(148,680)</u> (9,144)	146,033 (6,000) (148,680) (8,647)	(8,503) 9,000 <u>0</u> 497	0 0	(24,000)	Employee reduced hours. Kickstart contributions No Major Variances.
Housing Strategy Gross Direct Costs Capital Charges Support Service Charges	163,422 477,167 (65,400) 575,189	81,726 0 (32,688) 49,038	73,006 0 (32,688) 40,318	(8,720) 0 (8,720)	0 0	477,167	Other professional fees. No Major Variances. No Major Variances.
Environmental Strategy Gross Direct Costs	108,402	44,206	59,242	15,036	0	49,160	Consultancy and professional fees relating to various projects - to be funded from the Delivery Plan reserve at year end.
Gross Direct Income Support Service Charges	(15,000) 22,740 116,142	0 <u>11,370</u> 55,576	0 <u>11,370</u> 70,612	0 0 15,036	0	,	No Major Variances. No Major Variances.
Arts Grants Gross Direct Costs Gross Direct Income Support Service Charges	33,260 (1,450) 11,180 42,990	0 (726) <u>5,598</u> 4,872	(750) 0 <u>5,598</u> 4,848	(750) 726 0 (24)	0 0	(1,450)	No Major Variances. No Major Variances. No Major Variances.
Coastal Management Gross Direct Costs	360,347	166,422	142,853	(23,569)	1,801	215,693	Staffing costs associated with a vacant post and reduced working
Gross Direct Income Support Service Charges	(60,009) (300,338) 0	0 (150,156) 16,266	(0) (150,156) (7,303)	(0) 0 (23,569)	0	,	hours. Post now filled. No Major Variances. No Major Variances.
Ad Sustainable Growth Gross Direct Costs Support Service Charges	88,928 (86,428) 2,500	44,466 (43,206) 1,260	46,226 (43,206) 3,020	1,760 0 1,760	0	42,702 (43,222) (520)	No Major Variances.
– Total Sustainable Growth =	2,471,063	913,837		age45182		1,152,019	-

This page is intentionally left blank

Scheme	Scheme Total Current Estimate	Pre 31/3/21 Expenditure	Updated Budget 2021/22	Current Expenditure 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£	£
Boosting Business Sustainability and Growth							
Rocket House	77,084	37,465	39,619	0	0	0	0
Deep History Coast	886,998	881,998	5,000	4,199	0	0	0
Collectors Cabin	25,000	314	24,686	0	0	0	0
Cornish Way	170,000	7,333	162,667	675	0	0	0
Fakenham Connect	100,000	332	99,668	1,857	0	0	0
North Walsham Heritage Action Zone	3,120,000	183,364	1,765,886	72,010	863,500	307,250	0
Public Convenience Improvements	737,000	212,127	524,873	117,105	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	0	0	0
Purchase of Property Services Vehicles	25,000	0	25,000	0	0	0	0
Car Park Ticket Machine Replacement Programme	275,000	0	275,000	118,805	0	0	0
Weybourne Car Park Public Convenience	16,000	0	16,000	15,116	0	0	0
Fakenham Urban Extension	1,800,000	0	1,800,000	0	0	0	0
Community Renewal - Fakenham	800,000	0	800,000	0	0	0	0
Community Renewal - North Walsham	800,000	0	800,000	0	0	0	0
	8,887,082	1,322,933	6,393,399	329,767	863,500	307,250	0
Local Homes for Local Need							
Disabled Facilities Grants	Annual programme, A		1,000,000	502,632			
Compulsory Purchase of Long Term Empty Properties	675,500	490,677	184,823	0			
Community Housing Fund	2,098,261	735,934	885,160	50,000	477,167		
Provision of Temporary Accommodation	1,740,560	989,017	751,543	262,268			
S106 Enabling	1,400,000	0	500,000	0			300,000
Climate, Coast and the Environment	5,914,321	2,215,628	3,321,526	814,900	1,777,167	300,000	300,000
Cromer Coast and the Environment	8,822,001	5,305,817	1,773,092	428	1,743,092	0	0
Coastal Erosion Assistance	90,000	41,203	48,797	420			
Coastal Adaptations	247,493	41,203	247.493	0		0	
Mundesley - Refurbishment of Coastal Defences	3,221,000	52,550	1,622,607	50,644		0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,740,783	1,689,303	51,480	81,432			
Sea Palling Ramp	10,000	349	9,651	01,102		0	
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	0	0	0
Climate Change – Coastal Tools and Knowledge	11,275	0	11,275	6,798			
	14,188,052	7,089,222	3,809,895	139,302	3,288,935	0	0
Quality of Life							
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0			
Fakenham Gym	62,500	0	62,500	0			
Splash Gym Equipment	1,013,000	510,466	502,534	0			
North Walsham Artificial Grass Pitch	860,000	11,132	848,868	0			
The Reef Leisure Centre	12,697,000	9,174,962	3,522,038	3,099,272			
Sheringham Enabling Land	110,000	0	110,000	1,500			
Refurbishment of Chalets in Cromer and Sheringham	101,000	0	60,000	0			
Green Road Football Facility	60,000	0	60,000	831			
	14,931,001	9,696,593	5,193,408	3,101,603	41,000	0	0
Customer Focus and Financial Sustainability							
Administrative Buildings	1,713,878	1,701,320	12,559	0	0	0	0

Page 53

Scheme	Scheme Total Current Estimate	Pre 31/3/21 Expenditure	Updated Budget 2021/22	Current Expenditure 2021/22	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25
	£	£	£	£	£	£	£
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	83,177	80,000	0	0
User IT Hardware Refresh	275,000	108,237	111,763	15,102	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	109,814	0	0	0
Waste vehicles	4,500,000	3,531,796	968,204	363,763	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	0	0	0
Cromer Office LED Lighting	60,000	0	60,000	0	0	0	0
Fire Wall Replacements	36,000	32,488	3,512	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	0	0	0
Citizen App	45,000	43,150	1,850	0	0	0	0
	7,813,312	6,272,445	1,405,867	571,856	135,000	0	0
TOTAL EXPENDITURE	51,733,768	26,596,821	20,124,095	4,957,428	6,105,602	607,250	300,000
Capital Programme Financing							

Grants	7,415,771	822,770	4,678,935	92,500	0
Other Contributions	1,400,000	0	300,000	300,000	300,000
Asset Management Reserve	351,373	83,964	0	0	0
Revenue Contribution to Capital (RCCO)	0	0	0	0	0
Capital Project Reserve	707,348	831	0	0	0
Other Reserves	2,574,883	167,105	477,167	0	0
Capital Receipts	3,184,477	419,723	649,500	214,750	0
Internal / External Borrowing	4,490,243	3,463,035	0	0	0
TOTAL FINANCING	20,124,095	4,957,428	6,105,602	607,250	300,000

Reserves Statement 2021-22 Monitoring

Reserve	Purpose and Use of Reserve	Balance 01/04/21 £	Budgeted Movement 2021/22 £	Committed but not allocated to Budgets £	Balance 01/04/22 £	Budgeted Movement 2022/23 £	Balance 01/04/23 £	Budgeted Movement 2023/24 £	Balance 01/04/24 £	Budgeted Movement 2024/25 £	Balance 01/04/25 £
General Fund - General Reserve	A working balance and contingency, current recommended balance is $\pounds 2.1$ million.	2,326,735	(86,341)	0	2,240,394	(50,000)	2,190,394	(50,000)	2,140,394	0	2,140,394
Earmarked Reserve	es:										
Capital Projects	To provide funding for capital developments and purchase of major assets. This includes the VAT Shelter Receipt.	906,095	0		906,095	0	906,095	0	906,095	0	906,095
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	956,418	(167,574)		788,844	(15,000)	773,844	(5,000)	768,844	0	768,844
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.	730,748	0		730,748	0	730,748	0	730,748	0	730,748
ס 2 Building Control ת	Building Control surplus ring-fenced to cover any future deficits in the service.	176,529	(28,876)		147,653	(28,906)	118,747	(28,906)	89,841	(28,906)	60,935
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	10,090,861	324,058	(6,144,458)	4,270,461	(18,000)	4,252,461	(18,000)	4,234,461	0	4,234,461
Coast Protection	To support the ongoing coast protection maintenance programme ands carry forward funding between financial years.	261,335	(42,039)		219,296	0	219,296	0	219,296	0	219,296
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area. Funded by a proportion of NCC element of second homes council tax.	796,350	(275,000)	(50,000)	471,350	(242,000)	229,350	0	229,350	0	229,350
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	2,914,166	1,535,586	(1,871,770)	2,577,982	(175,090)	2,402,892	(122,663)	2,280,229	(15,676)	2,264,553
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets along with funding earmarked for Learning for Everyone.	155,621	0		155,621	0	155,621	0	155,621	0	155,621
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	53,000	50,000		103,000	50,000	153,000	(110,000)	43,000	50,000	93,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	101,984	0		101,984	0	101,984	0	101,984	0	101,984
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	227,565	0		227,565	0	227,565	0	227,565	0	227,565

Appendix D

Reserves Statement 2021-22 Monitoring

Reserve	Purpose and Use of Reserve	Balance 01/04/21	Budgeted Movement 2021/22	Committed but not allocated to Budgets	Balance 01/04/22	Budgeted Movement 2022/23	Balance 01/04/23 £	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25
Environment	To fund expenditure relating to the Council's Green Agenda.	£ 150,000	£ 0	Ł	£ 150,000	£ 0	£ 150,000	£ 0	£ 150,000	£ 0	£ 150,000
Reserve	To fund experiordine relating to the Council's Green Agenda.	130,000	0		150,000	0	150,000	0	150,000	0	130,000
rants	Revenue Grants received and due to timing issues not used in the year.	1,981,100	(60,977)	(1,408,066)	512,057	(25,104)	486,953	(14,655)	472,298		472,298
lousing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,516,351	(328,010)		2,188,341	(527,167)	1,661,174	0	1,661,174	0	1,661,174
and Charges	To mitigate the impact of potential income reductions.	343,597	0		343,597	0	343,597	0	343,597	0	343,597
	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	159,133	(15,520)		143,613	0	143,613	0	143,613	0	143,613
• •	To provide provison for the repair and maintenance of the councils asset portfolio.	0	355,694		355,694	280,000	635,694	280,000	915,694	280,000	1,195,694
NHB)	Established for supporting communities with future growth and development and Plan review*	279,864	(97,471)	(13,430)	168,963	(120,000)	48,963	0	48,963	0	48,963
rganisational	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	200,355	(88,258)	(36,826)	75,271	(29,078)	46,193	0	46,193	0	46,193
Pathfinder	To help Coastal Communities adapt to coastal changes.	107,553	(21,627)		85,926	(3,417)	82,509	0	82,509	0	82,509
Janning	Additional Planning income earmarked for Planning initiatives including Plan Review.	167,926	36,728		204,654	50,000	254,654	50,000	304,654	50,000	354,654
	To provide funding for the acquisition and development of new land and property assets	265,836	(265,836)		0	0	0	0	0	0	0
ronerty Lomnany	To fund potetial housing development and property related schemes	2,000,000	(2,000,000)		0	0	0	0	0	0	0
Restructuring & nvest 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.	1,000,029	40,654		1,040,683	130,453	1,171,136	0	1,171,136	0	1,171,136
Equipment & Sports	To support renewals for sports hall equipment. Amount transferred in the year represents over or under achievement of income target.	1,898	0		1,898	0	1,898	0	1,898	0	1,898
	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	0	500,000		500,000		500,000		500,000	0	500,000
Fotal Reserves	-	28,871,047	(634,809)	(9,524,550)	18,711,688	(723,309)	17,988,379	(19,224)	17,969,155	335,418	18,304,573

Reserve allocation Breakdowns

Monitoring 2021/22 & current budgeted to

2024/25

2024/25							
Reserve - Use of Reserve	Outturn 2020/21 £	Budget 2021/22 £	Committed not yet allocated to Services 2021/22 £	Total 2021/22 £	Forecast 2022/23 £	Forecast 2023/24 £	Forecast 2024/25 £
General Reserve							
Conservation Area Appraisals	40,927	50,000	0	50,000	50,000	50,000	0
Mammoth Marathon	0	20,665	0	20,665	0	0	0
Economic Growth Staffing	46,465	15,676	0	15,676	0	0	0
RF Request 2020-21	(10,000)	0	0	0	0	0	0
	77,392	86,341	0	86,341	50,000	50,000	0
Capital Projects Reserve Capital Programme Financing; Council Chamber Splash Gym Equipment	598 133,768	0	0 0	0	0	0	0 0
Cromer Pier Steel works	204,939	0	0	0	0	0	0
Shannocks Sheringham	28,561	0	0	0	0	0	0
Bacton CP	29,835	0	0	0	0	0	0
-	397,701	0	0	0	0	0	0
Asset Management							
Asset Valuation Programme	13,875	5,000	0	5,000	15,000	5,000	0
NCC cont to Capital works	(10,467)	0	0	0	0	0	0
Capital Programme Financing;		137,574	0	137,574	0	0	0
Property Vehicle purchase	407 407	25,000	0	25,000	0	0	0
Benefits	467,437	167,574	0	167,574	15,000	5,000	0
2017/18 Subsidy clawback	191,751	0	0	0	0	0	0
Computer system Enhancements	30,999	0	0	0	0	0	0
RF Request 2020/21 Outturn	(55,539)	0	0	0	0	0	0
-	167,211	0	0	0	0	0	0
Building Control Staffing	35,952	28,876	0	28,876	28,906	28,906	28,906
Business Rates	400.050	0	0	0	0	0	0
LEP Enterprise Zone Contribution	139,058	0	0	0	0	0	0
LEP Enterprise Zone Contribution LEP/NCC NDR Contributions PotB on	23,638 937,169	18,000 0	0 0	18,000 0	18,000 0	18,000 0	0 0
reconciliation 17/18,18/19 & 19/20	937,109	0	0	0	0	0	0
Contribution in - NDR NNDC share of the relief paid on account	(6,144,458)	0	6,144,458	6,144,458	0	0	0
Business rate reliefs tfr from RIA	(2,971,561)	0	0	0			
Budgeted Surplus as per FC Feb 21	0	(342,058)	0	(342,058)	0	0	0
-	(8,016,154)	(324,058)	6,144,458	5,820,400	18,000	18,000	0
Coast Protection		10.000		10.000			
Staffing Contribution switched from Capital	37,958	42,039 0	0 0	42,039 0	0	0 0	0
Rf Requests Outturn 2020/21	(20,000) (41,000)	0	0	0	0	0	0 0
	(23,042)	42,039	0	42,039	0	0	0
		,		,			
Communities							
Big Society Grants	159,646	225,000	0	225,000	225,000	0	0
Transport Grants	17,000	50,000	0	50,000	17,000	0	0
Additional Transport Grants	28,000	0	0	0	0	0	0
North Norfolk Sustainable Communites	0 204,646	0 275,000	50,000	50,000	242,000	0 0	0
	204,040	275,000	50,000	325,000	242,000	0	U
Delivery Plan							
Contribution re 2020/21 budgeted surplus - FC	(2,379,266)	0	0	0	0	0	0
Feb 2020							
Sports Development - Contract extensions	34,860	0	0	0	0	0	0
Response to Recovery - Norfolk Strategic Fund -	150,000	0	0	0	0	0	0
Fighting Fund - Cabinet decision July 20 Tree Planting project	0 000	0	201 770	201 770	0	0	0
Sustainability Staffing	8,230 24,235	0 75,654	321,770 0	321,770 75,654	0 75,654	0 75,654	0 0
Surveyor Property Post - 2 yr fixed term	24,235	75,654 52,427	0	75,654 52,427	75,654 52,427	75,654 0	0
	Ű	Page 5		<i>2</i> – , 1– 1	<u> </u>	Ũ	0

Reserve allocation Breakdowns

Monitoring 2021/22 & current budgeted to

2024/25							
			Committed				
			not yet				
	Outturn	Pudgot	allocated to Services	Total	Forecast	Forecast	Forecast
Reserve - Use of Reserve	2020/21	Budget 2021/22	2021/22	2021/22	2022/23	2023/24	2024/25
Reserve - Ose of Reserve	£	2021/22 £	£	£	£	2023/24 £	2024/25 £
Extension Business Skills Support Co-ordinator -	~ 0	~ 1,333	~ 0	~ 1,333	47,009	47,009	~ 15,676
3 fixed term	-	.,	-	.,	,	,	,
Budgeted Surplus as per FC Feb 21	0	(200,000)	0	(200,000)	0	0	0
Reallocation Property Company Rsv FC Feb 21		(1,500,000)	0	(1,500,000)	0	0	0
Beach Wheelchairs FC Feb 20	0	9,000		9,000	0	0	0
IT Consultancy Fees		26,000		26,000			
New Allocation of Apprentice funding	0	0	200,000	200,000	0	0	0
Fakenham Urban Extension	0	0	900,000	900,000	0	0	0
Community Renewal Bid	0	0 (1,535,586)	450,000 1,871,770	450,000 336,184	0 175,090	0 122,663	15,676
	(2,101,941)	(1,555,560)	1,071,770	550,104	175,050	122,005	15,070
Economic Development and Regeneration							
Museum contribution	10,000	0	0	0	0	0	0
	,						
Election Reserve							
Contribution to reserve	(40,000)	(50,000)	0	(50,000)	(50,000)	(50,000)	(50,000)
Election to be carried out	0	0	0	0	0	160,000	0
RF Request 2020/21	(10,000)	0	0	0	0	0	0
	(50,000)	(50,000)	0	(50,000)	(50,000)	110,000	(50,000)
F uferrerunt							
Enforcement Enforcement costs on works on default	10.090	0	0	0	0	0	0
Enforcement costs on works on default	10,989	0	0	0	0	0	0
Environment Health							
Creation of new Environment Reserve as per FC	150,000	0	0	0	0	0	0
Feb 20	100,000	C	Ū	Ū	C C	Ū.	Ũ
RF Requests 2020/21	(41,500)	0	0	0	0	0	0
	108,500	0	0	0	0	0	0
Environment	<i></i>				_		
Transfer from Enbvironmental Health - as per FC	(150,000)	0	0	0	0	0	0
Feb 20							
Grants							
Planning Policy Staffing	0	14,655	0	14,655	14,655	14,655	0
Revenues Apprentice Funding	17,863	25,104	0	25,104	10,449	0	0
Parks Improvements - New Burdens Grant Roll	15,359	0	·	,	0	0	0
Forward 2018/19	,		0	0			
Friends of North Lodge Park - Grant Roll forward	24,000	0	0		0	0	0
2019/20				0			
Covid Grants	(1,429,284)	21,218		1,429,284	0	0	0
	(1,372,062)	60,977	1,408,066	1,469,043	25,104	14,655	0
Housing	40.000	50.000	0	50.000	50.000		
Community Housing Fund Staffing	48,608	50,000	0	50,000	50,000	0	0
Health and Wellbeing staffing funded from HIA balances	34,492	31,434	0	31,434	0	0	0
Housing options staffing from Homelessness	149,006	79,592	0	79,592	0	0	0
prevention grants	143,000	19,092	0	19,592	0	0	0
Bal of Social Prescribing Money to fund posts	29,098	0	0	0	0	0	0
Homelessness Grants not allocated to revenue in	(343,683)	(310,183)	0	(310,183)	0	0	0
year	((-	(-	-	-
RF Requests 2020/21	(66,878)	0	0	0	0	0	0
Community Housing Fund - Capital Financing	161,550	477,167	0	477,167	477,167	0	0
Allocation							
	12,193	328,010	0	328,010	527,167	0	0
				-	-	-	-
Land Charges - In year fee surplus	(35,071)	0	0	0	0	0	0
Legal Staffing	36,986	15,520	0	15,520	0	0	0
Graning	30,300	15,520	U	10,020	U	U	U
New Homes Bonus							
Local Plan	3,533	81,527	11,467	92,994	120,000	0	0
Stategic Housing - Viability Studies	8,810	Pa24		17,907	0	0	0
		<u> </u>					

Reserve allocation Breakdowns

Monitoring 2021/22 & current budgeted to 2024/25

Reserve - Use of Reserve	Outturn 2020/21	Budget 2021/22	Committed not yet allocated to Services 2021/22	Total 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
	£ 12,343	£ 97,471	£ 13,430	£ 110,901	£ 120,000	£ 0	£ 0
Organisational Development							
Apprentice funding - various services RF Request 2020/21	99,686 (31,000)	88,258 0	36,826 0	125,084 0	29,078 0	0 0	0 0
	68,686	88,258	36,826	125,084	29,078	0	0
Pathfinder							
Coast protection staffing	20,500	21,627	0	21,627	3,417	0	0
Planning Contribution to Reserve - re future Local Plan Expenditure	(50,000)	(50,000)	0	(50,000)	(50,000)	(50,000)	(50,000)
Temporary Conservation and Landscape officer funded from prior yr Roll forward	11,758	13,272	0	13,272	0	0	0
Costs awarded against the Council Planning appeal	30,000	0	0	0	0	0	0
_	(8,242)	(36,728)	0	(36,728)	(50,000)	(50,000)	(50,000)
Property Investment Fund Capital Programe Financing - Hornbeam Industrial units Reallocation to Major Repairs Reserve	733,641 0 733,641	0 265,835 265,835	0 0 0	0 265,835 265,835	0 0 0	0 0 0	0 0 0
Property Company Reallocate as per FC report Feb 21	0	2,000,000	0	2,000,000	0	0	0
Restructuring and Invest to Save Postal and Scanning Staffing	39,596	21,014	0	21,014	0	0	0
ICT staffing	3,985	21,014	0	0	0	0	0
Planning Uniform project temporary staffing Planning Agency officer - Uniform project	18,984 44,404	0	0 0	0 0	0 0	0 0	0 0
resources		0	0	0	0	0	0
Sports hubs and clubs compensation payment ICT Apprentice (additional)	145,000 20,471	0 20,112	0 0	0 20,112	0 0	0 0	0 0
Restructure Business Case Payback NB	(130,453)	(130,453)	0	(130,453)	(130,453)	0	0
Restructuring Net costs- build in 2022/23	Û Û	48,673	0	48,673	Û Û	0	0
Capital Programme Financing - Citizen App	43,150	0	0	0	0	0	0
Capital Programme Financing - Public Conveniences	14,550	0	0	0	0	0	0
-	199,687	(40,654)	0	(40,654)	(130,453)	0	0
New Major Repairs Reserve	0	(355,694)	0	(355,694)	(280,000)	(280,000)	(280,000)
Sports Hall Equipment	740	0	0	0	0	0	0
Treasury Reserve	0	(500,000)	0	(500,000)	0	0	0
Total Movement	(9,251,908)	634,808	9,524,550	10,159,358	723,309	19,224	(335,418)

This page is intentionally left blank

North Norfolk Corporate Plan Review of delivery February 2020 – October 2021 and agreement of priority objectives for the next twelve months

Summary:	Over the past eighteen months much of the Council's corporate focus has been on responding to the COVID pandemic and supporting local recovery, as well as seeking to maintain core service provision. This has meant that there has been less capacity to progress some aspects of the Council's Corporate Plan Delivery Plan as originally proposed in February 2020.
	Cabinet therefore reviewed the Delivery Plan objectives and actions in October 2020 at which time it agreed eighteen priority objectives for delivery over the 12 months from October 2020 – October 2021.
	This report outlines the progress made in delivering against the revised priorities given the prolonged COVID situation and against some other Corporate Plan objectives where capacity has existed and proposes new priority objectives for the next year.
Options considered:	Given the changing context in which the Council has needed to operate over the period since March 2020 due to COVID the Council could have resolved not to progress any of the Corporate Plan objectives because of the need to concentrate resource on the emergency response. The Cabinet therefore considered a number of possible actions before agreeing a revised list of 18 priority actions for the 12 months from October 2020.
	 The alternative options considered were:- do nothing to re-profile the Delivery Plan actions, or
	 agree to "pause" all Delivery Plan actions and concentrate on the COVID response and Business As Usual service provision, which was not considered a viable position given the wider land medium-term pressures the Council faces in terms of its budget etc.
Conclusions:	The report details a practical and measured response to the Council prioritising its Delivery Plan actions in light of the COVID situation and the achievement made against these revised objectives over the 12 months October 2020 – October 2021.
Recommendations:	Cabinet is asked to review and comment on the progress made against the original and revised Delivery Plan objectives and agree those objectives where they would wish focus to be directed over the

next twelve months given the continued COVID situation which, although improving, is still commanding some management time in working with partners in responding to local case rates and seeking to relieve winter pressures on local NHS partners.

Reasons for To reflect the changed circumstances in which the Council has operated over the period since March 2020 in seeking to balance its Corporate Plan priorities against the ongoing COVID situation.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Cllr Sarah Butikofer, Leader of the Council	All
Contact Officer, telephone number and email:	
Steve Blatch, Chief Executive Email:- <u>steve.blatch@north-norfolk.gov.uk</u> <u>Tel:-</u> 01263 516232	

1.0 Introduction

- 1.1 Following the May 2019 District Council elections, the Council adopted a new Corporate Plan, for the period through until 2023, in November 2019. The Cabinet then agreed a detailed Delivery Plan detailing the specific actions which would be undertaken to deliver the Corporate Plan objectives at its meeting of 3rd February 2020.
- 1.2 The Corporate Plan has six priority themes, with actions proposed in the Delivery Plan under each of these theme headings:-
 - Local Homes for Local Need
 - Boosting Business Sustainability and Growth
 - Customer Focus
 - Climate, Coast and the Environment
 - Financial Sustainability and Growth
 - Quality of Life

In total some 39 objectives were to be delivered through 90 detailed actions over the period through until 2023.

- 1.3 Within a matter of weeks following agreement of the Delivery Plan, the rapidly developing Coronavirus pandemic situation meant that national and local focus turned to responding to this unprecedented event. At that time the Council's focus moved to strategic partnership working and frontline community response in supporting our residents who were shielding and self-isolating and local businesses which had to close during the national lockdown. Subsequently, much organisational capacity was directed to supporting local "recovery" for the 2020 summer season as the economy "opened up" after the first national lockdown. This required a redeployment of Council staff and reduced management capacity which significantly reduced the Council's capacity to deliver against its Corporate Plan priorities and objectives.
- 1.4 The Cabinet therefore undertook a review and re-prioritisation of Delivery Plan actions at its meeting of the 5th October 2020 identifying 18 objectives which would be given most focus over the 12 months to autumn 2021.
- 1.5 This report therefore reviews the progress made over the past twelve months on the delivery of the 18 priority objectives as agreed last October, as well as against the original Corporate Plan objectives. This review will also be set in the context of the wider issue of reporting against the Council's Performance Management Framework which has been raised in recent Cabinet and Overview and Scrutiny Committee meetings.

2.0 The revised(October 2020) Delivery Plan priorities:-

2.1 The following objectives were identified by Cabinet under a re-focussed Delivery Plan, for delivery in the period October 2020 - October 2021.

2.2 Local Homes for Local Need

- Progress preparation of the Local Plan (and respond to the Planning White Paper)
- Continued investment in Temporary Accommodation both as an investment and in terms of reducing the Council's costs providing this service in respect of rising homeless presentations
- Explore through the development of a business model whether the District Council should consider the acquisition of older Victory (Flagship) Housing Trust properties in rural locations and then upgrade and make available for market rent, so as to increase the availability of housing in some of the District's most unaffordable housing areas, due to high property prices fueled by demand for second and holiday homes.

2.3 Business Growth

- Post COVID support for tourism businesses
- Re-purposing the High Street to include leadership of the North Walsham Heritage Action Zone programme

 Support for existing indigenous businesses / strategic sites, recognising the shortage of serviced and land and premises in the District

2.4 **Customer Focus**

- Develop and implement a new Customer Service Strategy to include response times, improved complaints handling and reporting
- Development and implementation of the "Digital by Design" programme to capture the benefits of "channel-shift" seen through COVID through further development of the website to allow greater self-service options for customers to obtain Council services
- Development of new Communications and Engagement strategies

2.5 **Climate, Coast and the Environment**

- Develop policy and response to our declaring a Climate Emergency including deeper understanding of the Council's carbon footprint and aspirations to achieve "net-zero" status by 2030.
- Progress and roll-out more rapidly the Council's programme of treeplanting in support of the stated ambition to plant 110,000 over the four-year term of this Council
- Deliver a programme of Electric Vehicle Charging Points across the District

2.6 **Financial Sustainability and Growth**

- Implement Zero-Based Budgetting for the 2021/22 financial year
- Update the Council's Property Strategy to maximize use of assets and return on investments
- Develop and implement a Commercialisation (Income and Savings) Strategy

2.7 Quality of Life

- Undertake a Residents Survey to inform the development and implementation of a new Quality of Life Strategy for the District
- Deliver the new Leisure Centre at Sheringham
- Maintain and develop the quality and offer of our beaches, woodland and open spaces
- 2.8 The progress made in respect of these 18 priority objectives, as well as the original 39 Corporate Plan objectives agreed in February 2020 is reported in in detail Appendix 1 attached to this report.

3.0 2021/22 priorities

3.1 Having reflected on the progress made against the priority objectives agreed in October 2020 (as per the appendix to this report); Cabinet has proposed the following priority objectives and actions to be pursued in the period November 2021 – October 2022.

3.2 Local Homes for Local Need

- Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents in the context of rapidly rising fuel prices and the climate change / Net Zero Carbon agenda
- Investigate ways to support and assist affordable housing providers, including the potential for a Council loan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability.
- Explore ways to help households into owner-occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home
- Increase the provision of Housing with Extra Care schemes in the District to provide increased choice and better quality outcomes for independent living by older people in the District

3.3 Business Growth

- Develop a new Economic Growth Strategy for the District
- Re-purposing the High Street to include leadership of the North Walsham Heritage Action Zone programme

3.4 **Customer Focus**

- Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer Charter. This will give our teams, the skills, abilities and tools to deliver on our service commitment.
- Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to:
 - better understand the views of younger people in the community
 - reflect opinions
 - identify actions
 - inform policy development
- Development of an Engagement Strategy to:
 - help define and design local priorities and policies
 - deliver and evaluate services
 - inform council decision-making in areas that impact on our residents lives

3.5 **Climate, Coast and the Environment**

- Ensure that the carbon impact of all activities are evidenced in all relevant decisions by establishing new processes/procedures for decision making and report writing
- Develop and implement targeted campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.
- Continue to develop and roll-out more rapidly the Council's programme of tree-planting in support of the stated ambition to plant 110,000 over the four-year term of this Council

3.6 **Financial Sustainability and Growth**

- Implement the outcomes of the Zero-Based Budgetting process
- Review the Car Parking Policy in order to maximise the revenue generated from car parking income, as an important source of funding for council services
- Explore options to expand Electric Vehicle Charging Points (EVCP) pilot following a review of the success of the EVCP pilot and expand it as required, based on the assessment of a business case

3.7 Quality of Life

- Develop a new Quality of Life Strategy for the District
- Deliver a minimum of 4 new Changing Place facilities in the District as part of the Council's objective of inclusion and accessibility for all
- Maintain and develop the quality and offer of our beaches, woodland and open spaces

4.0 Financial and Resource Implications

- 4.1 The Director of Resources and Finance Team are to present an updated Medium-Term Financial Strategy and draft budget papers based on the Zero Based Budgeting exercise to Cabinet at its December meeting.
- 4.2 These key reports will describe the progress made in delivering the Corporate Plan objectives over the past 18 months against the Delivery Plan Reserve and the anticipated costs involved in financing new / additional Delivery Plan proposals in the context of the Council's wider financial position in relation to COVID, inflation and local government funding.

5.0 Legal Implications

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

6.0 Risks

- 6.1 Given the continued uncertainties which exist globally, nationally and locally around "building back" from the COVID pandemic in the coming months, it would have to be recognised that there might be some risks about the capacity of the Council to deliver against the Delivery Plan objectives proposed moving forward
- 6.2 However, as outlined in this report, the Cabinet has carefully assessed delivery against the Corporate Plan objectives agreed by Full Council in February 2020 and which were then re-focussed in October 2020 to reflect the capacity issues experienced during 2020 through the Council responding to the COVID pandemic. Despite an expectation that COVID will continue to present ongoing challenges over the next 12 months it is believed looking forward that by retaining focus on key project delivery and regular reporting of performance that continued progress will be able to be demonstrated against the Corporate Plan objectives over the next 12 months.

7.0 Sustainability

7.1. This report does not in itself raise any issues in respect of sustainability. However, it does detail the priority actions of the Council in seeking to respond to climate change issues within the Climate, Coast and the Environment theme within the Corporate Plan.

8.0 Equality and Diversity

8.1. This report does not in itself raise any issues in respect of equality and diversity. It does however identify key themes of housing, the economy, quality of life and customer service, all of which seek to address equality and diversity issues across the District and within the Council's delivery of services.

9.0. Section 17 Crime and Disorder considerations

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

10.0 Recommendation:-

Cabinet is asked to confirm the revised Delivery Plan priorities as detailed in Section 3.0 of the report.

This page is intentionally left blank

Corporate Plan Delivery Plan – October 2021

Key:-

Green – Original delivery date met, objective on target for delivery as scheduled

Amber – Original target date not set / question over delivery, revised action / date for delivery now proposed

Red – Original delivery date not met; target delivery date still not agreed, delayed or unlikely to be met

	DP action	Original delivery timescale	October 2020	Action completed	Revised delivery timescale				
Local	Homes for Local Need	timescale	priority objective		timescale				
	Objective 1: Developing and adopting a new Local Plan								
1.1	Formulate suitable policies and proposals in the	Winter 2022	Yes	Regular meetings of the Planning	On track –				
1.1	new Local Plan to facilitate the delivery of		103	Policy and Built Heritage Working					
	forecasted housing supply to meet the needs of			Party staged throughout 2021 and	Reg 19				
	the District.			on track for Reg 19 consultation	consultation				
ס				this winter	Winter 2021;				
a	Through the Local Plan, North Norfolk Design								
age	Guide, Building Control Regulations and other			Programme on track according to	Submission for				
	approaches, we will ensure high quality design			published Local Development	Examination				
69	and environmental sustainability standards are			Framework Project Plan	Summer 2022				
	, met in new housing, including:								
	measures to reduce water consumption				Inspectors Report				
	 improved fuel efficiency 				- Winter 2022				
	compliance with the National Design								
	Guide and Design Code								
	 provision of Development Briefs to 								
	ensure new development sites are sympathetic								
	local environmental characteristics								
	 maintaining a custom/self-build register 								
1.2	Monitor the availability of brownfield sites and	Annually	No	2021 Register to be published in	Annually –				
	evaluate the opportunities these present to			November 2021	November 2021				
	increase the supply of development land								
	available in a sustainable way								
Object	ive 2: Developing and implementing a new Housir	ng Strategy							

2.1	 Formulate a new Housing Strategy to encourage new and innovative ways of delivering affordable housing, including: engagement of key stakeholders to identify evidence and gaps in understanding; measures which will enable the Council to better target its resources and to focus on priority issues 	December 2020	No	New Housing Strategy adopted after consultation, engagement and scrutiny July 2021	Complete with strategy adopted July 2021
2.2 P	To improve both housing conditions of occupants and address environmental objectives, we will identify the most effective interventions to improve conditions and energy efficiency in private sector housing, including: • investigating the viability of housing improvement grants/loans; • Investigating the viability of using incentives to renovate and retrofit existing housing stock through grants/loans:	December 2020	No	Building Research Establishment report on housing stock condition received. This has been used to inform actions within the Housing Strategy	Complete
age 70	 Seek to identify and analyse the condition of private sector housing stock to inform consideration of initiatives such as: selective licensing schemes landlord accreditation certification grants for housing stock improvement 	December 2020	No	Building Research Establishment report provides background information on stock condition. In terms of grants for housing stock improvement, the Council is a member of Norfolk Warm Homes which bids for grant funds for energy improvement works and delivers energy improvement works for households on low incomes in Norfolk. Residents in North Norfolk have benefitted from improvement works undertaken using funding from the Local Authority Delivery Programme (strands 1a and 1b). We are awaiting the results of a further bid for grant funding under strand 3 of the programme – Home Upgrade Grant.	In progress and ongoing

Page 4				North Norfolk is part of the Norfolk Warm Homes bid and if successful our share of the bid would be £750,000. At its meeting of the 4 th October 2021 the Cabinet approved a new Energy Officer post. This postholder will be responsible for (amongst other things) helping low income households in North Norfolk apply for help with energy efficiency measures and for ensuring the District bids for future grant funds. The recently approved Housing Strategy seeks to address other elements of this objective as part of future ongoing works.	
€4 71	Investigate the viability of methods to help reduce fuel poverty amongst vulnerable local residents	Review complete: April 2021	Νο	Proposal to recruit Energy Efficiency Officer from October 2021 (Cabinet report) with 2-year costs met from Delivery Plan Reserve, to promote and administer Energy Efficiency grants	Recruitment of Energy Efficiency Officer from October 2021 This to be a new priority objective moving forward.
Object	ive 3: Forming a housing delivery / development	company			
3.1	 Develop a business case for a housing company with a view to providing the Council with a way of addressing some of the housing needs in the district. Such an approach will take into account: provision of temporary accommodation housing affordability becoming a trusted (private sector) landlord 	Business Case; March 2020	Yes	The context of the Council operating a Housing Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest. Also NNDC does not have a land bank such that we would be competing to purchase land for	Cabinet briefing delivered 4 th October 2021 and wider Member workshop to be delivered October / November 2021 to close this action down

1					
	potential sites for new housing			housing development against local	
	development, including those for self- build			builders and RSLs.	
	 engaging with development partners 				
	 exploring external funding sources 			Propose exploring benefits of	
	exemplar homes			holding our growing portfolio of	
				Temporary Accommodation in a	
	Explore through the development of a business			company structure subject to	
	model whether the District Council should			ongoing review and appraisal.	
	consider the acquisition of older Victory				
	(Flagship) Housing Trust properties in rural			In order to "close down" this	
	locations and then upgrade and make available			Corporate Plan objective the	
	for market rent, so as to increase the availability			Housing Strategy and Delivery	
	of housing in some of the District's most			Manager has proposed staging a	
	unaffordable housing areas, due to high			member workshop to promote	
	property prices fueled by demand for second			understanding of the changed	
	and holiday homes.			policy environment relating to the	
	and nonday nomes.			Council having a Housing	
σ				Development Company	
Pa					
abject	ive 4: Developing and implementing a new Home	lessness and Rough Sl	eepers Strategy and	Action Plan	
4,1	Developing and implementing a new	Strategy adoption	Yes – continued	Strategy developed and adopted	Strategy delivered
472 472	Developing and implementing a new Homelessness and Rough Sleepers Strategy and	Strategy adoption December 2019	Yes – continued investment in	Strategy developed and adopted December 2019	Strategy delivered on time
472 472					
472 472	Homelessness and Rough Sleepers Strategy and		investment in		
4 ¹ 472	Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring		investment in stock of	December 2019	on time
4 2	Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can:		investment in stock of Temporary	December 2019 Strong support for Homeless and	on time Have completed
⁴ 72	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the	on time Have completed purchase of 12
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID	on time Have completed purchase of 12 units of
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID	on time Have completed purchase of 12 units of Temporary
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic	on time Have completed purchase of 12 units of Temporary Accommodation;
42	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green)
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell"
₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and
₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000
¹ ₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless presentations increasing pressures	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000 grant from
₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000 grant from Government to create unit of
₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move beyond the COVID pandemic	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000 grant from Government to create unit of single-persons
₽2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move beyond the COVID pandemic So strong strategy position, but	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000 grant from Government to create unit of single-persons rough sleeper
₩2	 Homelessness and Rough Sleepers Strategy and Action Plan. The approach will involve exploring ways in which the Council can: intervene early and support households to avoid homelessness; increase the supply of temporary accommodation to meet the needs of those people who find themselves homeless; and invest in its own accommodation to meet the needs of our community and also to reduce the cost of temporary accommodation to Council Tax payers (links to Objective 3 		investment in stock of Temporary	December 2019 Strong support for Homeless and Rough Sleepers under the Everyone In initiative during COVID pandemic Have increased supply of Temporary Accommodation owned and managed by the Council Rising caseload of homeless presentations increasing pressures on Revenue Budget as we move beyond the COVID pandemic	on time Have completed purchase of 12 units of Temporary Accommodation; created one unit (at Wicken Green) from a CPO "shell" property and accessed £35,000 grant from Government to create unit of single-persons

Object 5.1 5.1 Page 73	ive 5: Delivering new affordable homes both dired Investigate ways to support and assist affordable housing providers, including the potential for a Council Ioan scheme for Registered Providers to facilitate a supply of affordable homes for our communities, whilst supporting the Council's financial sustainability	<mark>ctly as a Council and t</mark> Scheme approval; February 2021	hrough partnership v	Grants offered to Homes to Wells and Stable Door for purchase of affordable housing units We have piloted a loan for Homes for Wells and the precedent around operating such support is now established, such that action is considered complete, with further loan proposals to Registered Providers and community-led housing groups now considered to	Sheringham (for completion by March 2022) Implementation operating in different context due to COVID presenting new / ongoing financial risks to the Council impacted by changes in Government funding and benefits payments Loan facilities for community housing led schemes now in place This to be a new priority objective moving forward.
5.2	Explore ways to help households into owner-	Scheme approval;	No	housing groups now considered to be "Business as Usual" activities. This proposal is detailed within the	March 2022
	occupation, including consideration of mortgage facilitation schemes; lending to allow people to buy their own home, meaning that more local people can remain in the communities that they call home	February 2021		recently approved Housing Strategy and a paper on the Council operating as mortgage lender is being developed.	This to be a new priority objective moving forward
Object	ive 6: Working with partners to deliver 500 units o	of Housing with Care	/ Extra Care		

6.1	As the local demographic continues to age, to	Initial Business	No	Grant support provided for 66-unit	66-unit scheme
	make sure that people can obtain the housing	Case April 2020		scheme developed and managed	delivered at
	and support that they need throughout their	·	Note: the Council	by Housing21 at Meadow Walk,	Fakenham –
	lives we will work with partners to deliver 500		has an enabling /	Fakenham – opened May 2021	opened May 2021
	units of Housing-with-Care/ExtraCare. The		facilitating role	· · · · · · · · · · · · · · · · · · ·	
	Council will seek to be an investment partner,		and is not a direct	Have worked through the Norfolk	Planning
	where appropriate, to speed delivery and		deliverer	One Public Estate programme and	application
	secure financial sustainability			more recently MedCentres /	submitted for 62-
	,			Housing21 on similar 62-unit	unit scheme at
	Explore funding opportunities, for example			proposal at Stalham – planning	Stalham
	through:			application submitted July 2021	
	One Public Estate			and now subject to formal	Other schemes
	Living Well Programme			appraisal	under discussion
	 Homes England 				
	 Homes England 			Have been involved in discussions	This to be a
				for other Housing with Extra Care	priority objective
				schemes at North Walsham and	moving forward
Ρ				Wells, which might come forward	
Page				as proposals in the future	
je					
	sting Business Growth				
O bjec	tive 1: Developing and adopting a new Local I	Plan			
1.1	Deliver the local plan, ensuring a sufficient	Winter 2022	Yes	Regular meetings of the Planning	On track –
	focus on facilitating business development in			Policy and Built Heritage Working	
	suitable locations. It should create a fertile			Party staged throughout 2021 and	Reg 19
	environment for the establishment of suitable			on track for Reg 19 consultation	consultation
	new enterprises and the growth and expansion			this winter	Winter 2021;
	of existing businesses in the area, as well as				
	of existing businesses in the area, as well as meeting the broader needs of business (such as			Programme on track according to	Submission for
	meeting the broader needs of business (such as			Programme on track according to published Local Development	Submission for Examination
	-			published Local Development	Submission for Examination Summer 2022
	meeting the broader needs of business (such as				Examination
	meeting the broader needs of business (such as			published Local Development	Examination Summer 2022
	meeting the broader needs of business (such as			published Local Development	Examination Summer 2022 Inspectors Report
Ohior	meeting the broader needs of business (such as homes for key workers).	Fronomic Growth St	rategy	published Local Development	Examination Summer 2022
-	meeting the broader needs of business (such as homes for key workers).			published Local Development Framework Project Plan	Examination Summer 2022 Inspectors Report - Winter 2022
Objec 2.1	meeting the broader needs of business (such as homes for key workers). Extive 2: Developing and implementing of new Formulate an Economic Growth Strategy (2020	Economic Growth St Autumn 2020	trategy No	published Local Development Framework Project Plan This action has been significantly	Examination Summer 2022 Inspectors Report
-	meeting the broader needs of business (such as homes for key workers).			published Local Development Framework Project Plan This action has been significantly delayed due to the Economic	Examination Summer 2022 Inspectors Report - Winter 2022
-	meeting the broader needs of business (such as homes for key workers). Extive 2: Developing and implementing of new Formulate an Economic Growth Strategy (2020			published Local Development Framework Project Plan This action has been significantly	Examination Summer 2022 Inspectors Report - Winter 2022

	local workforce and training needs, as well as support for business initiatives that address environment concerns and climate change. The Strategy will set out innovative approaches to intervention and investment, where there is a			COVID Business Support and Grants programmes	This to be a priority objective moving forward
Ohiaa	wider economic and environmental benefit.	na davalanmant sit		al husingsoo to grow assoc the Di	intrint
3.1	tive 3: Taking a proactive approach to unlocki Complete a 'Growth Sites Delivery Strategy' to	April 2020	Yes	Second stage of Growth Sites	March 2022
5.1	realise local business growth and investment	April 2020		Delivery Strategy Report provided	
	opportunities and encourage the delivery and			to the Council in June 2021 after	
	take-up of serviced land with suitable			delays due to COVID both through	
	infrastructure to support the growth of local			the Council's team and the	
	businesses.			consultants	
				Options for the Council to invest in sites / premises development for business opportunities to be developed over period October	
σ				2021 – March 2022	
Page 75				Council purchased three new commercial units for lease to businesses at Hornbeam Road, North Walsham in April 2021; first lease approved by Cabinet July 2021	
Objec	tive 4: Analysis local business needs				
4.1	Analyse evidence of local business needs and	April 2020	No	Business survey and regular	Ongoing
	opportunities and engage local businesses to	onwards		contact with businesses but in	
	understand: workforce needs; digital			response to COVID rather than in	
	infrastructure; skills needs; sites and premises;			the context originally proposed	
	growth ambitions; and to test options to address these.			Good achievement of distribution	Yes
				of Tourism Sector Support Grant	105
	October 2020 - Post COVID support for tourism	Delivery of	Yes	Scheme, COVID Discretionary	
	businesses	Tourism Sector		Additional Restrictions Grants – the	
		Support Grant		latter of which we distributed to	
		Scheme, COVID		secure an additional £760,000 of	
		Discretionary		grant funding from Government	

		Additional Restrictions Grants and promotion of North Norfolk to staycation markets		Winner of the Public Finance Digital Finance Project of the Year 2021 in recognition of the Council's systems and processes in paying out over £126million of Government COVID grants in over 30,000 payments to local businesses since April 2020	September 2021
4.2 Page 76	Develop a range of engagement tools to build relationships with local businesses: including an interactive website, communications platforms, workshops and other interactive forums.	January 2021	No	As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward Throughout the pandemic the District Council has been positively recognised for the approach it has adopted and spend of distributing Government COVID support grants to our local businesses	Ongoing conversation with businesses with new programme of support to be agreed by end March 2022
Objec	tive 5: Providing support and advice for new k	usiness start-ups a	nd growing busines	sses	
5.1	Develop a mechanism for providing suitable support to assist in the establishment and growth of business start-ups and micro businesses, including the establishment of a 'virtual business hub'.	Summer 2020	No	As we come out of the COVID pandemic and awareness of labour and supply chain issues are being articulated we are finding that the needs of businesses are changing and are therefore amending our objectives and support for businesses moving forward Throughout the pandemic the District Council has been positively recognised for the approach it has	Ongoing conversation with businesses with new programme of support to be agreed by end March 2022

				adopted and spend of distributing Government COVID support grants to our local businesses	
6.1 Page 77	tive 6: Encouraging links between local educa Work with partners to identify skills deficiencies, and undertake an 'Apprenticeship Survey' which will monitor apprenticeship opportunities and take-up and identify problems and corresponding solutions.	Not set	rentices and busine	Registered the Council as a KickStart broker for local businesses in response to COVID 110 KickStart vacancies approved by the DWP in North Norfolk since March 2021, with 25 starts, 4 completions and 3 young people securing permanent jobs through the programme to date; 37 vacancies still line and unfilled. 2 KickStart positions offered by the Council to date. In addition (separate to the KickStart proposals above) the Council has identified a budget of £200,000 to support apprenticeship appointments by the authority and a recent Apprenticeship "Dragons Den" pitch workshop has seen five apprenticeship proposals approved, recruitment into these roles is now moving forward	From April 2021 From September 2021
6.2	Nurture the concept of inclusive growth in order to develop and add value to career opportunities and the generation of wealth in the local economy. Foster an open approach within the Council (as a significant local employer) to training and development, social value (in procurement) and corporate social responsibility, and propagate this amongst	Not set	No	Deferred due to COVID at a Norfolk partnership level, but in recent weeks conversations around this countywide project have restarted	To be resurrected at Norfolk level in 2022

	partner organisations and significant local employers.				
6.3	Together with relevant agencies, draw up a workforce development, skills and apprenticeship plan	Not set	No	The Council has recently staged an Apprentice Pitch workshop and chose to allocate funding for five new apprentice opportunities in the Council to be advertised in the next few weeks. Longer term workforce planning is being developed and a Countywide project to promote careers in local government is also proposed.	In progress but will be ongoing
Objec	tive 7: Facilitating the transition of our town o	centres to be places	which are attractiv		g and for leisure
7.1	Deliver the North Walsham Town Centre Heritage Action Zone and arising cultural activities.	2024	Yes	Proposals for North Walsham town centre / Market Place enhancement programme consulted upon in Spring 2021 with	On track
Page 78	Evaluate and report on the outcomes of the Market Towns Initiative and other local town centre projects, publishing examples of best practice for other towns to follow.	Spring 2021	No	detailed proposals now subject to further consultation in Sept / Oct 2021	
	Support local community organisations to encourage the development of 'place-based' approaches to maintain the vitality of local towns and town centres.			Strong relationship with local town centre business communities across the District built including through COVID Support Officer Team	
Custo	omer Focus				
	tive 1: Developing a new Customer Charter w	ith published service	e standards		
1.1	 Undertake a Customer Contact Survey to understand: How well we deliver to our customer needs Service specific issues 	In progress	No	Context of Customer Contact Survey changed due to COVID but still tracked customer satisfaction. Now need to capture gains of	Ongoing – continuous monitoring and review
	Ideas for reshaping our services to better meet customer needs			channel shift seen through pandemic	

1.2	 Review and refine our Customer Strategy, to: respond to the survey findings improve the way that we understand our customers' changing needs/preferences better serve our customers embed customer focused service delivery throughout the Council 	Strategy Delivery; May 2020 Implementation commencement; May 2020	Yes	This delivery of this objective was delayed due to COVID with the Customer Services Team supporting vulnerable Shielding and Self-isolating residents, dealing with business COVID enquiries and contacting residents on behalf of CCG (health) partners to promote COVID vaccination programme New Customer Service Strategy presented to Cabinet 4 th October 2021 and will be followed by	Strategy adopted by Cabinet 4 th October 2021 Implementation to follow – ongoing
Page	Cabinet October 2020 - Development and implementation of the "Digital by Design" programme to capture the benefits of "channel- shift" seen through COVID through further development of the website to allow greater self-service options for customers to obtain Council services		Yes	customer service training and a new Improvement Plan.	
Ê	 Develop an action plan and draft, adopt and publish Customer Charter, to set out how we will: listen to our customers views about what service they want to receive from the Council establish clearly what customers can expect from us based on that feedback reflect best practice 	May 2020	No	Adoption of new Customer Service Strategy in October 2021 New Customer Charter drafted and now being implemented New Complaints process agreed and implemented from October 2021	New systems and processes to be implemented and then monitored
1.4	Establish a training and development programme to enable all employees to deliver excellent customer focused services aimed at delivering the Customer Charter. This will give our teams, the skills, abilities and tools to deliver on our service commitment.	Commencing May 2020	No	In process of development to inform delivery of Customer Service training programme for all customer-facing staff during 2022	Throughout 2022 This to be a new priority objective moving forward
1.5	Monitor the implementation of the Charter and evaluate and review it in the light of the findings. Routine monitoring procedures will be	Sep 2020 onwards	No	Monitoring of new Customer Service standards from October 2021	Ongoing

	established across all teams (including staff and councillors), at an operational and strategic level.								
Objec		s survey and respon	ding to results AND	benchmarking of the Council's se	rvices to learn				
	Objective 2 and 3: Undertaking an annual resident's survey and responding to results AND benchmarking of the Council's services to learn from best practice elsewhere								
^{2.1} Page 80	Undertake an annual Residents Survey, in order to help the Council to understand how well we are performing for our community and to improve what we do. The survey will be based upon six key themes contained in the LGA approach to resident satisfaction 'are you being served?' which includes: • satisfaction with the local area • satisfaction with the vay the council runs things • trust in the council • responsiveness of the council • how informed residents feel • their perception of the value for money the council provides. This will help us drive service delivery improvements and allow us to check our performance against other councils.	Procurement; Jan 2020. Delivery of results; May 2020	No	Work in progress with proposal being developed to publish twice yearly residents magazine with costs to be financed from the Delivery Plan Reserve subject to a further detailed report to Cabinet	To be agreed with new magazine proposed to be delivered in Qtr 1 and Qtr 3 2022				
3.1	Benchmark service delivery against the LGA key themes and learn from best practice elsewhere.	Benchmarking; May 2020	No	To develop suite of indicators / measures for assessment against similar and comparable authorities (rural, coastal districts) through the LG Inform Tool and monitor our performance / improvement accordingly	December 2021				
	tive 4: Developing an Engagement Strategy to								
4.1	 Develop an Engagement Strategy to: help define and design local priorities and policies deliver and evaluate services 	May 2020	No	Development of Engagement Strategy - delayed due to COVID; now being progressed	March 2022				

	 inform council decision-making in areas that impact on our residents lives Cabinet October 2020 – Development of new Communications Strategy 		Yes	Communications Strategy adopted January 2021	Strategy adopted, now being implemented
4.2	Establish quarterly forums with Town and Parish Councils, to: • strengthen our relationship with communities • share information • seek views • identify actions • inform policy development	December 2019	No	Town and Parish Forum meeting held in May 2021; next Forum meeting scheduled for 29 November 2021	During 2022 deliver four Forum meetings
^{4.3} Page 81	 Establish a Youth Council to give a stronger voice for younger people in Council decisions, specifically to: better understand the views of younger people in the community reflect opinions identify actions inform policy development 	December 2019	No	Despite the impact of COVID proposals are being developed to progress this objective during 2022	Establish Youth Forum by end March 2022 This to be a new priority objective moving forward
4.4	Establish Environment Panels to: • Garner ownership • Reflect opinions • Identify actions • Inform policy development Implement Online consultation feedback portals for key corporate projects/workstreams	December 2019 December 2019	Yes No	Environment Forum established in April 2021 Greenbuild online to be staged in November 2021 To be piloted for consultation on 2022/23 budget options in	Forum established Greenbuild online to be held in November 2021 End January 2022
Clima	ate, Coast & Environment			December 2021 / January 2022	
-	tive 1: Developing and implementing an Enviro	onmental Charter a	nd Action Plan		
1.1	Establish a framework by which the Council can work with interested parties as climate champions – organisations/individuals who will make collective or personal pledges to take the steps to reduce omissions and address the	From March 2020 to Sept 2020	Yes	Environment Forum established in April 2021 Greenbuild online to be staged in November 2021	Forum established

	 impacts of climate change. Environment panels will be set up in order to: a. garner ownership b. reflect opinions c. identify actions d. inform policy development 				Greenbuild online to be held in November 2021
1.2	Develop an action plan, draft, adopt and publish Environment Charter.	June 2020	Yes	Environmental Charter adopted July 2021	Complete
1.3	'Sell' the messages through campaigns (awareness raising/ marketing) to promote energy efficiency and behavioural change towards greater sustainability.	June 2020 onwards	No	Delivery of Climate Change animation in August 2021 Weekly Green message on social media channels	From August 2021 From August 2021
Page [₹] 82				Proposals for Virtual Greenbuild programme in November 2021	Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
te de² 2	Raise awareness of the environmental challenges and ambitions set out in the charter by initiatives that educate/ influence the wider community, getting ownership of actions using: a. established events (e.g. Greenbuild) b. established groups (e.g. schools, local flood resilience groups) c. novel communication methods d. working alongside other initiatives/ events.	September 2020 onwards	No	Delivery of Climate Change animation in August 2021 Weekly Green message on social media channels Proposals for Virtual Greenbuild programme in November 2021	From August 2021 From August 2021 Promotion from September 2021; delivery of Virtual Greenbuild programme in November 2021
1.5	Monitor the implementation of the Charter and the effectiveness of the actions undertaken to deliver it, then review the implementation of the Charter and Action Plan.	Sep 2020 onwards	No	Ongoing review	Ongoing review
Objec	tive 2: Developing and implementing a new Lo	ocal Plan			
2.1	Formulate a local plan that supports the transition to a low-carbon future and helps	Winter 2022	Yes	Regular meetings of the Planning Policy and Built Heritage Working	On track –

	shape places, through climate change mitigation (reducing harmful emissions) and adaptation (responding to the impacts of climate change), taking into account flood risk, coastal change, biodiversity, landscape and the important environmental characteristics of the District.			Party staged throughout 2021 and on track for Reg 19 consultation this winter Programme on track according to published Local Development Framework Project Plan	Reg 19 consultation Winter 2021; Submission for Examination Summer 2022 Inspectors Report - Winter 2022
Page 8	Formulate, implement and monitor policies and projects that protect and enhance the natural and built environment of the District, its local distinctiveness, biodiversity, contribution to the quality of life of residents and the role they play in boosting the local economy; working with local communities to develop projects that to achieve this.	Spring 2020	No	Policies developed for inclusion in the new Local Plan by the Planning Policy and Built Heritage Working Party Active involvement in the Norfolk Coast Partnership, engagement with the Broads Authority; Chairman's Charity support for Norfolk Wildlife Trust in 2019 – 2021	Ongoing
Objec	tive 3: Undertaking an audit to establish the C	council's baseline ca	rbon footprint and	then deliver a carbon neutral posi	tion by 20303
3.1	 Undertake a baseline carbon audit and formulate a carbon reduction action plan to set out: the actions that can be implemented in the short-term to reduce carbon emissions from Council's activities the trajectory needed to reduce emissions to zero by 2030 the longer-term activities and investments necessary to maintain the identified course. 	Baseline audit completed Jan 2020 Action plan: from June 2020	Yes	Initial Carbon Reduction Baseline Audit conducted by the Carbon Trust completed in January 2020, but not progressed into Action Plan due to capacity issues due to COVID Net-Zero East commissioned in June 2021 to prepare Carbon Reduction Strategy Action Plan	Completed January 2020 Detailed audit complete by December 2021; with Strategy to be
					agreed by end March 2022
3.2	Ensure that the carbon impact of all activities are evidenced in all relevant decisions by	June 2020	No	Achievement of this objective has been delayed due to COVID, will be taken forward after completion of	From April 2022

	establishing new processes/procedures for decision making and report writing.			Carbon Reduction Strategy Action Plan above	This to be a new priority objective moving forward
3.3	Measure, monitor and report on the change in the Council's emissions periodically (using a recognized methodology/ toolkit) and review the carbon reduction action plan accordingly.	Summer 2020 onwards	No	Achievement of this objective has been delayed due to COVID, will be taken forward after completion of Carbon Reduction Strategy Action Plan above	From April 2022
3.4	Work with partners to establish and support 'green energy' initiatives (for environmental and/or investment purposes).	Autumn 2020 onwards	No	Will be taken forward after completion of Carbon Reduction Strategy Action Plan above	Ongoing
Objec	tive 4: Continuing to Take a Lead Role Nationa	ally in Coastal Ma	nagement Initi	iatives Recognising our Position as a "From	ntline" Authority
-	eting the Challenge of Rising Sea Levels				
4.1	Agree the vision and business plan for Coastal Partnership East (CPE) in addressing the coastal management challenges.	Summer 2020	No	CPE Business Plan in process of development	Ongoing
Page 84	Establish evidence of coastal change impacts (e.g. from Shoreline Management Plans (SMPs), monitoring information and data gathering), interpret and communicate this to policy makers and stakeholders.	Autumn 2020	No	Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation SMP Co-ordinator post advertised	Ongoing
4.3	Engage local coastal communities in the development of appropriate adaptive responses to coastal change and resilience.	Autumn 2020	No	Ongoing – including monitoring of the performance of the Bacton / Walcott Sandscaping Scheme and development of wind-blown sand mitigation Development of proposals for the Mundesley and Cromer Phase 2 Coastal Management Schemes – DEFRA grant funding secured and detailed design works now being undertaken for delivery in 2022/23	Ongoing
4.4	Develop innovative coastal management approaches to: a. technical solutions (e.g. sandscaping)	Ongoing	No	Progression of CLIFF policy framework with key insurance	Ongoing

	b. policy c. funding			bodies for coastal adaptation programmes Progression with leading the LGA Coastal SIG Adaptation Working Group including contributions from the devolved governments in Scotland and Wales	
4.5	Continue to implement local actions to manage the coast, including: adaptation, maintenance of defences and innovative coastal management schemes (such as sandscaping).	Ongoing	No	Development and implementation of Wind-blown Sand mitigation proposals at Bacton and Walcott Ongoing maintenance of groynes and beacons	On track from October 2021
^{4.6} Page 85	Share best practice and seek to influence national policy.	Ongoing	No	Bid for current Innovate Resilience Fund through the Environment Agency made – Norfolk and Suffolk Coastal Transition Programme The FCERM7 request for funding for the Outline Business Case has been approved with the detailed OBC submission to be made by April 2022 Delivery of first joint Norfolk and Suffolk Coastal Conference (in virtual format)	In progress with submission in April 2022
	tive 5: Planting 110,000 trees – one for each re	-		sions	
5.1	Collect and analyse data, including identification of net benefits and opportunities, locational characteristics and data gaps.	Up to Spring 2020	Yes	Tree planting strategy developed	Ongoing
5.2	Formulate ideas, look at best practice, undertake options appraisal/ cost- benefit analysis, implementation methods and identify	From spring 2020	Yes	Tree planting strategy developed	Ongoing

	key partners, with alternative options and contingencies in order that target is met.				
5.3	Engage communities at proposed planting sites to identify the optimal approach and garner support.	From autumn 2020	Yes	Project Officer engages with community representatives at initial site visits, discussing potential options and best approaches. A draft planting plan is then developed and discussed with the community representatives, feedback collated and a final planting plan produced	Ongoing
^{5.4} Page 86	Implement, together with partner organisations, community groups and other interested parties.	From Dec 2019	Yes	As of the beginning of October 2021, 21 projects have been completed with 20,316 tree and hedge whips planted across the District. There are another 56 projects with different groups in various stages of planning. Over 71,000 tree and hedge plants have been allocated to 28 of these projects, with the aim of planting 40,000 of these in the 21/22 planting season	Ongoing
Objec	tive 6: Introducing Electric vehicle charging fa	cilities in the Counci	l's principle car pa	rks, at its offices and leisure centre	s
6.1	Develop a delivery plan for early installation of Electric Vehicle (EV) charging points on the Council owned car parks and at Council offices, then install the agreed 34 initial charging points (to demonstrate leadership).	March 2020	Yes	EVCPs at NNDC Cromer offices operational from April 2020; units at Cromer, Fakenham, Holt, Sheringham and Wells operational from September 2020; delays in installing units in North Walsham due to servicing issues by UKPN but now under delivery at Bank Loke Car Park with anticipated operation commencing November 2021	Complete, except for delay at North Walsham
6.2	Gather data on demand and potential growth in the use of electric vehicles and its impact upon emissions, then develop a business case for the potential further roll-out of charging points.	Summer 2020	No	The use of the Electric Vehicle Charging Points installed by the District Council is being monitored but levels of use need to be seen in the context of the COVID pandemic	Ongoing

				and may not reflect the pattern of use / growth in use anticipated when the original business cases were prepared. However, strengthened Government policy and targets in promoting use of electric cars means the Council's investment in these facilities thereby promoting increased use of electric vehicles is seen as a positive action by the authority in promoting behaviour change and increased confidence in use of electric vehicles	
^{6.3} Page 87	Include policies on EV and the associated infrastructure in the emerging Local Plan and in appropriate asset management plans.	Summer 2022	No	Local Plan on track according to published Local Development Framework Project Plan Develop asset management	On track - Reg 19 consultation Winter 2021; Submission for Examination Summer 2022 Inspectors Report - Winter 2022 From January 2022
				approach to monitoring use / expansion of EVCPs provided on Council owned sites	
6.4	Review staff/member travel policies and future options that will reduce emissions (e.g. electric pool cars, car loan incentives, flexible working, video conferencing and cycling incentives).	Autumn 2020	No	Delivery of this objective has been reviewed in the context of large numbers of the Council's staff working from home during the pandemic. As more staff return to the office this objective will be revisited.	Report by December 2021
6.5	Communicate information about the advantages of using electric vehicles, the Council's role in promoting it and the	Sept 2020 (Green Build event)	No	The Council's aspirations under this objective have been limited and constrained by the COVID	March 2023

	· · · · · · · · · · ·				
	opportunities for individuals and fleets to			pandemic in having to cancel the	
	transition from fossil fuels.			2020 Greenbuild event and in us	
				experiencing some very real and	
				significant practical issues in	
				implementing our programme of	
				providing Electric Vehicle Charging	
				Points in some of our public car	
				parks and at Council-owned	
				buildings due to the limitations of	
				the local electicity distribution	
				network.	
				The Council has developed its	
				understanding of these constraints	
				and is working through a number	
				of partnership arrangements to	
				increase awareness and shared	
				understanding of the limited	
Page 88				electricity supply issues in some	
β				parts of the District and how these	
Ð					
8				might be addressed in order that	
ω				the Council can deliver on its Net	
				Zero ambitions in the future.	
				The Council's partner SERCO has	
				purchased 8 electric vehicles which	
				are being deployed on cleaning	
				public toilets and used by	
				supervisors to carry out inspections	
				across the district.	
Objec	tive 7: Waste Collection				
7.1	Implement the waste contract.	April 2020	No	New contract operational from April 2020	In progress
7.2	Establish evidence and evaluate options for	Autumn 2020	No	Project started, but some delays.	Ongoing
	going beyond the minimum necessary,			Provisions relating to this objective	0.100110
	including:			have been included within the	
	a. waste reduction measures (including			procurement of the waste contract	
	incentives such as grants (e.g. a sustainable			or the solution offered by the	
				· · · · · · · · · · · · · · · · · · ·	
	community grant scheme))			contractor, including community	

Page 89	 b. educating consumers about the consequences of their actions/ behaviours c. becoming an exemplar in waste reduction and using recycled materials. 			 engagement grants reuse on bulky waste collections and the potential for an upcycling scheme. The deployment of these elements of the contract have experienced some delays whilst the contractor has concentrated on delivering core services during the pandemic however officers are working closely with the contractor to implement these elements when it is appropriate to do so. Expansion of the community fridge scheme continues to see food waste being diverted from landfill. Officers continue to work within the Norfolk Waste Partnership to promote county-wide messages to do with waste reduction and to plan for a future targeted communication and intervention strategy. 	
7.3	Develop and implement targeted campaigns to educate and influence the consumption and waste practices of residents, communities and local businesses.	Spring 2020 onwards (from start of contract)	No	The COVID-19 pandemic has significantly altered waste composition and collection patterns as large numbers of people have spent more time at home and received home deliveries. We are planning an updated waste composition analysis within North Norfolk to plan for a future targeted communication and intervention strategy.	March 2022 This to be a new priority objective moving forward
7.4	Establish data collection systems to understand all forms of consumption, recycling and re-use,	Summer 2020	No	The COVID-19 pandemic has significantly altered waste	March 2022

7.5	and understand the local waste streams (waste composition analyses); then collect, analyse, interpret and report upon local waste production and disposal rates, trends and trajectories.	Ongoing	No	composition and collection patterns as large numbers of people have spent more time at home and received home deliveries. We are planning an updated waste composition analysis within North Norfolk to plan for a future targeted communication and intervention strategy. Community fridges now	Ongoing
7.5	measures, e.g. community fridges.	ongoing		operational at Cromer, Fakenham, Holt, North Walsham, Sheringham and Stalham	Oligonig
^{7.6} Page 90	Investigate how the new waste contract can be operated with a reduced carbon footprint and implement feasible options.	Spring 2021	No	8 electric vehicles have been brought into Serco's North Norfolk operation and will be deployed on cleaning public toilets and used by supervisors to carry out inspections across the district.	Ongoing with further opportunities to de-carbonise our waste and cleansing contract being explored with our contractor SERCO
	ncial Sustainability and Growth				
	tive 1: Continuously reviewing our service del				-
1.1	Establish a baseline against which to review and control fees and charges to support the full cost recovery of services Charges for discretionary services should reflect the actual cost of the provision of the service and not be cross subsidised from council tax or other sources of income. Where appropriate additional charges should be introduced to fund the costs of new or increased services (e.g. charging developers for the provision of domestic waste bins on new residential developments)	December 2020	No	Approach to be developed as part of Zero-based Budgetting Review and consultation on 2022/23 budget and then to feed into Budget and Medium-Term Financial Strategy	February 2022 This to be a new priority objective moving forward

1.2	Develop a public convenience policy to identify ways in which the current £600k a year spend on the provision of public conveniences (to serve users of town centres, recreational and visitor attractions) can be funded, so that good quality provision can be maintained whilst providing council tax payers with value for money	December 2020	No	Delivery of this objective delayed due to COVID – management overview prepared for May 2021 requires further discussion / prioritisation	End January 2022
1.3	Trial zero based budgeting (ZBB) alongside enhanced engagement with service managers to encourage a focus on what costs are necessary to run the services and enable Council resources to be directed more effectively to where there are most needed	December 2020	Yes	Being progressed currently (Sept/Oct 2021) to inform 2022/23 budget process	On track for 2022/23 budget
1.4 Page •5	Work with other local authorities to close loopholes which exist around Second Home Council Tax / Business Rate payments; and lobby government jointly with other similarly affected Councils and supporting organisations to add weight to the argument	December 2020	No	Representations made to Government and some changes now proposed from April 2022	Complete
)e.5 91	Undertake service reviews to improve efficiency and reduce costs	March 2021	No	Delivery of this objective delayed due to COVID – linked to Zero based budgeting above	Now in progress
Objec	tive 2: Taking, where appropriate, a more con	nmercial approach t	o the delivery of di	scretionary services	
2.1	Develop a Financial Sustainability Strategy, which will identify income generating and saving opportunities whilst meeting the corporate plan objectives	June 2020	Yes	Despite the COVID pandemic work on this objective has continued and a report is now to be brought forward to January 2022 Cabinet meeting as part of 2022/23 budget proposals	December 2022
2.2	Review the Car Parking Policy in order to maximise the revenue generated from car parking income, an important source of funding for council services The new policy needs to reflect: the needs of local residents; the vitality of town centres; visitor demand; and provide best value for council tax payers	Initial policy review commencement: January 2020	No	To be progressed over period October 2021 – March 2022	To be implemented from Spring 2022 This to be a new priority objective moving forward

2.3	Explore the opportunities to generate income	April 2020	No	Strategy agreed but not	March 2022
	from advertising and sponsorship			implemented due to COVID; will	
				now be reviewed in context of new	
				Financial Sustainability Strategy	
Objec	tive 3: Forming a development company to ta	ke our property am	bitions forward		
3.1	Develop a business case for a housing company	Business Case;	Yes	The context of the Council	Cabinet briefing
	with a view to providing the Council with a way	April 2020		operating a Housing or Property	delivered 4 th
	of addressing some of the housing needs in the			Development Company has	October 2021 and
	district.			changed significantly as a result of	wider Member
	Such an approach will include: provision of			Government restricting	workshop to be
	temporary accommodation, housing			opportunities for local authorities	delivered October
	affordability, becoming a trusted (private			to Borrow to Invest.	/ November 2021
	sector) landlord, potential sites for new housing				to close this action
	development, including those for self-build,			Also NNDC does not have a land	down
	engaging with development partners and			bank such that we would be	
	exploring external funding sources			competing to purchase land for	
				housing development against local	
Page				builders and RSLs.	
aç					
e				Propose exploring benefits of	
92				holding our growing portfolio of	
\sim				Temporary Accommodation in a	
				company structure subject to	
				ongoing review and appraisal.	
				The Council can take forward	
				investment in commercial property	
				in the District under economic	
				development / regeneration	
				powers; without having a company	
				structure.	
				In order to "close down" this	
				Corporate Plan objective the	
				Housing Strategy and Delivery	
				Manager has proposed staging a	
				member workshop to promote	
				understanding of the changed	
				policy environment relating to the	

				Council having a Housing	
				Development Company	
^{3.2} Page 93	Explore options for investing in the provision of medical centre development/health care facilities	December 2020	No	 The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council. The Council, through the One Public Estate programme has appraised opportunities to invest in new healthcare facilities in one location in the District which is now the subject of a Housing with Extra Care proposal. The need to plan for new primary care facilities in North Walsham has been included within the bid the Council made for UK Community Renewal Funds with good partnership working established with the Norfolk and 	Complete
				Waveney Clinical Commissioning Group and their emerging Asset and Estates Strategy.	
3.3	 Take a strategic approach to commercial development opportunities, including: Exploring options that meet local needs/ demand and produce an income (e.g. a crematorium or similar development) Updating the Asset Management Plan Updating the Procurement Strategy 	September 2020	No	The context of the Council operating a Property Development Company has changed significantly as a result of Government restricting opportunities for local authorities to Borrow to Invest such that this objective is probably no longer a realistic opportunity for the Council.	Ongoing

Options appraisal / feasibility report on crematorium investment received August 2020, not progressed due to marginal viability

The Asset Management Plan is currently in the process of final officer sign off and is to be adopted in Qtr 1 2022.

The Cedars, North Walsham – Cabinet agreed to invest in refurbishment and advertise for commercial let in July 2021, with works now commenced.

Cabinet agreed disposal of Fair Meadow House, Itteringham in June 2021 and works are being carried out to separate utility metering between the community shop and residential property before sale of house completes

Disposal of property at Bridewell Street, Walsingham approved by Cabinet in May 2021

Proposed advertising of Parklands site, Pudding Norton agreed by Cabinet March 2020, but decision taken not to commence advertising due to pandemic. Advertising commenced September 2021.

Former Melbourne Slope toilets, Cromer – Cabinet report to lease July 2021

Pagebjec 901 95	tive 4: Investing in environmental and econon Explore options to expand Electric Vehicle Charging Points (EVCP) pilot. Review the success of the EVCP pilot and expand it as required, based on the assessment of a business case	nic initiatives which Review undertaken August 2021	deliver positive ou No	Purchase of Hornbeam Road commercial units completed December 2020 and first letting approved by Cabinet July 2021, marketing of other two units ongoing Marketing of opportunity at North Lodge Park and Cromer Art Deco building ongoing Beach huts and chalet pricing review – marketing strategy agreed and additional sites to be available from spring 2022. New Procurement Strategy adopted by Cabinet at its October 2021 meeting tcomes and a financial return for t Delivery of this objective has been delayed due to COVID, now under review based on use of EVCPs installed in 2020 notwithstanding impact of COVID on visitor numbers / use	he authority Ongoing This to be a new priority objective moving forward
4.2	Explore the potential for the installation of solar panels - photo voltaics (PV) - on the Council's assets. Initially undertaking a business case to assess the viability of PV above some of the Council's car parks	December 2020	No	Achievement of this objective has been delayed due to COVID, and will now be taken forward after completion of Carbon Reduction Strategy Action Plan. An initial business case has been developed for the provision of a solar car port at the new Sheringham Leisure Centre site which is to be presented to Cabinet shortly	From April 2022

1.1	Undertake a Quality of Life Survey amongst	Completed	Yes	Delivery of this objective in the way	Under review – to
	local residents in order to understand the issues	September 2020		originally intended (through	follow
	people face and to identify ways in which the			extensive community engagement)	achievement of
	Council (and its partners) can help those, in all			has been significantly	Objective 2.1
	communities, to access the things that they			compromised due to COVID when	below
	need.			it hasn't been possible to	
				undertake face-to-face surveys and	
	Working with appropriate partners, the survey			many aspects of "normal" life has	
	will use existing evidence but also seek to fill			been suspended through	
	gaps in data. It will need to take account of and			lockdowns, phased lifting of social	
	inform many of the other activities in this			distancing restrictions etc.	
	delivery plan, such as:				
	access to services			Priority will now be given to	
	housing			developing a Quality of Life	
_	environmental quality			Strategy based on known local data	
U N	potential influences of climate change			sets and indicators, with	
Page				engagement mechanisms developed in the medium-term	
				such that work on preparing a	
90				Strategy isn't delayed further	
Obie	ctive 2: Developing and implementing a Qualit	v of Life Strategy		Strategy isn't delayed for their	
2.1	Develop a Quality of Life Strategy to ensure	Adopt	No	Delivery of this objective in the way	Strategy to be
	services, provided by the Council (and its	November 2020		originally intended (through	agreed end
	partners) that impact on local quality of life,			extensive community engagement)	January 2022
	respond to issues raised by those in our local			has been significantly	
	communities.			compromised due to COVID when	This to be a new
				it hasn't been possible to	priority objective
	The Strategy should be inclusive of all groups			undertake face-to-face surveys and	moving forward
	within society but also address any specific			many aspects of "normal" life has	
	needs identified in the Quality of Life Survey. It			been suspended through	
	will include:			lockdowns, phased lifting of social	
	influences on physical and mental			distancing restrictions etc.	
	wellbeing across all age groups				
	access to healthy, active lifestyles			Priority will now be given to	
	• access to the arts and the celebration of			developing a Quality of Life	
	local culture			Strategy based on known local data	
				sets and indicators, with	

	• ongagement in local community			ongagement machanisms			
	engagement in local community			engagement mechanisms			
	activities			developed in the medium-term			
	• isolation			such that work on preparing a			
	 innovative ways of treating health 			Strategy isn't delayed further			
	conditions, e.g. social prescribing						
	access for all to services and facilities.						
2.2	Work with local communities and partner	November 2020	No	Notwithstanding the challenges of	Ongoing		
	organisations to implement the Quality of Life	onwards		the COVID pandemic – particularly			
	Strategy and enable activities that assist in its			in limiting participation in many			
	delivery.			voluntary and community			
	communicate the strategy to those			organisations, the strength of			
	involved in its delivery or are affected by it			community organisations and			
	raise awareness and encourage interest			social networks across North			
	in the development of actions that achieve the			Norfolk has underpinned much of			
	objectives in the strategy			the District's response to the			
	• ensure that the strategy is embedded in			COVID situation.			
	all relevant services, activities, projects and						
	decisions undertaken by the Council			Early in the pandemic many local			
Page	monitor the implementation &			neighbourhood support groups			
бĕ	effectiveness of the strategy			were established or developed out			
				of town and parish councils and			
97				similar bodies to work alongside			
7				the District Council in co-ordinating			
				support to vulnerable members of			
				the community who were shielding			
				or self-isolating in accordance with			
				Government guidance.			
				Despite the COVID pandemic, the			
				District Council has continued to			
				support local community			
				organisations deliver quality of life			
				outcomes through key community			
				and voluntary sector activity			
				through the North Norfolk			
				Sustainable Communities Fund,			
				Community Transport Grants and			
				Arts Grants mechanisms			
Obiec	Objective 3: Delivery of the North Walsham Heritage Action Zone programme						

Objective 3: Delivery of the North Walsham Heritage Action Zone programme

3.1	Under the Heritage Action Zone programme,	Delivery Plan	Yes	Proposals for North Walsham town	On track
5.1	engage the local community in the	adopted by April	165	centre / Market Place	Ontrack
	development and delivery of projects and	2020	Strong community	enhancement programme	
	activities that celebrate the cultural and historic	2020			
			engagement	consulted upon in Spring 2021 with	
	significance of North Walsham Town Centre,		programme with	detailed proposals now subject to	
	with the aim of enhancing the economic and		the public and	final consultation with programme	
	cultural vitality of the town, including:		town centre	of town centre traffic management	
	cultural programming activities		businesses	and environmental enhancement	
	improving historic assets		through HAZ	works to be carried out in period	
	supporting local community		Project Officer	January 2022 – March 2023	
	organisations		and appointed		
	supporting cultural events		consultants		
			Cultural	Programme of cultural events	
			programme	being prepared for delivery from	
			developed	2022	
			alongside historic		
-			interpretation to		
			inform		
Page			environmental		
Ð			enhancement		
86			programme		
	tive 4: Developing and implementing an Acces	sibility Guide for th			
4.1	Formulate and publish a guide (in appropriate,	March 2020	No	Successful delivery of beach	Ongoing
	traditional and novel formats) to help	Monitor and		wheelchairs at Cromer and	investment in
	communities:	review ongoing		Sheringham during summer 2021	proposals and
	promote engagement	Teview ongoing		with huge volume of positive social	facilities which
	tackle isolation			media coverage achieved; with	improve inclusion
	 improve accessibility to all (e.g. beach 			proposals now being developed to	and accessibility of
					North Norfolk
	wheelchairs, community transport initiatives)			extend provision to Mundesley and	
	• address the needs of people with			Sea Palling in 2022.	
	conditions that impact upon their quality of life			Culorization in Contractor 2021	
	(e.g. dementia)			Submission in September 2021 of	
				bid to Government for funds for	
				the provision of Changing Places	
				toilet facilities in support of	
				Council's previous statement of	
				intent to provide at least one such	
				facility in each of the District's	

	1				
				principal settlements; with contracts let for new public toilets including Changing Place facilities at Queens Road, Fakenham and Stearmans Yard, Wells-next-the- Sea for delivery by March 2022	
	tive 5: Delivery of new leisure centre at Sherir	-		· · · · · · · · · · · · · · · · · · ·	
5.1 Page 99	Develop the new leisure centre to replace the Splash, in order to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to: • encourage people to lead and maintain active and healthy lifestyles • provide a range of modern and innovative fitness equipment accessible to all • encourage the development of physical activity programmes oriented to the needs of all sections of the local community • introduce even the youngest residents to fun and beneficial leisure activities • provide opportunities to address specific health conditions (e.g. via social prescribing)	May 2021 re- opening	Yes	Some delays experienced in project timescales due to COVID lockdown and material supply issues. Regular reporting of project status to Cabinet and Overview and Scrutiny Committee	Anticipated centre completion and opening October 2021
Objec	tive 6: Continued investment in Cromer Pier a	s an iconic heritage	and cultural attrac	tion	
6.1	Maintain and enhance the physical structure of Cromer Pier, its historic Pavilion Theatre and continue to work with partners to develop a programme of shows, events and appropriate activities that attract a wide audience, in order to celebrate the unique qualities that make this heritage asset an icon of the District that benefits residents, businesses and the wider local economy	Annual programme maintenance / 5yr contract	Νο	Programme of refurbishment has continued despite COVID with minimal delays / slippage Ongoing discussions with operator of the Pier to understand impact of COVID on audiences, projected income / turnover and to agree a joint Recovery Plan as necessary	Investment programme in pier continuing as programmed Recovery Plan for pier operations to be agreed based on 2020 and 2021 audience / visitor numbers
Objec	tive 7: Public convenience investment program	mme to include a Ch	anging Places facil	ity in each of our seven principal se	ettlements
7.1.	Maintain the quality and accessibility of public conveniences, ensuring they are suitable to the needs of the community and visitors to the area	Spring 2020 with Review April 2020	No	Changing Place facilities provided in Cromer and Sheringham (The Reef) and planned for delivery with	End January 2022

				contracts let for completion in Fakenham and Wells by end March 2022. Bid submitted to Government Changing Places programme in September 2021 with other proposals "developed" but not yet funded in North Walsham, Sheringham and Stalham subject to budget approval in February 2022	
Objec	tive 8: Continued commitment to maintain Bl	ue Flag and Green F	lag status for the C	ouncil's beaches and open spaces	
^{8.1} Page 100	Continue to maintain and, where appropriate, improve the quality and accessibility of our public open spaces and beaches. Promote their use for a wide variety of events and activities that meet the health and wellbeing needs of the local community and attract visitors to the area Develop a programme of sustained improvement and investigate innovative investment opportunities in order to ensure that our open spaces and beaches are attractive and available for all to enjoy and, where appropriate, meet the criteria for Green and Blue Flag awards	Blue Flag May 2020 Green flag July 2020	Yes	Retained 6 Blue Flag beaches Retained 3 Green Flag Open Spaces Continued investment in facilities and offer at Holt Country Park – new play area Introduction of beach wheelchairs at Cromer and Sheringham – very successful with plans now being developed to provide in Mundesley and Sea Palling as well as Cromer and Sheringham in 2022	On track
Objective 9: Delivery of the Mammoth Marathon					
9.1	Organise and promote a running event as a way of marketing the District and raise awareness of the benefits of physical activity. Use this and other events as a platform to showcase initiatives that aim to support health and wellbeing, environmental awareness, arts and culture and other quality of life issues. After the first 'mammoth' marathon and half marathon events, review its effectiveness in	17 May 2020	No	2020 and 2021 proposed dates cancelled / postponed due to COVID, now to be staged in 2022	Re-scheduled to 2022

	achieving these objectives and explore options for future events.				
Obied	ctive 10: Maximising the level of external fund	ing through workin	ng with partners t	o support community projects withir	the District
10.1	Identify new opportunities for funding to implement and promote the Quality of Life Strategy and achieve its outcomes. Seek opportunities to work with partners and local communities in developing projects and facilities that address the findings of the Quality of Life survey	March 2020	No	Development of revised proposal to provide a 3G multi-use pitch at North Walsham Football Club site Submission of bids to the Community Renewal Fund programme announced by the Government in March 2021 for proposals at Fakenham and North Walsham – awaiting decision of Government before being in a position to proceed Submission of bid to Government Changing Places programme in	Ongoing
P				September 2021	
	tive 11: Support and nurture the developmen	t of strong, sustain	able and healthy		
₽ 101	Review existing funding initiatives and investigate new schemes that assist local communities in addressing their needs and improving community wellbeing, via grants and community development support.	June 2020	No	Notwithstanding the challenges of the COVID pandemic – particularly in limiting participation in many voluntary and community organisations, the strength of community organisations and	Ongoing and will be stepped up further as life returns to something more normal / pre-
	Provide support and advice to local community organisations to help them access external funding opportunities and develop initiatives that address local needs and support community sustainability	Ongoing		social networks across North Norfolk has underpinned much of the District's response to the COVID situation.	COVID
	Facilitate community initiatives, in accordance with the Quality of Life Strategy, that aim to improve the physical and mental wellbeing of local residents	Ongoing		neighbourhood support groups were established or developed out of town and parish councils and similar bodies to work alongside the District Council in co-ordinating support to vulnerable members of the community who were shielding	

or self-isolating in accordance with Government guidance.
Despite the COVID pandemic, the District Council has continued to support local community organisations deliver quality of life outcomes through key community and voluntary sector activity through the North Norfolk Sustainable Communities Fund, Community Transport Grants and Arts Grants mechanisms

Agenda Item 11

North Walsham Town Centre 'Place Making' Proposals

- Summary: This report sets out the proposed improvements to North Walsham town centre, the consultation process that has been carried out and it seeks authority to proceed with the activities that will enable it to be implemented as part of the High Street High Street Heritage Action Zone (HSHAZ programme)
- Options considered: The report recommends a particular way forward: to progress with the place making proposals as part of the town centre improvements under the HSHAZ programme. The alternatives are either
 - a. to abandon the place making project (therefore forfeiting the grant funding and the opportunity to make significant changes that will benefit the town centre); or
 - b. to revise the proposals and re-consult on alternative town centre designs (which might jeopardise the opportunity to progress the scheme within the tight budgetary timeframe that exists).
- Conclusions: The proposals affecting North Walsham town centre are considered to be beneficial to its future vitality and viability. Extensive community engagement processes were followed in the development of the proposed scheme and this has subsequently been subject to considerable consultation processes, that have elicited lots of valuable feedback. It is considered vital to maintain the momentum by progressing the proposals to the next stage of their implementation - the serving of a statutory Traffic Regulation Order (TRO) - leading hopefully to the physical works progressing as soon as it is feasible to do so. It is also considered important to pave the way for the development of the proposed bus interchange, which will be necessary to facilitate the town centre improvements.
- Recommendations: Note the proposed design and layout changes to North Walsham Town Centre and the community engagement/ consultation process

Delegate the determination of the final place making designs to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth

Delegate to the Assistant Director for Sustainable Growth in consultation with the Portfolio Holder for Sustainable Growth, having regard to the consultation feedback, the decision on the proposed Traffic Regulation Order – on which NCC will follow the statutory consultation process

Agree to the potential use of the New Rd Car Park as a bus interchange and to meet the revenue costs of its future maintenance

Agree in principle to the permanent designation of eight spaces at the Bank Loke Car Park and eight spaces at Vicarage Street car park as free short stay (1-hour) spaces, to compensate for the sixteen (30-minute) short stay free parking spaces that would be lost on Market place should the place making scheme go ahead.

Reasons for Recommendations: To enable the North Walsham 'place making' proposals to progress in a timely fashion and to ensure the land and resources are made available for the bus interchange proposals to be further developed.

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)All North Walsham WardsCllr V Gay, Cllr N Lloyd,Cllr E Seaward, Cllr DBirch, Cllr P Heinrich

Contact Officer, telephone number and email: R Young, 01263 516162 robert.young@north-norfolk.gov.uk

1. Introduction

1.1 Background to North Walsham High Street Heritage Action Zone Place making proposals

- 1.2 At its meeting on 7th October, 2019, Cabinet resolved to delegate the formulation of the detailed programme for the High Street Heritage Action Zone (HSHAZ) to the Head of Economic & Community Development in consultation with the Portfolio Holder for Economic & Career Development and the Portfolio Holder for Culture & Wellbeing, following a process that included Historic England and local stakeholders. The HSHAZ programme was consequently agreed.
- 1.3 On 7th September, 2020, authority was delegated to Cabinet, in consultation with the North Walsham Town Centre Heritage Action Zone Working Party, to determine the terms of the implementation of the scheme, including the involvement of interested parties, scheme design and implementation. Later,

once the Council's new project management arrangements were established, a Project Board was set up to oversee and steer the HSHAZ programme.

- 1.4 A key part of the HSHAZ is the improvement of the layout and design of the town centre streets and public areas. Funding for this was drawn from the main HSHAZ budget (comprising funds from NNDC and Historic England) and augmented by the successful bid to the Build Back Better Fund (administered by New Anglia LEP). Consultants were consequently procured to lead on the development of these proposals and then to oversee their implementation. Officers of Norfolk County Council have played a key role in the development of the scheme and the contractor has been procured via NCC. A project team has been established, comprising the lead consultants (Influence), their subcontractor specialist advisors (Rees Bolter Architects, BSP Consulting, HETA and Gleeds), NCC Highways officers, relevant NNDC officers and the portfolio holder for Sustainable Growth.
- 1.5 The place making proposals were subsequently developed through a process of community engagement over the summer months of 2021 and the resultant designs were then developed into a preferred scheme for formal consultation in September/October.

1.6 **Place making proposals and proposed bus interchange**

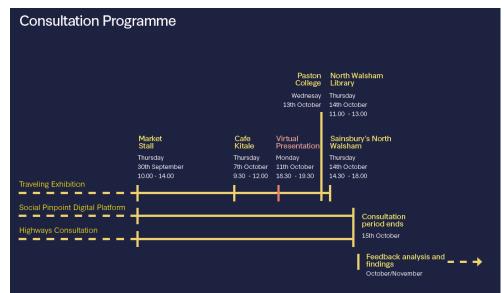
1.7 The proposals comprise two key physical interventions, *highway improvements* and *wider public realm improvements,* that are based on the following four principles resulting from engagement feedback:

Improving public realm Safe and active travel Identity tied to history Community and pride.

1.8 The improvements to the town centre fall within the HSHAZ area (in the Conservation Area) but further proposals are set out in this report relating to the use of three of the town's public car parks (Bank Loke, Vicarage Street and New Road) in order to address/mitigate certain impacts of the proposals (the displacement of free town centre car parking and the need for a bus turning and stopping area).

1.9 **Consultation & engagement process**

1.10 The figure below sets out the place making consultation programme.



1.11 The consultation programme took place between 30th September and 15th October, with additional time allowed up until 22nd October for the 'youth' questionnaires to be returned. The metrics below illustrate the estimated numbers of people engaged in the consultation at the time of drafting this report.

Public consultation drop-in exhibitions	Estimated numbers
NW Market	200
Café Kitale	100-150
NW Library	100-120
Sainsbury's	100
Virtual online evening presentation and Q&A	5
Focus group workshops:	
Businesses	12 business owners
Accessibility*	14 people
Paston College	120 students

*visually impaired/blind, those with mobility issues and learning disabilities, including young people, and representatives of disability groups/interests including NNDC Disability Champion

1.13 The numbers of surveys returned are as follows:

Public Realm	104
Highways	to be confirmed (35 paper ones to-date)
Youth survey	60 to-date

- 1.14 The substantive responses to the consultation are yet to be analysed.
- 1.15 The proposals were comprehensively publicised and the consultation process was promoted by:

Letters sent to 1,600 households Letters sent to 196 businesses Press articles in NW Times (delivered to every property in NW), Just North Walsham and the North Norfolk News.

1.16 The Council established an online engagement platform (Social Pinpoint) which was used to publicise the proposals and invite feedback. Social media was also used extensively to share the proposals and invite discussion, including NNDC's own channels and sharing with NW Town Council, NW Noticeboard (Facebook group).

2. The proposed town centre design changes

- 2.1 The proposed place making scheme is shown in Appendix X and can be accessed by following this link to the NCC consultation documentation: <u>https://northnorfolkdistrictcouncil.mysocialpinpoint.co.uk/placemaking/placemaking-highways/</u>
- 2.1 The consultation process was designed in such a way as to understand the issues and impacts of the proposed scheme on: town centre vitality and viability; town centre businesses; accessibility; and the wider environment.
- 2.2 It was understood at the early development of the proposals that certain interests would be impacted by the scheme and therefore it was decided to incorporate additional proposals that would mitigate these. In particular, it was understood that people accessing the town centre by car for short visits would be resistant to the loss of the free 30-minute general car parking spaces on Market Place. It is therefore proposed that compensatory free 1-hour spaces be made available at both Vicarage Street and Bank Loke Car Parks.
- 2.3 Further, there was concern amongst officers at NCC's Public Transport team, and bus operators, that, were buses to be permanently prevented from travelling through Market Place, then they would need to travel on a circuitous route in order to turn around. This would add an unacceptable length to their journey time. In order to mitigate this, it is proposed that the front of the Council owned New Road Car Park be developed as a bus 'interchange' and turning facility. This would have the added benefit of removing waiting buses from the corner of New Road/Yarmouth Road and would provide far better passenger comfort facilities. Norfolk County Council is preparing the designs and it is understood that NCC would also meet the Capital costs of this scheme. North Walsham Town Council has earmarked a budget for passenger comfort facilities and it is recommended that NNDC meets the revenue costs of maintaining it. It is proposed that the land be made available for this scheme as monitoring suggests that this car park is the least well used in the town and that there is adequate supply across the town. Should it be considered necessary to provide replacement car parking for that lost it is suggested that consideration be given to the use of the land at the Cedars.
- 2.4 It is understood, additionally, that removal of through-vehicles from Market Place might have the effect of displacing that onto other roads where residents/businesses might be adversely impacted. Traffic modelling and traffic counts will be undertaken to determine the extent of such impacts, which might be addressed/mitigated by measures to discourage traffic and/or by better signposting directing traffic on the routes that have the least impact.

3. Next Steps

- 3.1 Once a decision on the highway aspects of the project has been made on the preferred scheme and the traffic restriction that will be in place, Norfolk County Council will undertake the statutory Traffic Regulation Order (TRO) process. This will entail preparing and advertising the TRO, then following the statutory period of consultation the feedback will be considered before the outcome is determined and the scheme is able to commence.
- 3.2 The public realm elements of the scheme will not be contingent on the TRO process, therefore, should it be determined that these either in whole or in part should go ahead then they will commence as soon as it is feasible. These elements affect the Conservation Area and the settings of Listed Buildings so there are highly likely to be regulatory processes to be undertaken but it is not anticipated that there will be significant impediments to their implementation.

4. Conclusion

4.1 The proposals affecting North Walsham town centre are considered to be beneficial to its future vitality and viability. Extensive community engagement processes were followed in the development of the proposed scheme and this has subsequently been subject to considerable consultation processes, that have elicited lots of valuable feedback. It is considered vital to maintain the momentum by progressing the proposals to the next stage of their implementation – the serving of a statutory Traffic Regulation Order (TRO) - leading hopefully to the physical works progressing as soon as it is feasible to do so. It is also considered important to pave the way for the development of the proposed bus interchange, which will be necessary to facilitate the town centre improvements.

4. Implications and Risks

4.1 This project is part of the HSHAZ programme, which follows the Council's project management and governance arrangements. A risk log is maintained for this project. There are known issues relating to the delivery of the project but this report relates to the design aspects.

4.2 The outcome of the consultation process was not known at the time of the drafting of this report. The feedback should inform the decisions in relation to the design and layout of the scheme. If this is not paid heed to then there is a risk that the proposals will not be supported at the subsequent consultation phases and that there will be a lack of local ownership of them.

4.3 The intention is for this scheme to be the catalyst for longer term regeneration of the town centre and there will need to be continued effort to ensure their long term success. There will be a need also to monitor their impact and mitigate any unforeseen detrimental issues that arise; which will impact upon the Council's staff resource at least initially, and will potentially have revenue or capital consequences.

5. Financial Implications and Risks

5.1 This scheme will need to be delivered within the HSHAZ budget, including the external grants committed to the delivery of the proposals. A 'value engineering' process will be followed to ensure that the budget is used to best effect. The total available budget for this project is $\pounds1,970,000$, which in addition to the original budget, includes an additional grant ($\pounds50,000$) to support the purchase of the parcel of land at

Black Swan Loke and additional grant award from Historic England £30,000 for place making design and historic research. NNDC's contribution to this scheme is £385,000. There are significant time constraints around the defrayal of the match funding for this scheme, which officers are working with partners to mitigate and resolve. These matters are included in the project risk log and reported to the HSHAZ Project Board.

6. Sustainability

6.1 The overarching aim of this initiative is to reinforce the role of North Walsham town centre and a service centre. By improving its vitality and viability this will encourage more sustainable patterns of behaviour. The proposals feature measures that will encourage access to the Market Place by means other than the private car (particularly walking and cycling). They also improve the accessibility of the centre by bus and reduce bus idling times in locations where they will cause traffic congestion and pollution in pedestrian areas. The design and development of the scheme will include measure to encourage the reuse of any existing materials, wherever feasible.

7. Equality and Diversity

7.1 The scheme is intended to make access to the town centre as inclusive as possible. The development of the scheme and its subsequent consultation included specific sessions to understand the potential impacts on town centre users who have specific mobility or other needs. The ultimate scheme will be subject to a safety audit to ensure the redesigned streets are suitable and safe for their intended use.

7.2 There are no known specific or general adverse impacts upon equality and diversity.

8. Section 17 Crime and Disorder considerations

8.1 Implicit within any place making designs are the principles of 'Secured by Design' and natural surveillance. The design team will engage with the relevant officer from Norfolk Constabulary (e.g. the Architectural Liaison Officer) on the final Stage 3 design, post consultation. The team will ensure all aspects of the proposals are considered in light of specific North Walsham issues prior to any approvals process being undertaken.

Page 110



PO BOX 105, NORTH WALSHAM, NR28 8AQ Community & Environmental Services County Hall Martineau Lane Norwich NR1 2SG CC contact number: 0344 800 8020 Text relay no.: 18001 0344 800 8020

Your Ref:		My Ref:	PR2218/HD1/DW
Date:	17 September 2021	Tel No.:	0344 800 8020
		Email:	towncentre.nw@norfolk.gov.uk

Dear Sir/Madam,

North Walsham Town Centre Placemaking - Highways Consultation

Norfolk County Council in partnership with North Norfolk District and the North Walsham Heritage Action Zone project team are asking for feedback on proposed changes to the roads and transportation network in and around North Walsham's town centre. This follows on from a community engagement and consultation exercise carried out in May and June, which helped shape and inform the current proposal. This is a unique and exciting opportunity to transform the town centre, with the aim of delivering an attractive environment which is safe and inclusive and brings economic opportunities and benefit. We want to ensure that our proposal meets the needs of residents, businesses and visitors, and your feedback is critical. This letter will tell you how to find out more about the project and take part in our consultation.

What's being proposed and why

This table explains what changes we're proposing and the reasons behind them. The enclosed plans and 3D map show what the project would look like both in the Market Place and wider town centre. The numbered proposed changes below correspond to the relevant points marked on the attached plan.

	Proposal	Reason for proposal
1	Remove through traffic from the Market Place	To make the town centre safer and more accessible, and improve air quality
2	Remove short stay parking from the Market Place and provide time limited free parking in nearby car parks	To make the town centre safer and more pedestrian friendly whilst providing time limited free parking in close proximity
3	Remove buses from the Market Place and create a new stop near the Market Cross (3a)	To provide a convenient drop off and pick up stop at the Market Cross whilst helping improve air quality in the centre. A new bus interchange is being considered to the front of the Library car park on New Road (3b)



4	Restrict loading times in the Market Place to between 4pm to 10am	To make the town centre safer and more pedestrian friendly during peak shopping hours, while still enabling shops and traders to load/unload. All day loading bays are located either end of Market Place on King's Arms Street and Church Street
5	Provide four disabled parking bays in Market Place	This retains the same number as currently provided
6	Permit holders allowed vehicular access into Market Place	Permits for the church, access to 'The Terrace' and for market stall traders
7	Dedicated Public Realm areas	To provide an attractive, safe, and flexible space for market stalls, outdoor café culture and events
8	Widened footways	To allow safer walking routes
9	Contra-flow cycling on Church Street	Carriageway width allows cyclists to travel northbound against the one-way flow whilst maximises footway widths
10	Upgraded cycle parking facilities	Cycle parking proposed alongside QD and close to St Nicholas Court to increase the number of cycle stands
11	Parking bays and access road resurfaced in similar materials to pedestrian areas	To maximise their use for pedestrians when not occupied
12	Raised table area	To provide crossing areas level with the footways and which prioritise pedestrians and keep traffic speeds within the 20mph limit
13	New and improved pedestrian crossing points	To provide better facilities at key pedestrian routes which is suitable for all users
14	Wider Public Realm Improvements	Improvements are also proposed in 'The Shambles' area, to the footpath link from Vicarage Street to the Market Place via the churchyard, to Black Swan Loke including a new garden area, and along Bank Loke

How to provide feedback

There are a number of ways to share your thoughts on the Highways proposal:

- Visit <u>www.norfolk.gov.uk/NorthWalshamTownCentre</u> where you can complete our online survey.
- Drop into our traveling Placemaking Exhibition where you can discuss the proposals with the project team. The exhibition will be held at:
 - Market Stall Thursday 30th September, 10.00 14.00 Café Kitale – Thursday 7th October, 9.30 – 12.00 North Walsham Library – Thursday 14th October, 11.00 –13.00 Sainsbury's North Walsham - Thursday 14th October, 14.30pm – 18.00



- Ask for a hard copy of the survey by calling or emailing us using the details at the top of this letter. Large font and other formats are available on request. Copies will also be available at the exhibition and at the following locations throughout the consultation period:
 - Community Shop
 - o Café Kitale
 - North Walsham Library

Additional workshops will also be arranged with specific stakeholder groups, including business owners and people with accessibility needs.

Next Steps

The deadline for comments is **FRIDAY 15 OCTOBER 2021**. We will carefully consider all responses and report back to North Norfolk District Council Committee later in the year. The committee will then decide how to proceed with the project. The websites above and below will be kept up to date with the latest progress and information.

Background

North Norfolk District Council spearheaded successful funding applications securing a package of over £3 million investment for the period to 2024. The funding secured through Historic England is complemented by additional New Anglia Local Enterprise Partnership (LEP) investment and supported by North Norfolk District Council.

The programme is designed to secure lasting improvements for the town's historic core and communities who use it.

More information and opportunities to engage with the town centre placemaking can be found at <u>bit.ly/NWHAZHome</u> or by scanning the following QR code:



Yours faithfully,

David Wardale, Project Engineer







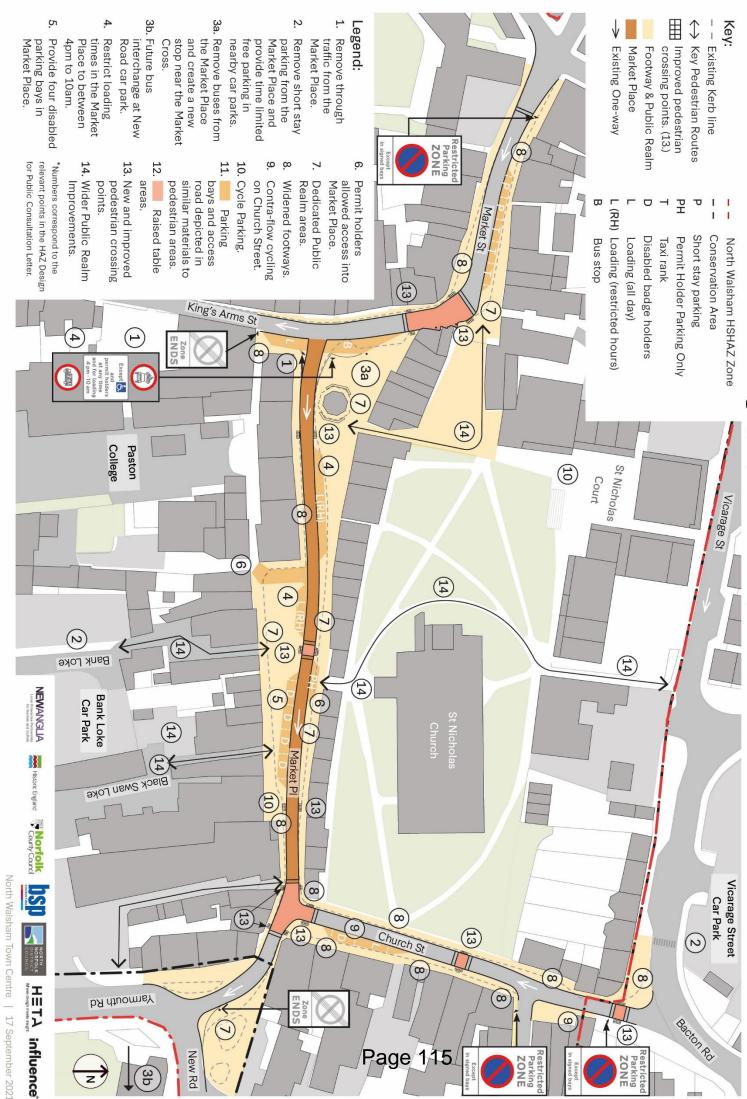


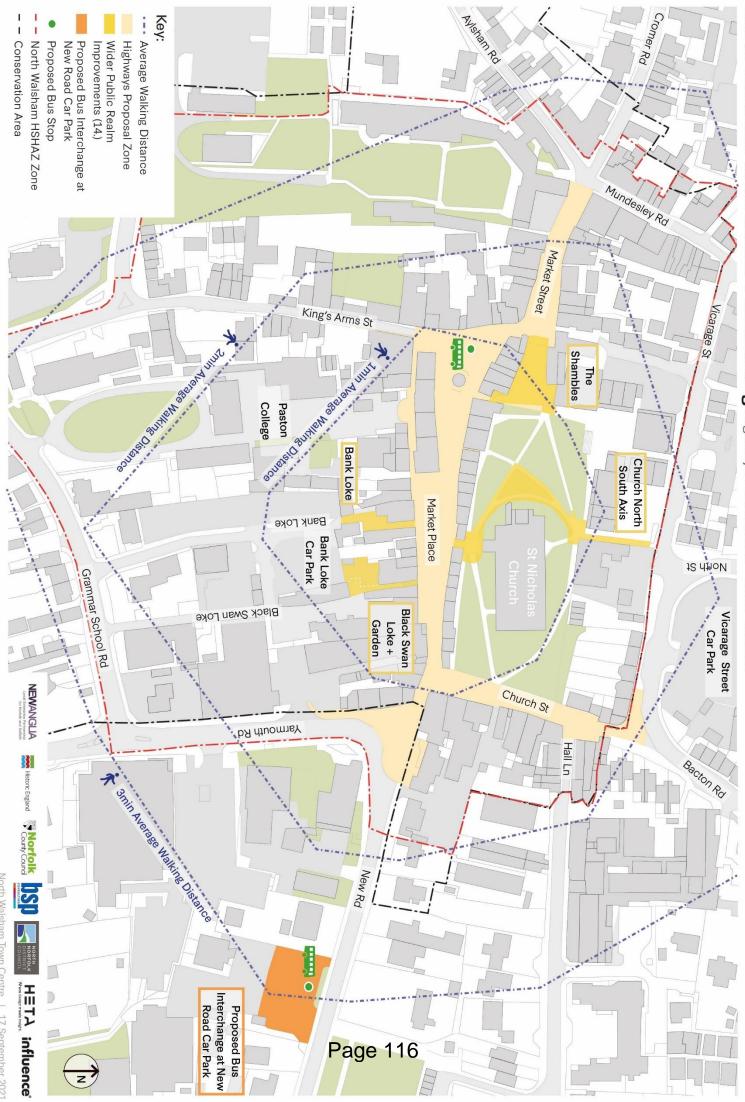




North Walsham Town Centre | 17 September 2021

North Walsham Town Centre Placemaking Highways Consultation - Proposal





North Walsham Town Centre | 17 September 2021

Agenda Item 12

Council Policy in Relation to the Regulation of Regulatory Powers Act 2000 (RIPA)

Summary:	The purpose of this report is to provide the Cabinet with an opportunity to review and approve the Council's revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, to be assured that it is up to date and fit for purpose and to report on the use of the powers over the preceding months.
Options considered:	The Policy is required to ensure proper application of the Act, so there is not an alternative option.
Recommendations:	That the changes to the revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, set out at Appendix A, be approved.
	That Members note the activity undertaken under RIPA and the update in relation to the recent IPCO inspection.
Reasons for Recommendations:	The Policy has been revised following an audit of the Council's activities by the Investigatory Powers Commissioners Office (IPCO) conducted in 2021. Members are required to be aware of the RIPA activity undertaken by the Council.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s)	Ward(s) affected
Nigel Lloyd	All
Contact Officer, telephone number and email:	
Steve Hems, Director for Communities	
01263 516192	
steve.hems@north-norfolk.gov.uk	

1. Introduction

- 1.1 The Regulation of Investigatory Powers Act 2000 (RIPA) governs public authorities' use of 'directed covert surveillance' and of 'covert human intelligence sources' (CHIS).
- 1.2 The legislation was introduced to ensure that an individual's human rights are protected whilst also ensuring that law enforcement and security agencies have the powers they need to do their job effectively.
- 1.3 RIPA requires that when a Council undertakes covert directed surveillance or uses a CHIS, these activities must be authorised in advance by an officer who must then seek, as from November 2012, the approval by a Magistrate/Justice of the Peace.
- 1.4 The Home Office's guidance reaffirms the recommendation that, to attain best practice: "...elected members of a local authority should review the authority's use of the 2000 Act and set out the policy at least once a year. They should also consider internal reports on use of the 2000 Act on a regular basis to ensure that it is being used consistently with the local authority's policy and that the policy remains fit for purpose."

2. Background

- 2.1 Councils, in common with all other Local Authorities, have powers granted to them by way of RIPA 2000 to carry out covert surveillance by way of direct surveillance and use of covert human intelligence source (CHIS).
- 2.2 To ensure the Council applies its powers lawfully and in accordance with RIPA and relevant Home Office guidance, the Policy has been revised to ensure it is up to date and reflects best practice across the Alliance.
- 2.3 The only purpose for which local authorities are able to rely on RIPA is where the authorisation is necessary "for the purpose of preventing and detecting crime and disorder". Additionally, authorisation for directed covert surveillance is also subject to a 'crime threshold test' under which the crime is punishable by a maximum term of at least 6 months imprisonment. No Covert surveillance can be undertaken without the formal authority of a Magistrate.
- 2.4 This Authority will only ever be required to deal with matters relating to directed surveillance and covert human intelligence sources (CHIS). This Authority is not authorised to nor will it undertake any other forms of surveillance. Public bodies are required to formally establish arrangements and responsibilities for approving directed surveillance under RIPA and these arrangements are described in the Policy and Procedure.

3. Use of RIPA Powers by the Council

3.1 The Council has not authorised any directed covert surveillance or covert human intelligence source (CHIS) activity in the last 2 months. Investigations have been progressed using other means of gathering information and evidence which is consistent with the approach set out in the Policy and Procedures.

4. Investigatory Powers Commissioners Office (IPCO) Inspection and Recommendations

- 4.1 All public authorities are subject to periodic inspection by the Investigatory Powers Commissioners Office (IPCO) who independently oversee the use of investigatory powers, ensuring they are used in accordance with the law and in the public interest. The Council was subject to a remote inspection by an IPCO Inspector on the 17 February 2021.
- 4.2 The Inspector was satisfied that the information provided to him discharged the need for a physical inspection and that the majority of recommendations made at the previous inspection had been largely discharged. Those that remained outstanding were either in hand and delayed or had been superseded by further changes.
- 4.3 The Inspector made a number of recommendations to strengthen further the Councils position in relation to RIPA.
- 4.4 Ensuring that the Regulation of Investigatory Powers Act 2000 Policy and Procedures was updated to
 - reflect recent changes in the Codes of Practice
 - strengthen the safeguarding measures regarding material acquired under RIPA; essentially how this is retained, reviewed and destroyed
 - expand the procedure in place for ensuring that all online activity in connection with enforcement or investigative functions is recorded and periodically scrutinised for oversight purposes
 - update the names and role information to reflect changes following the recent management restructure

These changes have been updated in the revised Policy and Procedures appended to this report.

4.5 The inspector stressed the importance for maintaining regular training for those performing the Authorising Officers roles, but accepted that this had been booked for delivery in 2020 but had been delayed due to Covid19 restrictions. The training was delivered in June 2021 and all relevant officers have received appropriate training.

5. **RIPA Policy and Procedures**

- 5.1 The Policy and Procedures document has been updated to cover all of the points raised during the recent IPCO inspection. It has also been reviewed by the training provider, delivering the Authorised Officer training, who suggested some further minor changes to wording to reflect accepted good practice contained in the government guidance and relevant Codes of Practice.
- 5.2 This is an Operational Policy outside the Policy Framework so a recommendation for Council to approve it is not required.

6. Corporate Plan Objectives

6.1 This item does not directly relate to delivery of the Corporate Plan objectives but is a statutory requirement.

7. Medium Term Financial Strategy

7.1 There is no direct impact on the Medium Term Financial Strategy.

8. Financial and resource implications

- 8.1 There are no financial or resource implications associated directly with the implementation of the Policy.
- 8.2 Non-compliance with the legislation associated with covert surveillance leaves the Authority open to challenge and formal claims for compensation from individuals or corporate bodies should it be found that appropriate guidelines and procedures have not been followed. IPCO may also audit our compliance with RIPA and impose penalties where the authority is found to be in non-conformance. Evidence obtained from surveillance conducted under an outdated or non-compliant RIPA Policy and Procedures would be inadmissible or liable to fail challenge in any legal proceedings which could result in the award of costs against the Council.

9. Legal implications

- 9.1 There are reputational and legal risk implications if the RIPA policy is out of date and/or out of step with legal obligations under the act or relevant Home Office Guidance.
- 9.2 If surveillance is conducted which does not comply with the Act, Home Office guidance and/or best practice the Council is open to challenge under the Human Rights Act or may face sanctions being imposed by the Investigatory Powers Commissioners Office.
- 9.3 Any evidence obtained from surveillance conducted outside of the RIPA Policy would be inadmissible or liable to fail challenge in any legal proceedings.

10. Sustainability

10.1 There are no sustainability issues arising from this report.

11. Equality and Diversity

11.1 There are no equality and diversity issues arising directly from this report, as these are considered automatically, when making decisions regarding the use of RIPA powers.

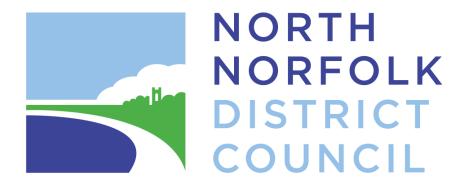
12. Section 17 Crime and Disorder considerations

12.1 The RIPA Policy and Procedure provides a framework against which the Council can investigate cases where other more conventional forms of investigation would not succeed but within tightly controlled and defined parameters.

13. Recommendations

- 13.1 That the changes to the revised Regulation of Investigatory Powers Act 2000 Policy and Procedures, set out at Appendix A, be approved.
- 13.2 That Members note the activity undertaken under RIPA and the update in relation to the recent IPCO inspection.

This page is intentionally left blank



THE REGULATION OF INVESTIGATORY POWERS ACT 2000 POLICY AND PROCEDURES

Updated September 2021

This page left intentionally blank

NORTH NORFOLK DISTRICT COUNCIL

REGULATION OF INVESTIGATORY POWERS ACT 2000 ("RIPA")

POLICY DOCUMENT

1. INTRODUCTION

This Act has significant implications for many areas of work carried out by the Council. The Act does not in any way restrict its operation to specific functions and therefore it is imperative that any officer who might be carrying out surveillance and Authorising Officers are fully aware of when the need arises for an authorisation to be obtained. This document only sets out the main principles involved around covert surveillance. It must be stressed that any officer requesting authorisations must ensure they receive full and proper training before dealing with any authorisations. However, a considerable amount of what the Council does is COVERT so that the person being investigated is fully aware of the situation. This will never need authorisation.

The information contained within this document has been extracted from the two relevant **Codes of Practice** issued pursuant to section 71 of RIPA 2000, namely the **Covert Surveillance Code (Surveillance Code)** and the **Covert Human Intelligence Sources Code (CHIS Code)**, and guidance produced by the Office of Surveillance Commissioners (IPCO) who are the independent inspectors.

There are two types of covert surveillance which might arise in local government, operations, **Directed Surveillance** and **Covert Human Intelligence Sources** (CHIS) (ie informants, undercover officers, test purchase officers) which are further explained later in this document.

A third type, **Intrusive Surveillance**, cannot be authorised by local authorities (see section 8).

Note: Directed surveillance does not include entry on, or interference with, property or wireless telegraphy, nor does it include interception of communications sent by post or by telecommunication systems. These can only be carried out by the Secretary of State, Police or intelligence agencies (depending upon the situation). However, you should not rule out directed surveillance simply because you might overhear telephone conversations, but you cannot deliberately place a device so as to hear such conversations.

2. CONSEQUENCES OF FAILURE TO COMPLY WITH THE LEGISLATION

Article 8 of the Human Rights Convention introduced a new concept in English Law, the right to privacy which is a qualified right. To comply with this human right, surveillance, which potentially infringes the right to privacy, should only be done if it is carried out "in accordance with the law" and is necessary and proportionate. Hence a legal framework to authorise surveillance was required and RIPA was introduced.

RIPA Authorisation provides a lawful authority to carry out covert surveillance provided it is authorised in accordance with the Act. However, a decision not to obtain authorisation does not automatically render the surveillance unlawful. The Act and Codes of Practice are admissible in evidence and so whether authorisation was correctly obtained will be taken into account in any court proceedings about admissibility of evidence and/or human rights challenges. If the Council fails to comply with RIPA it could be ordered to pay compensation either by a court or the ombudsman. An innocent party to collateral intrusion could be entitled to a considerable amount of compensation. It is also possible that evidence gathered via unauthorised surveillance could be ruled inadmissible. This policy document recommends that authorisations are always obtained in accordance with the Act, where appropriate.

The Senior Responsible Officer

In accordance with the Code of Practice each public authority must have a Senior Responsible Officer who is responsible for:

- The integrity of the process in places within the public authority to acquire communications data;
- Compliance with Chapter II of Part 1 of RIPA and with the Code;
- Oversight of the reporting of errors to the Interception of Communications Commissioner's Office (IOCCO) and the identification of both the cause of errors and the implementation of processes to minimise repetition of errors;
- Engagement with the IOCCO inspectors when they conduct their inspections and;
- Where necessary, oversee the implementation of post inspection action plans approved by the Commissioner

3. INVESTIGATORY POWERS COMMISSIONER'S OFFICE (IPCO)

The legislation provides for an Investigatory Powers Commissioner, whose remit it is to provide an independent oversight of the use of the powers contained within Part 2 of the Act, by public authorities.

The IPCO will periodically visit the Council for an inspection of our records and protocol. The aims of any inspections are to be as helpful as possible providing feedback on best practice, recurring problem areas and remedies.

4. **PROTECTION OF FREEDOMS ACT 2012**

Judicial approval

The Act amends RIPA, requiring local authorities to obtain the approval of a Magistrate for the use of any one of the three covert investigatory techniques available to them under RIPA namely:

- Directed Surveillance,
- Deployment of a Covert Human Intelligence Source (CHIS)

An approval is also required if an authorisation to use such techniques is being renewed. In each case, the role of the Magistrate is to ensure that the correct procedures have been followed and the relevant factors have been taken account of. The new provisions allow the Magistrate, on refusing an approval of an authorisation, to quash that authorisation.

Directed Surveillance and the Serious Crime Test

Where local authorities wish to use RIPA to authorise Directed Surveillance, this must be confined to cases where the offence under investigation carries a maximum custodial sentence of six months or more (the Serious Crime Test) or criminal offences under sections 146, 147 or 147A of the Licensing Act 2003 or section 7 of the Children and Young Persons Act 1933 relating to the sale of alcohol or tobacco products to children.

On completion of the Council's internal authorisation procedures application must be made to Her Majesty's Courts and Tribunals Service (HMCTS) administration at the magistrates' court to arrange a hearing.

Court attendance will be required with:

- a counter-signed RIPA authorisation/or notice.
- the accompanying judicial application/order form.
- any other relevant reference or supporting material.

5. SURVEILLANCE

The Definition of Surveillance includes:

- (a) monitoring, observing or listening to persons, their movements, their conversations or their other activities or communications;
- (b) recording anything monitored, observed or listened to in the course of surveillance; and
- (c) surveillance by or with the assistance of a surveillance device.



Definition of Directed Surveillance

An authorisation is required for covert surveillance undertaken:

- (a) for a specific investigation or operation; and
- (b) where the surveillance is likely to result in obtaining private information about any person (whether or not they are the subject of the surveillance).

An authorisation is **NOT** required for covert surveillance carried out as an immediate response to events or circumstances, which could not be foreseen such as an enforcement officer noticing something whilst travelling around the town which requires them to observe the activities of a person(s). Equally any surveillance which is overt due to the fact the persons have been warned is not Directed Surveillance.

Directed Surveillance is defined as surveillances where the following are all true:

- it is covert, but not Intrusive Surveillance;
- it is conducted for the purposes of a specific investigation or operation;
- it is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation);
- it is conducted otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation under Part II of the 2000 Act to be sought.

Thus, the planned covert surveillance of a specific person, where not intrusive, would constitute directed surveillance if such surveillance is likely to result in the obtaining of private information about that, or any other person.

6. PRIVATE INFORMATION

Private information is defined in the Codes of Practice as including any information relating to a person's private or family life. Private information should be taken generally to include any aspect of a person's private or personal relationship with others, including family and professional or business relationships.

Whilst a person may have a reduced expectation of privacy when in a public place, covert surveillance of that person's activities in public may still result in the obtaining of *private information*. This is likely to be the case where that person has a reasonable expectation of privacy even though acting in public and where a record is being made by a *public authority* of that person's activities for future consideration or analysis.

Private life considerations are particularly likely to arise if several records are to be analysed together in order to establish, for example, a pattern of behaviour, or if one or more pieces of information (whether or not available in the public domain) are covertly (or in some cases overtly) obtained for the purpose of making a permanent record about a person or for subsequent data processing to generate further information. In such circumstances, the totality of information gleaned may constitute *private information* even if individual records do not. Where such conduct includes surveillance, a directed surveillance *authorisation* may be considered appropriate.

Directed surveillance does not include any type of covert surveillance carried out in residential properties or in private vehicles (see section below). This is Intrusive Surveillance that local authorities cannot authorise.

7. COLLATERAL INTRUSION

The officer seeking the authorisation should also consider the possibility of collateral intrusion. This is private information about persons who are not subjects of the surveillance or property interference activity. Steps should be taken to assess the risk, and where possible minimise the risk of collateral intrusion. Where unforeseen collateral intrusion occurs during an operation, the



Authorising Officer must be notified and consideration given to amending the authorisation following a review.

Consideration must also be given as to whether or not the surveillance activities of the Service take place where similar activities are also being undertaken by another agency e.g., the Police or Environment Agency etc.

If at any stage during the surveillance it becomes apparent that there is unexpected interference into the privacy of persons who are not the original subject of the investigation then this information and any other matters that arise of a similar sensitive nature, should be brought to the Authorising Officers attention. This will enable the Authorising Officer to reconsider the original authorisation taking into consideration the new information. The Authorising Officer should particularly bear in mind the proportionality of the surveillance in this situation.

8. INTRUSIVE SURVEILLANCE

Intrusive Surveillance is defined in section 26(3) of the 2000 Act as covert surveillance that:

Is carried out in relation to anything taking place on any residential premises or in any private vehicle; and

Involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

An example would be placing a listening device inside residential premises. Surveillance equipment mounted outside the premises will not be intrusive, unless the device consistently provides information of the same quality and detail as might be expected if they were in the premises/vehicle.

Local authorities cannot authorise Intrusive Surveillance.

9. EMERGENCY SITUATIONS

There is no longer any provision to obtain an urgent oral authority. Therefore, any surveillance which was urgent will be regarded as surveillance outside of the



RIPA legislation. However, the activity would still have to meet the test of Necessity and Proportionality and should be justified in writing following the activity taking place.

Other Surveillances

Similarly, the District Council cannot conduct entry on, or interference with, property or with wireless telegraphy (known as "property interference").

Authorisation Forms and the Application Process

The below forms are to be used to comply with the process. They can be obtained from North Norfolk District Council Intranet site:

- Authorisation form (also contains the application section)
- Judicial Application/Order form
- Review form
- Renewal form
- Cancellation form

No covert activity covered by RIPA or the use of a CHIS should be undertaken at any time unless it meets the legal criteria (see above) and has been authorised by an Authorising Officer and approved by a JP/Magistrate as mentioned above. The activity conducted must be in strict accordance with the terms of the authorisation.

The effect of the above legislation means that all applications and renewals for covert RIPA activity will have to have a JP's approval. It does not apply to Reviews and Cancellations which will still be carried out internally.

The procedure is as follows:

All applications and renewals for Directed Surveillance and use of a CHIS will be required to have a JP's approval.

The applicant will complete the relevant application form ensuring compliance with the statutory provisions shown above. The application form will be submitted to an Authorising Officer for consideration. If authorised, the applicant will also complete the required section of the judicial application/order form. Although this form requires the applicant to provide a brief summary of the circumstances of the case on the judicial application form, this is supplementary to and does not replace the need to supply the original RIPA authorisation as well.

It will then be necessary within Office hours to arrange with Her Majesty's Courts & Tribunals Service (HMCTS) administration at the magistrates' court to arrange a hearing. The hearing will be in private and heard by a single JP.

The Authorising Officer will be expected to attend the hearing along with the applicant officer. Officers who may present the application at these proceedings will need to be formally designated by the Council under section 223 of the Local Government Act 1972 to appear, be sworn in and present evidence or provide information as required by the JP. If in doubt as to whether you are able to present the application seek advice from the Solicitor to the Council.

Upon attending the hearing, the officer must present to the JP the partially completed judicial application/order form, a copy of the RIPA application/authorisation form, together with any supporting documents setting out the case, and the original application/authorisation form.

The original RIPA application/authorisation should be shown to the JP but will be retained by the local authority so that it is available for inspection by the Commissioners' offices and in the event of any legal challenge or investigations by the Investigatory Powers Tribunal (IPT).

The JP will read and consider the RIPA application/ authorisation and the judicial application/order form. They may have questions to clarify points or require additional reassurance on particular matters. These questions are supplementary to the content of the application form. However the forms and supporting papers must by themselves make the case. It is not sufficient for the local authority to

provide oral evidence where this is not reflected or supported in the papers provided.

The JP will consider whether he or she is satisfied that at the time the authorisation was granted or renewed, there were reasonable grounds for believing that the authorisation was necessary and proportionate. They will also consider whether there continues to be reasonable grounds. In addition they must be satisfied that the person who granted the authorisation or gave the notice was an appropriate designated person within the local authority and the authorisation was made in accordance with any applicable legal restrictions, for example that the crime threshold for directed surveillance has been met.

The JP may decide to:

• Approve the Grant or renewal of an authorisation.

The grant or renewal of the RIPA authorisation will then take effect and the local authority may proceed to use the technique in that particular case. The duration of the authorisation commences with the magistrate's approval.

• Refuse to approve the grant or renewal of an authorisation

The RIPA authorisation will not take effect and the local authority may not use the technique in that case.

Where an application has been refused the applicant may wish to consider the reasons for that refusal. If more information was required by the JP to determine whether the application/authorisation has met the tests, and this is the reason for refusal the officer should consider whether they can reapply, for example, if there was information to support the application which was available to the local authority, but not included in the papers provided at the hearing.

For, a technical error, the form may be remedied without going through the internal authorisation process again. The officer may then wish to reapply for judicial approval once those steps have been taken.

Refuse to approve the grant or renewal and quash the authorisation or notice

This applies where the JP refuses to approve the application/authorisation or renew the application/authorisation and decides to quash the original authorisation or notice. However the court must not exercise its power to quash the application/authorisation unless the applicant has had at least 2 business days from the date of the refusal in which to make representations. If this is the case the officer will inform the Legal section who will consider whether to make any representations.

Whatever the decision the JP will record their decision on the order section of the judicial application/order form. The court administration will retain a copy of the local authority RIPA application and authorisation form and the judicial application/order form. The officer will retain the original application/authorisation and a copy of the judicial application/order form.

If approved by the JP, the date of the approval becomes the commencement date and the three months duration will commence on this date, the officers are now allowed to undertake the activity.

The original application and the copy of the judicial application/order form should be forwarded to the Central Register and a copy retained by the applicant and if necessary by the Authorising Officer.

A local authority may only appeal a JP decision on a point of law by judicial review. If such a concern arises, the Legal team will decide what action if any should be taken.

If it is intended to undertake both directed surveillance and the use of a CHIS on the same surveillance subject, the respective applications forms and procedures should be followed and both activities should be considered separately on their own merits.

An application for an authorisation must include an assessment of the risk of any collateral intrusion or interference. The Authorising Officer will take this into



account, particularly when considering the proportionality of the directed surveillance or the use of a CHIS.

Application, Review, Renewal and Cancellation Forms

Applications

All the relevant sections on an application form must be completed with sufficient information for the Authorising Officer to consider Necessity, Proportionality and the Collateral Intrusion issues. Risk assessments should take place prior to the completion of the application form. Each application should be completed on its own merits of the case. Cutting and pasting or using template entries should not take place as this would leave the process open to challenge.

All applications will be submitted to the Authorising Officer via the Line Manager of the appropriate enforcement team in order that they are aware of the activities being undertaken by the staff. Applications whether authorised or refused will be issued with a unique number by the Authorising Officer, taken from the next available number in the Central Record of Authorisations.

If authorised the applicant will then complete the relevant section of the judicial application/order form and follow the procedure above by arranging and attending the Magistrates Court to seek a JP's approval. The duration of the authorisation commences with the magistrate's approval. (see procedure on page 10 - RIPA application and authorisation process)

Duration of Applications

Directed Surveillance	3 Months
Renewal	3 Months
Covert Human Intelligence Source	12 Months
Renewal	12 months
Juvenile Sources	1 Month

Page 14 136

Renewal

1 Month

No authorisation can be authorised for a lesser period and the Authorising Officer should set the time and date to expire as 2359 hours on the day before the expiration of the relevant authorisation period shown above.

All Authorisations must be cancelled by completing a cancellation form at the earliest opportunity. They must not be left to simply expire.

Reviews

The reviews are dealt with internally by submitting the review form to the Authorising Officer. There is no requirement for a review form to be submitted to a JP. However, if a different surveillance technique is required it is likely a new application will have to be completed and approved by a JP.

Regular reviews of authorisations should be undertaken to assess the need for the surveillance to continue. The results of a review should be recorded on the central record of authorisations. Particular attention is drawn to the need to review authorisations frequently where the surveillance provides access to confidential information or involves collateral intrusion.

In each case the Authorising Officer should determine how often a review should take place. This should be as frequently as is considered necessary and practicable and they will record when they are to take place on the application form. This decision will be based on the circumstances of each application. However, reviews will be conducted on a monthly or less basis to ensure that the activity is managed. It will be important for the Authorising Officer to be aware of when reviews are required following an authorisation to ensure that the applicants submit the review form on time.

Applicants should submit a review form by the review date set by the Authorising Officer. They should also use a review form for changes in circumstances to the original application so that the need to continue the activity can be reassessed. However, if the circumstances or the objectives have changed considerably, or the techniques to be used are now different a new application form should be submitted and will be required to follow the process again and be approved by a



JP. The applicant does not have to wait until the review date if it is being submitted for a change in circumstances.

Managers or Team Leaders of applicants should also make themselves aware of when the reviews are required to ensure that the relevant forms are completed on time.

Renewal

Should it be necessary to renew a Directed Surveillance or CHIS application/authorisation, this must be approved by a JP.

Applications for renewals should not be made until shortly before the original authorisation period is due to expire but the applicant must take account of factors which may delay the renewal process (e.g. intervening weekends or the availability of the relevant Authorising Officer and a JP to consider the application).

The applicant should complete all the sections within the renewal form and submit the form to the Authorising Officer.

Authorising Officers should examine the circumstances with regard to Necessity, Proportionality and the Collateral Intrusion issues before making a decision to renew the activity. A CHIS application should not be renewed unless a thorough review has been carried out covering the use made of the source, the tasks given to them, and information obtained. The Authorising Officer must consider the results of the review when deciding whether to renew or not. The review and the consideration must be documented.

If the Authorising Officer refuses to renew the application the cancellation process should be completed. If the AO authorises the renewal of the activity the same process is to be followed as mentioned earlier for the initial application.

A renewal takes effect on the day on which the authorisation would have ceased and lasts for a further period of three months.

Cancellation

The cancellation form is to be submitted by the applicant or another investigator in their absence. The Authorising Officer who granted or last renewed the authorisation must cancel it if they are satisfied that the directed surveillance no longer meets the criteria upon which it was authorised. Where the Authorising Officer is no longer available, this duty will fall on the person who has taken over the role of Authorising Officer or the person who is acting as Authorising Officer

As soon as the decision is taken that directed surveillance should be discontinued, the applicant or other investigating officer involved in the investigation should inform the Authorising Officer. The Authorising Officer will formally instruct the investigating officer to cease the surveillance, noting the time and date of their decision. This will be required for the cancellation form. The date and time when such an instruction was given should also be recorded in the central record of authorisations (see paragraph 5.18 in the Codes of Practice). It will also be necessary to detail the amount of time spent on the surveillance as this is required to be retained by the Senior Responsible Officer.

The officer submitting the cancellation should complete in detail the relevant sections of the form and include the period of surveillance and what if any images were obtained and any images containing third parties. The Authorising Officer should then take this into account and issues instructions regarding the management and disposal of the images etc.

The cancellation process should also be used to evaluate whether the objectives have been achieved and whether the applicant carried out what they stated was necessary in the application form. This check will form part of the oversight function. Where issues are identified they will be brought to the attention of the line manager and the Senior Responsible Officer (SRO). This will assist with future audits and oversight.

10. SENIOR RESPONSIBLE OFFICER (SRO) AND AUTHORISING OFFICERS (AO)

Senior Responsible Officer details and Officers authorised to consider authorising applications for Directed Surveillance and CHIS

SRO	Name	Contact Details
Stephen Hems	Director of Communities	01263 516182 stephen.hems@north- norfolk.gov.uk
Authorising		
Officers		
Emily Capps	Assistant Director for Environment and Leisure Services	01263 516274 Emily.capps@north- norfolk.gov.uk
Tracy Howard	Public Protection and Commercial Manager	01263 516139 Tracy.howard@north- norfolk.gov.uk

The SRO will ensure that sufficient numbers of AO's from each service are, after suitable training on RIPA and this document, duly certified to take action under this document.

Such authorisations are for directed surveillance or the use of covert human intelligence sources as defined in Article 4 of The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2003.

Other officers may be authorised to approve applications on Directed Surveillance as deemed necessary by the NNDC Corporate Leadership Team.

Any officer authorising such decisions must ensure that he or she is properly trained so that the decision is made in accordance with the law. It is important that the person seeking authorisation and the Authorising Officer ensures that the decision to take (and it is recommended not to take) action is properly documented with full reasons. Comments should be put in the necessity and proportionality box in the application form even if these are just "I agree". It is also important to note that the Authorising Officer's job does not stop should s/he agree to authorisation. That person must keep the investigation under review, particularly if information may be obtained about someone other than the target of the surveillance (collateral intrusion). In all surveillance the risks should also be assessed properly and kept under review. So that there is a proper review system officers should record the date when the authorisation should be reviewed. Whilst this can be the full 3 months permitted the review will invariably be a much shorter period of up to 1 month.

Gatekeeper

The SRO is not the most appropriate person to undertake the responsibility of Gatekeeper and it would be anticipated that, following completion, applications would be reviewed by the NNDC Gatekeeper, Mrs Cara Jordan, who will give advice where necessary to the applicant. The form would be referred to the Authorising Officer for authorisation and if authorised, will then be submitted for Magistrate's approval.

What the Authorising Officer must take into account?

- 1. For Directed Surveillance, ensure that the offence meets the criteria.
- 2. Ensure compliance with the data protection requirements and any other relevant codes of practice and ensure that any confidential material obtained during the course of the surveillance is securely maintained. Confidential material includes matters subject to legal privilege, confidential personal information and confidential journalistic material. These terms are explained further in the Surveillance Code. Where it is likely that the surveillance will result in the acquisition of such information, the Authorising Officer will discuss with the SRO before authorisation will be given.



- 3. Consider the impact of **collateral intrusion** relating to persons other than the subject of the surveillance. (see explanation above).
- 4. **Proportionate** to what the surveillance seeks to achieve. In other words, is the Council over using its resources in order to get the result?

The Authorising Officer must:

- a. balance the size and scope of the operation against the gravity and extent of the perceived mischief
- b. explain how and why the methods to be adopted will cause the least possible intrusion on the target and others
- ensure that the activity is an appropriate use of the legislation and the only reasonable way, having considered all others, of obtaining the necessary result
- d. evidence what other methods had been considered and why they were not implemented.

The Authorising Officer should set out why he is satisfaction or why s/he believes the surveillance proposed is necessary and proportionate. A bare assertion is insufficient.

- Special care needs to be given in relation to joint operations with other agencies and where the Council employs an agent to carry out investigations on its behalf.
- Legal Advice. It is recommended that legal advice is sought from the Council's legal advisors on any proposed RIPA surveillance prior to authorisation.

Central Records

Each Authority must retain certain information relating to all authorisations, giving details of what the authorisation was for and the dates during which surveillance has been carried out. The Authorising Officer should retain a copy of relevant



documentation for their own reference; however, they must also send the original authorisation form to the SRO and RIPA Co-ordinator for filing and inclusion in the central register within 5 days.

A full list of the matters to be recorded are contained with paragraph 8.1 and 8.2 in the Covert Surveillance Code and paragraphs 7.1 to 7.7 in the Covert Human Intelligence Codes if authorising CHIS activity. This information is recorded on the Central Register.

The NNDC RIPA Coordinator and keeper of the central record of authorisations responsibilities are to collate all applications/authorisations, reviews, renewals and cancellations which are maintained in a RIPA file. In addition, they issue the appropriate forms for completion by applicants, keep the policy up-to-date, have meetings with the Authorising Officer to discuss RIPA issues, organises training and in conjunction with the Authorising Officer prepares RIPA information to Council committees.

11. COVERT HUMAN INTELLIGENCE SOURCE (CHIS)

Introduction

RIPA covers the activities of Covert Human Intelligence Sources (CHIS) which relates not only to sources commonly known as informants (members of the public providing the Council with information), but also the activities of undercover officers. It matters not whether they are employees of the Council, agents or members of the public engaged by the Council to establish or maintain a covert relationship with someone to obtain information.

Not all human source activity will meet the definition of a CHIS. For example, a source may be a public volunteer or someone who discloses information out of professional or statutory duty or has been tasked to obtain information other than by way of a covert relationship. However, Officers must be aware that such information may have been obtained in the course of an ongoing relationship with a family member, friend or business associate. The Council has a duty of care to all members of the public who provide information to us and appropriate measures must be taken to protect that source. How the information was



obtained should be established to determine the best course of action. The source and information should also be managed correctly in line with CPIA and the disclosure provisions.

Recognising when a source becomes a CHIS is therefore important as this type of activity may need authorisation. Should a CHIS authority be required, all of the staff involved in the process should make themselves fully aware of the contents of this Policy and the CHIS codes of Practice.

A CHIS, their conduct, and the use to which they are put is defined within Section 26(7) and (8) of RIPA. Chapter 2 of the relevant Code provides examples of where this regime may apply

Legal advice should always be sought where consideration is given to the use of CHIS.

Definition of CHIS

Individuals act as a Covert Human Intelligence source (CHIS) if they:

- i) establish or maintain a covert relationship with another person to obtain information.
- ii) covertly give access to information to another person, or
- iii) disclose information covertly which they have obtained using the relationship or they have obtained because the relationship exists

A relationship is established, maintained or used for a covert purpose if and only if it is conducted in a manner that is calculated to ensure that one of the parties to the relationship is unaware of the purpose. This does not mean the relationship with the Council Officer and the person providing the information, as this is not covert. It relates to how the information was either obtained or will be obtained. Was it or will it be obtained from a third party without them knowing it was being passed on to the Council? This would amount to a covert relationship.

It is possible, that a person will become engaged in the conduct of a CHIS without a public authority inducing, asking or assisting the person to engage in



that conduct. An authorisation should be considered, for example, where a public authority is aware that a third party is independently maintaining a relationship (i.e. "self-tasking") in order to obtain evidence of criminal activity, and the public authority intends to make use of that material for its own investigative purposes. (Section 2.26 Codes of CHIS Codes of Practice)

Vulnerable and Juvenile CHIS

Special consideration must be given to the use of a Vulnerable Individual as a CHIS. A 'Vulnerable Individual' is a person who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself, or unable to protect himself against significant harm or exploitation. Any individual of this description, or a Juvenile as defined below, should only be authorised to act as a source in the most exceptional circumstances and only then when authorised by the Chief Executive or one of the Directors in the Chief Executives absence.

Special safeguards also apply to the use or conduct of Juvenile Sources; that is sources under the age of 18 years. On no occasion should the use or conduct of a source under 16 years of age be authorised to give information against his parents or any person who has parental responsibility for him.

If the use of a Vulnerable Individual or a Juvenile is being considered as a CHIS you must consult the Gatekeeper before authorisation is sought as authorisations should not be granted in respect of a Juvenile CHIS unless the special provisions contained within the Regulation of Investigatory Powers (Juveniles) Order 2000; SI No. 2793 are satisfied.

Lawful Criteria

The lawful criteria for CHIS authorisation is **prevention and detection of crime and prevention of disorder.** The serious crime criteria of the offence carrying a 6-month sentence etc. does not apply to CHIS.

Authorisations for Juvenile Sources must be authorised by the Chief Executive of the Council (or, in their absence, the Deputy Chief Executive/Directors).



Conduct and Use of a Source

The way the Council use a CHIS for covert activities is known as 'the use and conduct' of a source.

The use of a CHIS involves any action on behalf of a Public Authority to induce, ask or assist a person to engage in the conduct of a CHIS, or to obtain information by means of the conduct of a CHIS.

The conduct of a CHIS is establishing or maintaining a personal or other relationship with another person for the covert purpose of:

- a. Using such a relationship to obtain information, or to provide access to information to another person, or
- b. Disclosing information obtained by the use of such a relationship or as a consequence of such a relationship or
- c. Incidental to anything falling within a. and b. above.

In other words, an authorisation for conduct will authorise steps taken by the CHIS on behalf, or at the request, of a Public Authority.

The use of a source is what the Authority does in connection with the source, such as tasking and the conduct is what a source does to fulfil whatever tasks are given to them or which is incidental to it. The Use and Conduct require separate consideration before authorisation. However, they are normally authorised within the same authorisation.

The same authorisation form is used for both use and conduct. A Handler and Controller must also be designated, as part of the authorisation process, and the application can only be authorised if necessary and proportionate. Detailed records of the use, conduct and tasking of the source also have to be maintained.

Care should be taken to ensure that the CHIS is clear on what is or is not authorised at any given time, and that all the CHIS's activities are properly risk assessed. Care should also be taken to ensure that relevant applications,



reviews, renewals and cancellations are correctly performed. (Section 210 CHIS Codes of Practice)

Careful consideration must be given to any particular sensitivities in the local community where the CHIS is being used and of similar activities being undertaken by other public authorities which could have an impact on the deployment of the CHIS. Consideration should also be given to any adverse impact on community confidence or safety that may result from the use or conduct of a CHIS or use of information obtained from that CHIS. (Section 3.18 CHIS Codes of Practice)

Handler and Controller

Covert Human Intelligence Sources may only be authorised if the following arrangements are in place:

- That there will at all times be an officer (the Handler) within the Council who will have day to day responsibility for dealing with the source on behalf of the authority, and for the source's security. The Handler is likely to be the investigating officer.
- That there will at all times be another officer within the Council who will have general oversight of the use made of the source; (Controller) i.e. the line manager.
- That there will at all times be an officer within the Council who has responsibility for maintaining a record of the use made of the source. See CHIS record keeping

The **Handler** will have day to day responsibility for:

- Dealing with the source on behalf of the Local Authority concerned;
- Risk assessments
- Directing the day to day activities of the source;



- Recording the information supplied by the source; and
- Monitoring the source's security and welfare.
- Informing the Controller of concerns about the personal circumstances of the CHIS that might affect the validity of the risk assessment or conduct of the CHIS

The **Controller** will be responsible for:

- The management and supervision of the "Handler" and
- General oversight of the use of the CHIS;
- Maintaining an audit of case work sufficient to ensure that the use or conduct of the CHIS remains within the parameters of the extant authorisation.

Undercover Officers

Oversight and management arrangements for **undercover operatives**, while following the principles of the Act, will differ, in order to reflect the specific role of such individuals as members of the Council. The role of the handler will be undertaken by a person referred to as a '**cover officer**'. (Section 6.9 CHIS Codes of Practice).

Tasking

Tasking is the assignment given to the source by the Handler or Controller such as by asking them to obtain information, to provide access to information or to otherwise act, incidentally, for the benefit of the relevant Local Authority. Authorisation for the use or conduct of a source is required prior to any tasking where such tasking requires the source to establish or maintain a personal or other relationship for a covert purpose.

In some instances, the tasking given to a person will not require the source to establish a personal or other relationship for a covert purpose. For example, a member of the public is asked to maintain a record of all vehicles arriving and leaving a specific location or to record the details of visitors to a neighbouring house. A relationship has not been established or maintained in order to gather



the information and a CHIS authorisation is therefore not available. Other authorisations under the Act, for example, Directed Surveillance, may need to be considered where there is a possible interference with the Article 8 rights of an individual.

Authorisations should not be drawn so narrowly that a separate authorisation is required each time the CHIS is tasked. Rather, an authorisation might cover, in broad terms, the nature of the source's task.

Risk Assessments

The Council has a responsibility for the safety and welfare of the source and for the consequences to others of any tasks given to the source. It is a requirement of the codes that a risk assessment is carried out. This should be submitted with the authorisation request. The risk assessment should provide details of how the CHIS is going to be handled It should also take into account the safety and welfare of the CHIS in relation to the activity and should consider the likely consequences should the role of the CHIS become known. The ongoing security and welfare of the CHIS after the cancellation of the authorisation should also be considered at the outset.

Use of Equipment by a CHIS

If a CHIS is required to wear or carrying a surveillance device such as a covert camera it does not need a separate intrusive or Directed Surveillance authorisation, provided the device will only be used in the presence of the CHIS. It should be authorised as part of the conduct of the CHIS.

CHIS, whether or not wearing or carrying a surveillance device, in residential premises or a private vehicle, does not require additional authorisation to record any activity taking place inside those premises or that vehicle which takes place in their presence. This also applies to the recording of telephone conversations. This should have been identified at the planning stage.

CHIS Management

The operation will require managing by the Handler and Controller which will include ensuring that the activities of the source and the operation remain focused and there is no status drift. It is important that the intrusion is assessed to ensure the operation remains proportionate. The security and welfare of the source will also be monitored. The Authorising Officer should maintain general oversight of these functions.

During CHIS activity, there may be occasions when unforeseen actions or undertakings occur. Such incidences should be recorded as soon as practicable after the event and if the existing authorisation is insufficient, it should either be dealt with by way of a review and re-authorised (for minor amendments only) or it should be cancelled, and a new authorisation obtained before any further action is carried out. Similarly, where it is intended to task a CHIS in a new significantly different way than previously identified, the proposed tasking should be referred to the Authorising Officer, who should consider whether a separate authorisation is required. This should be done in advance of any tasking and details of such referrals must be recorded.

CHIS Record Keeping

Centrally Retrievable Record of Authorisations

A centrally retrievable record of all authorisations is held by North Norfolk District Council Council. This record contains the relevant information to comply with the Codes of Practice. These records are updated whenever an authorisation is granted, renewed or cancelled and are available to the Investigatory Powers Commissioner (IPCO) upon request.

The records are retained for 5 years from the ending of the authorisation.

Individual Source Records of Authorisation and Use of CHIS

Detailed records must be kept of the authorisation and the use made of a CHIS. An Authorising Officer must not grant an authorisation for the use or conduct of a CHIS unless they believe that there are arrangements in place for ensuring that there is at all times a person with the responsibility for maintaining a record of the use made of the CHIS. The Regulation of Investigatory Powers (Source Records)



Regulations 2000; SI No: 2725 details the particulars that must be included in these records.

The particulars to be contained within the records are;

- a. The identity of the source;
- b. The identity, where known, used by the source;
- c. Any relevant investigating authority other than the authority maintaining the records;
- d. The means by which the source is referred to within each relevant investigating authority;
- e. Any other significant information connected with the security and welfare of the source;
- f. Any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in paragraph (d) has been considered and that any identified risks to the security and welfare of the source have where appropriate been properly explained to and understood by the source;
- g. The date when, and the circumstances in which the source was recruited;
- h. Identity of the Handler and Controller (and details of any changes)
- i. The periods during which those persons have discharged those responsibilities;
- j. The tasks given to the source and the demands made of him in relation to his activities as a source;
- All contacts or communications between the source and a person acting on behalf of any relevant investigating authority;
- I. The information obtained by each relevant investigating authority by the conduct or use of the source;
- m. Any dissemination by that authority of information obtained in that way; and
- n. In the case of a source who is not an undercover operative, every payment, benefit or reward and every offer of a payment, benefit or reward that is made or provided by or on behalf of any relevant investigating authority in respect of the source's activities for the benefit of that or any other relevant investigating authority.



The person maintaining these records is the NNDC RIPA Co-ordinator, Kaye Skinner.

Further Documentation

In addition to the above, when appropriate records or copies of the following, as are retained by North Norfolk District Council for 5 years:

- A copy of the authorisation together with any supplementary documentation and notification of the approval given by the Authorising Officer;
- A copy of any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested;
- The reason why the person renewing an authorisation considered it necessary to do so;
- Any authorisation which was granted or renewed orally (in an urgent case) and the reason why the case was considered urgent;
- Any risk assessment made in relation to the CHIS;
- The circumstances in which tasks were given to the CHIS;
- The value of the CHIS to the investigating authority;
- A record of the results of any reviews of the authorisation;
- The reasons, if any, for not renewing an authorisation;
- The reasons for cancelling an authorisation; and
- The date and time when any instruction was given by the Authorising)fficer that the conduct or use of a CHIS must cease.
- A copy of the decision by a Judicial Commissioner on the renewal of an authorisation beyond 12 months (where applicable).

The records kept by the Council should be maintained in such a way as to preserve the confidentiality, or prevent disclosure of the identity of the CHIS, and the information provided by that CHIS. (Sec 7.7 CHIS Codes of Practice)

The relevant application forms are available in the Appendices which can be found using the attached link:

Page ³⁰152

RIPA forms - GOV.UK (www.gov.uk)

What the Authorising Officer must take into account

- 1. Must believe that the authorisation is **necessary** for the purposes of preventing and detecting crime or of preventing disorder
- 2. It is **proportionate** to what it seeks to achieve & appropriate arrangements for managing the source,
- 3. Should take into account the risk of collateral intrusion,
- 4. Ensure particular care is taken concerning confidential material,
- 5. Any adverse impact upon the community confidence,
- 6. Assess any risk to the source.
- 7. Legal advice obtained from the Council's legal advisors.

Sometimes authorisation is needed in the process of cultivating the source where this would infringe the privacy of the source. The cultivation process itself may require authorisation if it involves directed surveillance, for example.

Authorisations

These work in a similar way to directed surveillance and must be authorised in writing. The use of **vulnerable** sources should only take place in exceptional circumstances. **Juveniles** can never be used as sources against their own parents but can be used subject to special safeguards (see 6.8 below).

Information to be given in applications for authorisation: -

- 1. Details of the purpose for which the source will be deployed.
- 2. The grounds on which authorisation is sought (i.e. detection of crime).
- 3. Where a specific investigation is involved details of that investigation.
- 4. Details of what the source will be tasked to do.
- 5. Details of the level of authority required.



- 6. Details of potential collateral intrusion.
- 7. Details of any confidential material that might be obtained as a consequence of the authorisation.

Duration of authorisation

A written authorisation (except a juvenile source) is valid for 12 months from the date it took effect.

Reviews and Renewals

An authorisation may be renewed, after the Authorising Officer reviews the use made of the source having regard to:-

- a) The tasks given to the source
- b) The information obtained from the source.

If satisfied that the original authorisation criteria are met, a renewal may be authorised. A renewal of a grant of a CHIS authorisation must be approved by a Justice of the Peace before it can take place.

Since an authorisation for a CHIS may remain in force for a period of twelve months, regular reviews should be undertaken to ensure the ongoing validity of the activity and the ongoing welfare and security of the source. Any changes to circumstances may require that further risk assessments are undertaken.

The reviews should be undertaken at intervals of **no longer than one month** and documented. Additional **control measures** may also be introduced as a result of a review. The Authorising Officer should implement a system to identify appropriate review dates (e.g. the MS Exchange Calendar alarm option).

Cancellations

An Authorising Officer must cancel an authorisation where:

 The use or conduct of the source no longer meets the original authorisation criteria.



- \circ $\,$ The procedures for managing the source are no longer in place.
- Where possible the source should be informed of the cancellation, and this fact noted on the cancellation.

Where an investigation no longer requires the authorisation to be in place e.g.the evidence has been obtained, it should be cancelled promptly rather than allowed to expire through time, and the reason for cancellation documented.

Authorisations should be cancelled where the conditions justifying authorisation are no longer satisfied. The Authorising Officer should do this in writing although it is suggested that the officer seeking authorisation should also seek cancellation where s/he becomes aware that the conditions are no longer satisfied. There is a standard form for recording this. Although some authorisations will be renewed on a number of occasions, **every authorisation must be cancelled at the end of the surveillance operation**.

When cancelling an authorisation, an Authorising Officer must ensure that proper arrangements have been made for the activity's discontinuance, including the removal of technical equipment and directions for the management of the product.

Juvenile CHIS

Special safeguards also apply to the use or conduct of juvenile sources; that is sources under the age of 18 years. <u>Authorisation will not normally be granted</u>.

On no occasion should the use or conduct of a source under 16 years of age be authorised to give information against his parents or any person who has parental responsibility for him.

In other cases, authorisations should not be granted unless the special provisions contained within The Regulation of Investigatory Powers (Juveniles) Order 2000 are satisfied.

The use of sources under 16 is dependent on there being an appropriate adult present at any meeting with the Council.



Appropriate adult is defined as:

- (a) the parent or guardian of the source;
- (b) any other person who has for the time being assumed responsibility for his welfare; or
- (c) someone who is otherwise qualified to represent the interests of the source

The Order states that at all times there must be a person within the investigating authority who has responsibility for ensuring that the appropriate adult is present at the meetings.

The duration of such an authorisation is **four months** instead of twelve months.

Restrictions are also imposed on the use of any source under the age of 18. In particular, a person in the investigating authority must make a risk assessment in order to assess the nature and magnitude of any risk of physical injury or psychological distress involved in the proposed course of action, and the person granting the authorisation must be satisfied that the risks are justified and that the source understands the risk and that he has given consideration to the particular relationship, if any, between the source and the target of the authorisation.

7. RECORD KEEPING CHIS

This must be done in such a way as to preserve the confidentiality of the source. The Authorising Officer must not grant an authorisation unless satisfied that there are arrangements in place to ensure that someone has responsibility at all time for maintaining a record of the use made of the source. This should be an officer within the client department and they should record a number of matters (for example, the identity of the source, identities used by the source, how the authority of refers to the source, information about the source's security and welfare, how recruited etc). A full list of the matters to be recorded can be found in paragraph 7.1 to 7.7 of the **CHIS Code**.



Retention and Destruction of Material

The authority must ensure that arrangements are in place for the secure handling, storage and destruction of material obtained through the use or conduct of a CHIS. Authorising Officers must ensure compliance with the appropriate data protection requirements under the UK GDPR and the Data Protection Act 2018.

Where the product of the use or conduct of a CHIS could be relevant to pending or future criminal or civil proceedings, it should be retained in accordance with applicable disclosure requirements under the Criminal Procedures and Investigations Act (CPIA).

There is nothing preventing the material obtained from authorisations for the use or conduct of a CHIS for a particular purpose from being used to further other purposes as long as it does not relate to Legal Privilege material.

JOINT AGENCY SURVEILLANCE

In cases where one agency is acting on behalf of another, it is usually for the tasking agency to obtain or provide the authorisation. For example, where surveillance is carried out by Council employees on behalf of the Police, authorisation would be sought by the Police. If it is a joint operation involving both agencies the lead agency should seek authorisation.

Council staff involved with joint agency surveillance must ensure that all parties taking part are authorised on the authorisation page of the application to carry out the activity. When staff are operating on another organisations authorisation, they should obtain either a copy of the application form (redacted if necessary) or a copy of the authorisation, containing the unique number. This will ensure they see what activity they are authorised to carry out. Their line manager should be made aware of the joint surveillance and a copy of the authorisation forwarded to the central register in order that a record can be retained. This will assist with oversight of the covert activities undertaken by Council staff.

Provisions should also be made regarding any disclosure implications under the Criminal Procedures Act (CPIA) and the management, storage and dissemination of any product obtained.

Surveillance outside of RIPA

As a result of the change in the law from the 1st November 2012, Directed Surveillance under RIPA will only apply to the detection and prevention of a criminal offence that attracts a penalty of 6 months imprisonment or more, or relates to the sale of alcohol or tobacco to children. Therefore, this essentially takes out of RIPA surveillance a lot of offences that the Council may investigate such as disorder (unless it has 6 months custodial sentence) and most summary offences.

Any covert surveillance undertaken without RIPA authorisation loses the Council the benefit of the automatic protection of RIPA which makes all authorised covert activity lawful.

This change does not mean that our enforcement officers cannot undertake such surveillance, but because it is **not now** regulated by the Office of Surveillance Commissioners, they have placed the responsibility to regularly monitor this type of activity on the Councils Senior Responsible Officer (SRO). As a result, we need procedures in place to ensure that we can prove that we have given due consideration to **necessity and proportionality** which are central tenets of European Law and the likely grounds of any challenge that we may receive.



If it is necessary for the Council to undertake surveillance which does not meet the criteria to use the RIPA legislation, such as in cases of disciplinary investigations against staff or surveillance relating to Anti-Social Behavior appertaining to disorder, the Council must still meet its obligations under the Human Rights Act and be able to demonstrate that it's actions to breach someone's article 8 rights to privacy are **necessary and proportionate**, which includes taking account of the intrusion issues. To demonstrate this accountability, the decision making process and the management of such surveillance must be documented. Therefore, should staff have a requirement to undertake covert surveillance which would meet the test of Directed Surveillance. (save for the fact that it does not meet the legal criteria relating to a criminal offence which has a sentence of 6 months imprisonment, or relates to the sale of alcohol and tobacco to children), they should complete the Non RIPA Surveillance form and submit it to one of the RIPA Authorising Officers listed within this policy. The authorisation should be considered by the Authorising Officer before any activity can be undertaken. There will be no requirement to have the authorisation approved by a Justice of the Peace. Should the activity be approved, the procedures to be followed will be the same as any RIPA Therefore the Council expects that the procedure and authorised activity. management from the initial surveillance assessment, through to completion and cancellation are to be managed appropriately at the same level that the RIPA legislation and guidance requires.

Internet Investigations and Social Media Enquiries

The internet is a useful investigative tool and social networking sites are easily accessible giving access to a large amount of information which could not otherwise be obtained. However, carrying out these activities is likely to infringe a person's article 8 rights to privacy. The activity may also meet the criteria for Directed Surveillance under RIPA and should be authorised. One of the amendments to the Surveillance Codes of Practice was to take account of this type of activity. The paragraph below is from the Codes:

The use of the internet may be required to gather information prior to and/or during an operation, which may amount to directed surveillance. Whenever a



public authority intends to use the internet as part of an investigation, they must first consider whether the proposed activity is likely to interfere with a person's Article 8 rights, including the effect of any collateral intrusion. Any activity likely to interfere with an individual's Article 8 rights should only be used when necessary and proportionate to meet the objectives of a specific case. Where it is considered that private information is likely to be obtained, an authorisation (combined or separate) must be sought as set out elsewhere in this Code. Where an investigator may need to communicate covertly online, for example contacting individuals using social media websites, a CHIS authorisation should be considered.

The IPCO have stated (quoting from the 2011-12 annual report) that the internet is a surveillance device as per s.48(1) of RIPA and that viewing material on the internet may constitute covert surveillance as just because something is put into the public domain by someone does not mean that they expect it to be read by a public authority as "knowing that something is capable of happening is not the same as an awareness that it is or may be taking place."

The frequent or systematic check on an open source record could amount to directed surveillance and as can be seen from the above, the same considerations of privacy, and especially collateral intrusion against innocent parties, must be applied regardless of the fact that the activity is conducted on line.

An authorisation for the use and conduct of a CHIS is necessary if a relationship is established or maintained by the officer (i.e. the activity is more than mere reading of the site's content). This could occur if an officer covertly asks to become a "friend" of someone on a social networking site. The officer seeking the authorisation should fully consider the issue of collateral intrusion.

A CHIS authorisation is unlikely to be required when using an internet trading organisation such as E-bay or Amazon Marketplace. The use of a disguised purchaser details in a simple, overt, electronic purchase does not usually require a CHIS authorisation, because no relationship is usually established at this stage. A CHIS authorisation is required in circumstances when a covert



relationship is likely to be formed, for example when liaising via Facebook or other types of site which do not allow for more traditional transactions and where the investigating officer has to make contact with the seller directly and would wish for their true identity or reason for purchasing to be unknown to the seller.

When conducting online enquiries when they meet the Directed Surveillance criteria a RIPA authorisation should be sought.

Where the activity does not meet the Directed Surveillance criteria it is essential that detailed notes be made by any officer viewing material on the internet explaining what they were seeking, why it was necessary and proportionate to do so and why prior authorisation was not sought.

Anti-Social Behaviour Activities (e.g. Noise, Violence, Race etc.)

As from 1 November 2012 there is no provision for a Local Authority to use RIPA to conduct covert activities for disorder such as anti-social behaviour, unless there are criminal offences involved which attract a maximum custodial sentence of six months. Should it be necessary to conduct covert surveillance for disorder which does not meet the serious crime criteria of a custodial sentence of a maximum of six months, this surveillance would be classed as surveillance outside of RIPA, and would still have to meet the Human Rights Act provisions of Necessity and Proportionality.

Errors

There is now a statutory requirement under section 231 of the Investigatory Powers Act 2016 to report all covert activity that was not properly authorised to the IPCO in writing as soon as the error is recognised. This would be known as an error. This includes activity which should have been authorised but wasn't or which was conducted beyond the directions provided by the Authorising Officer. It is therefore important that when an error has been identified it is brought to the attention of the SRO in order to comply with this guidance. The Council has a responsibility to report to the Inspector at the commencement of an inspection all activity which should have been authorised but wasn't. This is to confirm that any direction provided by the Investigatory Powers Commissioner has been



followed. This will also assist with the oversight provisions of the Councils' RIPA activity.

This does not apply to covert activity which is deliberately not authorised because an Authorising Officer considers that it does not meet the legislative criteria, but allows it to continue. This would be surveillance outside of RIPA. (See oversight section below)

Errors can have very significant consequences on an affected individual's rights. Proper application of the surveillance and CHIS provisions in the RIPA codes and this Policy should reduce the scope for making errors.

There are two types of errors within the codes of practice which are:

- Relevant error and
- Serious error

Relevant Error

An error must be reported if it is a "**relevant error**". A relevant error is any error by a Public Authority in complying with any requirements that are imposed on it by any enactment which are subject to review by a Judicial Commissioner. This would include compliance by public authorities with Part II of the 2000 Act (RIPA). This would include compliance with the content of the Codes of Practice.

Examples of relevant errors occurring would include circumstances where:

- Surveillance activity has taken place without lawful authorisation.
- There has been a failure to adhere to the safeguards set out in the relevant statutory provisions and Chapter 9 of the Surveillance Codes of Practice relating to the safeguards of the material.

All relevant errors made by Public Authorities must be reported to the Investigatory Powers Commissioner by the Council as soon as reasonably practicable and a full report no later than ten working days. The report should include information on the cause of the error; the amount of surveillance



conducted, and material obtained or disclosed; any unintended collateral intrusion; any analysis or action taken; whether any material has been retained or destroyed; and a summary of the steps taken to prevent recurrence.

Serious Errors

The Investigatory Powers Commissioner must inform a person on any relevant error relating to that person if the Commissioner considers that the error is a serious error and that it is in the public interest for the person concerned to be informed of the error. The Commissioner may not decide that an error is a serious error unless they consider that the error has caused significant prejudice or harm to the person concerned. The fact that there has been a breach of a person's Convention rights (within the meaning of the Human Rights Act 1998) is not sufficient by itself for an error to be a serious error.

It is important that all staff involved in the RIPA process report any issues, so they can be assessed as to whether it constitutes an error which requires reporting.

Officers must refer to the Codes of Practice for due regard.

COMPLAINTS

The Act establishes an independent Tribunal. This Tribunal will be made up of senior *members* of the judiciary and the legal profession and is independent of the Government. The Tribunal has full powers to investigate and decide any case within its jurisdiction. This code does not cover the exercise of the Tribunal's functions. Details of the relevant complaints procedure can be obtained from the following address:

Investigatory Powers Tribunal PO Box 33220 London SW1H 9ZQ 020 7035 3711 This page is intentionally left blank

Agenda Item 15

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank