

Cabinet



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21st February 2019

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber at the Council Offices, Holt Road, Cromer on **Monday 04 March 2019 at 10.00am**

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. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: democraticservices@north-norfolk.gov.uk

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so 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

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

Heads of Paid Service: Nick Baker & Steve Blatch
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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

(page 5)

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 4th February 2019.

3. PUBLIC QUESTIONS & STATEMENTS

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

4. ITEMS OF URGENT BUSINESS

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

5. DECLARATIONS OF INTEREST

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.

6. MEMBERS QUESTIONS

To receive oral questions from Members, if any.

7. OVERVIEW & SCRUTINY MATTERS

The following recommendation was made at the meeting held on 13th February:

'That a quarterly update report on the work of the Enforcement Board was provided to Cabinet and Overview & Scrutiny Committee'

8. RECOMMENDATIONS FROM WORKING PARTIES

CONSTITUTION WORKING PARTY 14 JANUARY 2019:

(Draft Minutes extract– p.12)

The following recommendation was made:

'That budgetary provision is made to train officers on local member engagement and interpretation of the Member / Officer Protocol'.

9. BUDGET MONITORING 2018/19 – PERIOD 10

(page 13)

(Appendix A – p.24) (Appendix B – p.25) (Appendix C – p.46) (Appendix D – p.48)

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2019.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2019 shows an underspend of £911,153 to date for the current financial year on the revenue account. The majority of this relates to a one off insurance repayment relating to the 2013 storm surge and a positive variance in relation to the waste contract. This is currently expected to deliver a full year underspend of £781,488, of which £468,954 relates to the insurance payment, the use of which is covered by the recommendations below. Excluding the insurance payment the full year projected underspend is £312,534 compared with the underspend forecast as at period 6 (September 2018) of £160,307.

Recommendations: **It is recommended that:**

- 1) **Cabinet note the contents of the report and the current budget monitoring position;**
- 2) **Cabinet agree to allocate the balance of the insurance money from the 2013 storm surge of £468,954 to the Asset Management reserve to establish an additional capital budget to finance the next phase of the repair works to Cromer pier;**
- 3) **Cabinet agree to a new 15 year lease on Clink Road car park in Sea Palling.**

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

Cabinet member Cllr E Seward
Ward Member(s) All
Contact Officer Duncan Ellis
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10. **MANAGING PERFORMANCE QUARTER 3 2018/19**

(page 51)
(Appendix 1 – p.54)

Summary: The purpose of this report is to give a third quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

Conclusions: 1. The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.

2. Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations: **1. That Cabinet notes this report, welcomes the progress being made and endorses the actions being taken by management where there are areas of concern.**

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

Cabinet member	Cllr E Seward
Ward Member(s)	All
Contact Officer	Nick Baker
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11. 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.”

12. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday 04 February 2019 at the Council Offices, Holt Road, Cromer at 10.00 am

Members Present:

Mrs S Bütikofer	Mr N Lloyd
Mr N Dixon	Mr E Seward
	Ms K Ward

Also attending:

Mr D Baker	Mr N Pearce
Dr P Bütikofer	Mr S Penfold
Mr T FitzPatrick	Mrs G Perry-Warnes
Ms V Gay	Mr R Price
Mrs A Green	Mr J Rest
Mr S Hester	Mr R Shepherd
Mr M Knowles	Mr N Smith
Mr J Lee	Mr B Smith
Ms B Palmer	

Officers in Attendance:

The Heads of Paid Service, the Monitoring Officer, the Head of Finance and Asset Management and the Democratic Services Manager

Press: Present

The Leader opened the meeting by paying tribute to former District councillor, Philip High. She said that he was much loved and respected. He was a thoroughly decent and independent person, and put community and family before politics. She asked members to show their respects by observing a one minute silence.

95. APOLOGIES FOR ABSENCE

Cllrs H Cox and A Fitch-Tillett

96. MINUTES

The minutes of the meeting held on 03 December 2018 were approved as a correct record and signed by the Chairman.

97. PUBLIC QUESTIONS

None.

98. ITEMS OF URGENT BUSINESS

None

99. DECLARATIONS OF INTEREST

None

100. MEMBERS QUESTIONS

None

101. OVERVIEW & SCRUTINY COMMITTEE MATTERS

The Chairman of the Overview & Scrutiny Committee provided an update. There were no recommendations to Cabinet.

102. RECOMMENDATIONS FROM CABINET WORKING PARTIES

None

103. 2019/20 BUDGET REPORT

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He outlined the context for the setting of the Budget. He said that whilst there were significant challenges in future years, there was good news for the forthcoming year including the acceptance onto a countywide business rates pilot, £394k from the New Homes Bonus and a one-off increase of £96k in the Rural Services Delivery Grant. This meant that there was a surplus of £224,253 and a balanced budget for 2019/20.

Cllr Seward then referred members to the projections for future years and reminded them that there was a forecast deficit of £2m for 2021/22. Funding forecasts for future years remained uncertain and the position was unlikely to improve until the outcome from the Fair Funding Review and Business Rates consultation was known.

Cllr Seward then spoke about council tax. He explained that the finance settlement announcement assumed that local authorities would increase council tax annually by either 3% or £5 where the authority was in the lowest quartile. NNDC was currently in the lowest quartile and it was proposed that there was an increase of £4.95 for 2019/20. He added that if council tax was not increased in subsequent years there would be a negative impact on the future years' deficit.

Cllr Seward then referred to improving income streams. He explained that there was a lot more work required to address the deficit and it was important that new opportunities were explored to increase income and increase efficiency. He said that whilst enhancing income streams was a priority, it was important that the Council was helping communities and not just focussing on benefitting itself through income such as car parking charges. He then proposed the following amendments to the Budget:

1. To amend recommendation 2 to transfer the current forecast surplus of £224,253 to the General Reserve to be allocated for 2019/20 as follows;
 - (i) £33,000 to be allocated to the Community Transport Fund;
 - (ii) £130,000 to be allocated to a New Business Development Fund including the creation of a new full time post to support small business start-ups and related initiatives (including allocation of £20,000 to a new local industries hub at Alderman Peel High School, Wells);
 - (iii) £30,000 to fund the opening of all public conveniences throughout the year (excluding the facility located at Mundesley Promenade);

- (iv) £20,000 to be allocated to support Norfolk Constabulary's Operation Moonshot for automatic number plate recognition cameras to protect our communities from criminal activity;
- (v) £4,000 grant funding to Cromer Museum provided matched funding is forthcoming from Cromer Town Council to increase opening hours.

The balance of the surplus, along with any monies not drawn down, will remain within the General Fund reserve.

To agree the following additional recommendations:

- 8. £100,000 to be allocated as match funding to support the bid by Norfolk County Council to the LEP for a new roundabout for Sheringham at the junction of Holway Road and the A148, from the Capital receipts reserve/Asset Management Reserve.
- 9. To transfer £1,000,000 from the Property Investment Fund, £500,000 from the Communities Reserve and £500,000 from the Benefits Reserve to establish a property investment company for the purpose of helping address local housing need and to create a property portfolio to provide a revenue stream for the Council to address the financial deficit in future years.

The Leader invited members to speak:

- a) Cllr J Lee began by paying tribute to former councillor Philip High. He said that they had got on very well and he had always held him in the highest regard. Referring to the proposed amendments, Cllr Lee said that it had been agreed at a recent Leaders meeting that it would be appropriate to try and find private funding for the new local industries hub at Wells High School. If not, a precedent could be set for providing funding to local schools. He went on to ask whether the £30k allocated for keeping public toilets open covered the cost of repairing damage caused by vandalism. Moving on to the £20k allocated towards Operation Moonshot, Cllr Lee commented that the Police were already looking to raise their precept by the full amount and he queried whether the Council should be funding a scheme like this. He added that Cromer Town Council was already raising their precept and he wondered how they would raise additional funding to match the £4k proposed for Cromer museum. Finally, Cllr Lee referred to the proposal to establish a property investment company. He said that more detail was needed on this as a substantial amount of money was involved. Cllr Seward thanked him for his comments. He said that it was simply a question of the movement of reserves to the property investment fund which was already established.
- b) Cllr R Price said that museums were very important but they were largely funded by Norfolk County Council and he wondered why the Council was getting involved. He was concerned that other museums would also seek additional funding. The Leader replied that the County Council had advised that they would not be funding the same opening hours going forward. The Council would only provide the funding if it was matched by the Town Council.
- c) Cllr V Gay said that she supported the proposed amendments, particularly the additional funding for the Community Transport Fund. She added that the service had been able to extend considerably in recent months with very little additional support. Referring to Cromer Museum, Cllr Gay said that the Council once provided a grant of £40k a year. This had been reduced considerably and given that there was cross-party support for boosting the tourist industry in the District it should be supported.
- d) Cllr S Hester said that he thought there were some good ideas being put forward. The Police & Crime Commissioner had attended the last meeting of the Overview

& Scrutiny Committee and spoken about Operation Moonshoot. He said that he was supportive of the proposal to provide funding for the scheme. He was also supportive of a roundabout at the Sheringham junction, however, it should be noted that a roundabout was also required on the Fakenham bypass at the Wells turn.

- e) Cllr D Baker began by speaking about Cllr Philip High. He said that he had been a huge inspiration to him and they had worked together on many projects including the Owl Trail in Holt. He would be greatly missed. He then commented on the budget proposals. He said that he was disappointed to see proposals to increase council tax and there was no mention of how to grow income streams or improve efficiency savings. Regarding the waste contract savings, he said that there were no figures included. He concluded by saying that it was not up to the District Council to solve the Police force's problems.
- f) Cllr J Rest referred to the property investment company. He said that it was already set up it just needed updating.
- g) Cllr K Ward said that she supported Operation Moonshot, a project providing automatic number plate recognition. She had been asked by several of her parishes to support this. Marine crime was a particular problem and coastal areas were being targeted by criminal gangs. There had been three prosecutions recently and all were due to number plate recognition.
- h) Cllr N Dixon said that in respect of the budgetary framework, he felt comfortable. However, with regards to the amendments proposed to recommendation 2, he said that it was in the nature of such proposals not to have all the details available. He was also not yet aware if his own Group was planning to put forward any amendments and would therefore be abstaining.
- i) Cllr N Lloyd, Portfolio Holder for Environment and Property, said that with regard to the earlier comments on waste contract savings, there was a cross-party group of members which had been meeting for the last 18 months to consider the new waste contract. It was not yet possible to identify savings but it was anticipated that it would bring benefits to the Council due to economies of scale.
- j) Cllr Seward said that he was not supportive of council tax increases. He felt that taxation should be related to income levels rather than property values. He added that residents could expect to see a rise in council tax of between £60-70, with £55 of that coming from the County Council and the Police. He said that the Council had a responsibility to be prudent and balance the books.

It was proposed by Cllr E Seward, seconded by Cllr S Bütikofer and

RESOLVED

To agree and recommend to Full Council:

- 1) The 2019/20 revenue budget as outlined at Appendix A;
- 2) The surplus of £224,253 is allocated to the Invest to Save reserve to be allocated for 2019/20 as follows;
 - (i) £33,000 to be allocated to the Community Transport Fund;
 - (ii) £130,000 to be allocated to a New Business Development Fund including the creation of a new full time post to support small business start-ups and related initiatives (including allocation of £20,000 to a new local industries hub at Alderman Peel High School, Wells);
 - (iii) £30,000 to fund the opening of all public conveniences throughout the year (excluding the facility located at Mundesley Promenade);
 - (iv) £20,000 to be allocated to support Norfolk Constabulary's Operation Moonshot for automatic number plate recognition cameras to protect our communities from criminal activity;

- (v) £4,000 grant funding to Cromer Museum provided matched funding is forthcoming from Cromer Town Council to increase opening hours.

The balance of the surplus, along with any monies not drawn down, will remain within the General Fund reserve.

- 3) The demand on the Collection Fund for 2019/20, subject to any amendments as a result of final precepts still to be received be:
 - a. £6,240,604 for District purposes
 - b. £2,321,490 (subject to confirmation of the final precepts) for Parish/Town Precepts;
- 4) The statement of and movement on the reserves as detailed at Appendix E;
- 5) The updated Capital Programme and financing for 2019/20 to 2021/22 as detailed at Appendix F;
- 6) That £58k is allocated from the Communities reserve to extend the Sports Development team for a further year until the end of March 2020;
- 7) That Members note the current financial projections for the period 2019/20 to 2021/22;
- 8) £100K to be allocated as match funding to support the bid by Norfolk County Council to the LEP for a new roundabout for Sheringham at the junction of Holway Road and the A148, from the capital receipts reserve/ Asset Management reserve
- 9) To transfer £1,000,000 from the Property Investment Fund, £500,000 from the Communities Reserve and £500,000 from the Benefits Reserve to establish a property investment company for the purpose of helping address local housing need and to create a property portfolio to provide a revenue stream for the Council to address the financial deficit in future years

Reasons for the decision:

To recommend a balanced budget for 2019/20 for approval by Full Council.

Cllr N Dixon abstained.

104. TREASURY MANAGEMENT STRATEGY 2019/20

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the report set out the treasury management activities and presented a strategy for the prudent investment of the Council's surplus funds as well as external borrowing.

It was proposed by Cllr Seward, seconded by Cllr N Dixon and

RESOLVED to recommend to Council

That the Treasury Management Strategy Statement 2019/20 is approved.

Reasons for the decision:

To provide the Council with a flexible treasury strategy enabling it to respond to changing market conditions and ensure the security of its funds, as well as secure borrowing at the best value.

105. CAPITAL STRATEGY 2019/20

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the report set out the Council's capital Strategy for 2019/20. It set out the Council's

approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.

It was proposed by Cllr Seward, seconded by Cllr K Ward and

RESOLVED to recommend to Council

That the Capital Strategy and Prudential Indicators for 2019-20 are approved.

Reasons for the decision:

Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

Cllr N Dixon abstained.

106. INVESTMENT STRATEGY 2019/20

Cllr E Seward, Portfolio Holder for Finance, introduced this item. He explained that the purpose of the report was set out the Council's approach to investing its money along three broad themes; treasury management investments, service investments and commercial investments. He added that the report had to be prepared to meet the requirements of statutory guidance issued by the Government in January 2018.

It was proposed by Cllr E Seward, seconded by Cllr N Dixon and

RESOLVED to recommend to Council

To approve the Investment Strategy 2019/20

Reasons for the decision:

Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

107. RATE RELIEF POLICY

Cllr E Seward, Portfolio Holder for Revenues, introduced this item. He explained that the Council's Discretionary Rate Relief Policy had been revised to reflect the extended schemes announced by the Government in recent years. The policy also included guidelines as to how the schemes were to be implemented and the financial implications for the authority. Cllr Seward concluded by saying that many businesses were benefitting from these reliefs

Cllr V Gay referred to relief for charity shops and queried how donated goods were measured as this was listed as one of the criteria for eligibility. She also queried whether the granting of 80% mandatory relief was a requirement or down to local choice. The Head of Finance said that a written response would be provided.

Cllr J Lee referred to point 5 of the report summary and queried whether the year was correct.

It was proposed by Cllr E Seward, seconded by Cllr N Lloyd and

RESOLVED to recommend to Council:

That the Rate Relief Policy is revised as indicated in Appendix A and C of the report

Reasons for the decision:

The new policy effective from April 2019 will enable the Retail Discount, the scheme for local newspaper discount, the local revaluation relief scheme, Supporting Small Business Relief and the Rural Rate Relief to be awarded discretionary reliefs in 2019-20 onwards.

108. ENFORCEMENT UPDATE

Cllr N Lloyd, Portfolio Holder for Environment and Property introduced this item. He thanked officers for the huge amount of work that went into dealing with difficult and long-standing properties.

It was proposed by Cllr N Lloyd, seconded by Cllr E Seward and

RESOLVED

1. That Cabinet notes the continued progress of the Enforcement Board.
2. That Cabinet note the data collection work supporting the reduction in long term empty properties.
3. That Cabinet notes the continued progress of the Combined Enforcement Team

Reasons for the decision:

- To ensure appropriate governance of the Board's activities
- To highlight the data quality improvements required to sustain empty homes works.
- To show the progress of Combined Enforcement Team cases and contribution to the work of the Enforcement Board

109. EXCLUSION OF PRESS AND PUBLIC

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.

110. PRIVATE BUSINESS

None

The meeting ended at 10.25 am.

MEMBER / OFFICER PROTOCOL

The Chairman explained that this item was referred to the Working Party by Council following a Motion on 26th September 2018. She said that members were concerned that the Member / Officer Protocol had not been applied properly in the past. The Head of Legal and Democratic Services said that when the Council had gone into ‘no overall control’ there had been a shift in culture, with more engagement between officers and members. It was important that this continued to develop and she suggested that managers were reminded to keep members informed at all times. There would also be a session on casework as part of the induction programme for new members. This could be run for both members and officers – with the officer session focussing on the importance of engagement with members and the sharing of key information.

RESOLVED to recommend to Cabinet

That budgetary provision is made to train officers on local member engagement and interpretation of the Member / Officer Protocol.

BUDGET MONITORING REPORT 2018/19 – PERIOD 10

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2019.

Options considered: Not applicable.

Conclusions: The overall position at the end of January 2019 shows an underspend of £911,153 to date for the current financial year on the revenue account. The majority of this relates to a one off insurance repayment relating to the 2013 storm surge and a positive variance in relation to the waste contract. This is currently expected to deliver a full year underspend of £781,488, of which £468,954 relates to the insurance payment, the use of which is covered by the recommendations below. Excluding the insurance payment the full year projected underspend is £312,534 compared with the underspend forecast as at period 6 (September 2018) of £160,307.

Recommendations: **It is recommended that:**

- 1) Cabinet note the contents of the report and the current budget monitoring position;**
- 2) Cabinet agree to allocate the balance of the insurance money from the 2013 storm surge of £468,954 to the Asset Management reserve to establish an additional capital budget to finance the next phase of the repair works to Cromer pier;**
- 3) Cabinet agree to a new 15 year lease on Clink Road car park in Sea Palling.**

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

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

System budget monitoring reports

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

1. Introduction

This report compares the actual expenditure and income position at the end of January (period 10) 2019 to the Updated budget for 2018/19. The Original Base Budget as agreed by Full Council in February 2018 has been updated by approved budget virements.

- 1.2 The base budget for 2018/19 included savings and additional income totalling £710,065 to be delivered in the year. Section 3.1 of this report includes an updated position on the delivery of these.

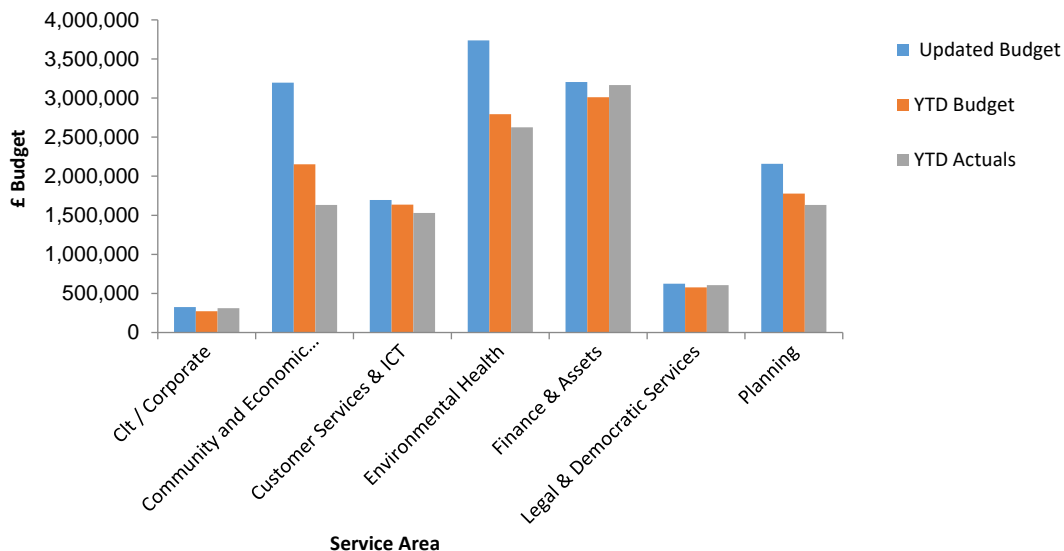
2. Budget Monitoring Position – Revenue Services

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position at 31 January 2019 which shows a year to date variance of £911,153 underspend against the updated budget. Of the underspend £716,327 is in relation to the service variances.

- 2.2 The majority of this relates to a one off insurance repayment relating to the 2013 storm surge (£468,954), the use of which is covered within the capital section and within the report recommendations.

- 2.3 Graph 1 below illustrates these variances per service area and Appendix B provides further details of the individual service variances. A net £194,826 underspend is in relation to non-service expenditure against the profiled budget. Details of these variances are included within section 4.

Graph 1 - Variance by Service area



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

- 2.3 The following table shows the over/underspend to date for the more significant variances; this is compared to the updated budget.

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
Economic and Community Development		
Parks and Open Spaces - £21,404 - Repair and maintenance costs. (£25,856) - Lower costs relating to the Kier services contract including a provision for the 2017/18 variation order no longer required. This will lead to a full year saving of £30,000.	(16,382)	(30,000)
Leisure Complexes - £35,054 Leisure management contract support, this will be funded from earmarked reserves.	36,598	0
Cromer Pier – £28,775 Premises insurance coded direct to service. (£468,954) Insurance claim reimbursement re damage to the pier during the storm surge of 2013. This is discussed further within the capital section (section 6) of this report.	(441,673)	(468,954)
Economic Growth - Year to date saving held to support match funding for North Norfolk Growth Sites strategy project which has a requirement to input up to £45,000.	(14,718)	0
Tourism – This saving represents net position in respect of Orchestra Live projects, additional costs were funded from earmarked reserves and subsequently were awarded grant support.	(14,515)	0
Coast Protection – Significant work has been required on timber revetments. Some of this has been offset by funding from Shell UK. There is an urgency to complete works at Happisburgh in the coming months. Any overspends could be funded from the Coastal Reserve if necessary.	19,617	0
Housing Health and Wellbeing – Planned additional staffing resource to be funded from the Housing reserve has not yet been incurred. (£45,295) element of this year's Norfolk County Council grant in respect of the social prescribing posts funding, this is required to fund the employee contracts in future financial years.	(58,129)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
<p>Housing Strategy – The current monitoring position shows a favourable variance of (£43,887).</p> <p>Of this variance (£11,644) relates to staff turnover from a vacant post, a proportion of which is to be used to support additional resources within the community led housing team.</p> <p>(£12,500) Viability work funded from the New Homes Bonus reserve which has not yet been incurred. The balance represents year 2 of the Norfolk County Council grant for Social prescribing, this is funding a temporary post within the team.</p> <p>(£10,726) This is the balance of grant funding received from Norfolk County Council for the health post and is required to fund the contract balance in 2019/20.</p>	(43,885)	(10,000)
<p>Coastal Management – Additional staffing and relocation costs. These costs will be recharged at year end to the Coastal Partnership East (CPE).</p>	40,337	0
Customer Services and ICT		
<p>Benefits Administration – Year to date employee turnover savings offset by additional costs resulting from successful job evaluations. There are currently two vacant posts within the service, turnover to date is likely to result in a favourable full year effect of around £25,000.</p> <p>(£65,000) A number of grants have been received from the Department for Works and Pensions (DWP); these are to support the added burden of undertaking new initiatives and could be offset by increased expenditure.</p>	(95,337)	(70,000)
<p>Reprographics – Savings resulting from Hybrid mailing and slippage in producing the Local plan, these include reduced equipment leasing costs and paper purchases.</p>	(14,645)	(9,000)
Environmental Health		
<p>Environmental Protection – £18,380 - Overtime and additional staffing support for the new IT system - this will be funded from capital at year end. £7,689 Purchase of Air Quality Management equipment.</p>	23,309	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
Waste Collection and Disposal – It is anticipated that stepped costs and variation orders relating to the Kier contract will contribute to a saving in the budget at year end. The balance is attributable to higher fee income from trade waste and garden bin customers and the in-house administration of the garden bin service.	(153,026)	(313,800)
Cleansing – Creditor provision carried forward from a prior year no longer required.	(48,198)	(36,200)
Civil Contingencies – (£17,802) Staffing savings - Manager post was vacant for part of the year. The balance relates to miscellaneous other minor variances.	(22,942)	(15,000)
Finance and Assets		
Parklands – Costs relating to site works. Higher Electricity costs, this is likely to result in a Full Year Effect of £35,000.	30,149	35,000
Admin Building Services – This variance is made up of a number of items; £8,423 Higher staffing costs; £11,238 repair and maintenance costs; £8,890 Higher utility costs than budgeted; £3,998 Insurance premiums now coded directly to the service; (£4,000) Outstanding creditor provision for contract cleaning.	22,497	35,000
Property Services – £16,003 Staffing - Overtime, Golden Hello and travelling costs/van stock offset by savings from a vacant post; £4,869 higher R&M costs; £13,167 Professional fees and Enforcement Board costs.	36,014	55,000
Corporate Finance – (£25,511) staff turnover savings resulting from a vacant post, this has been partially offset by one-off consultancy costs. The balance of this saving has been identified to fund additional costs incurred during the recent finance management system upgrade.	(21,761)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
Public Conveniences – £11,227 R&M; £37,981 relates to higher NNDR and utility costs (higher usage throughout the summer months).	49,842	40,000
Investment Properties – £3,022 R&M costs; £4,065 Council Tax payments on an empty property; £5,900 Higher utility costs; £5,457 Insurance premiums coded directly to the service (some of which will be rechargeable).	16,488	16,000
Legal and Democratic Services		
Legal Services – Employee related expenditure including Mileage, this will be funded from the Legal earmarked reserve as part of the outturn process.	36,571	0
Planning		
Development Management – (£22,691) Staff turnover savings from vacant posts. £9,793 professional Fees relating to planning appeals and enforcement action these costs will be funded from the Council's earmarked reserves. (£39,222) Income generated from Pre application advice offset by reduced income £10,463 from Planning application fees.	(32,884)	(20,000)
Planning Policy – (£19,198) Slippage in the spend profile of the Local Plan Review expenditure funded from the New Homes Bonus reserve.	(19,413)	0
Major Developments – (£12,808) Turnover savings relating to a vacant post. (£4,353) Professional fees (£4,677) Repayment of employee costs by ex-employee.	(27,335)	(15,000)
Building Control – Building Control fee income up against the profiled budget - as a self-financing service this current surplus will continue to be monitored and the position adjusted through the Building Control Earmarked Reserve as part of the close down process.	(27,191)	0
Property Information (£23,150) Land charge search fee income. As part of the budget process the Land Charge fee income budget was reduced to	(37,984)	0

Table 1 – Service Variances	Over/ (Under) Spend to Date against Updated Budget	Estimated Full Year Variance Against Updated Budget
	£	£
<p>reflect the anticipated transfer of some functions to the Land Registry during 2018/19.</p> <p>This will not take place this financial year; any net surplus will be transferred to the Land Charges Earmarked Reserve as part of the year end process.</p> <p>A new burdens grant of £13,889 has been received from Housing, Communities and Local Government. (HCLG) to assist with additional costs relating to the transfer.</p>		
TOTALS	(778,596)	(806,954)

3 Budget Monitoring Position – Savings and Additional Income

3.1 The budget for 2018/19 includes savings and additional income totaling £710,065. The detail for each of these savings is included at Appendix D. Table 2 below summarises the current position for each of the work streams compared to the budgeted position.

Table 2 – Savings and Additional Income Budgeted Target for 2018/19 split by work stream	2018/19 Base Budget	2018/19 P10 Monitoring Position	2018/19 Movement from the Base Budget at P10
	£	£	£
Growth – New Homes and Business Rates	0	0	0
Digital Transformation	(163,143)	(110,569)	52,574
Property Investment and Asset Commercialisation	(160,996)	(160,996)	0
Shared Services and Selling Services	(45,410)	(26,800)	18,610
Collaboration and Localism	0	0	0
Maximising Income and Reducing costs	(93,211)	(83,211)	10,000
Other Efficiencies and Savings	(247,305)	(247,305)	0
Total	(710,065)	(628,881)	81,184

3.2 The current position shows an anticipated shortfall of £81,184, a breakdown of this variance is shown below.

Savings bid	£	Description
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Green build	10,000	In 2018/19 There is a net cost of £10,000 relating to additional staff and exhibitor costs.
Staff savings within the Environmental Health Department resulting from the recent Business Process Review exercise.	52,574	This was reviewed as part of the budget process and has been factored in to the base budget for 2019/20.
Selling HR services to external customers.	20,000	No income will be generated from this work stream in the current year and a review will be undertaken as part of the budget process to ascertain if future year's targets are still achievable.

4 Non Service Variances to Period 2018/19

Investment Interest

- 4.1 The interest budget for 2018/19 anticipates that a total of £1,158,300 will be earned from treasury investments together with interest on a loan to Broadland Housing Association. Overall an average balance of £35.1m is assumed, at an average interest rate of 3.3%.
- 4.2 At the end of period 10, a total of £978,472 had been earned, resulting in a favourable variance against the year to date budget of £7,408. The average rate of interest achieved was 2.59% from an average balance available for investment of £45.1m. At the yearend a shortfall against the budget of £3,525 is anticipated. The investment balance is forecast to be above budget but against this the interest rate achieved looks likely to be below the budget figure, based on what has been achieved to period 10.
- 4.3 A total of £32m has been invested in pooled funds following a further £5m investment in December 2018. In total the investment in pooled funds are valued at £33.1m at the end of period 10. Most of the gain is attributed to the LAMIT Pooled Property Fund which is worth £1.8m above the £5m originally invested. 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.

Retained Business Rates

- 4.4 The table below shows the actual variance against budget on the Business Rates Retention Scheme at Period 10, together with the anticipated variance at the year end.

	Budget 2018/19 £	Variance Period 10 £	Forecast Variance Period 12 £
Tariff	7,688,099	-35,599	0
Levy	575,337	42,704	459,527
Section 31 Grants	-1,660,471	-192,785	-514,575
Demand on Collection Fund	-10,793,738	0	44,492
Returned surplus on the levy account	0	0	-48,687
Total	-4,190,773	-185,680	-59,243

- 4.5 A levy is paid to the Norfolk Business Rates Pool of 50% of the growth in business rates income over a baseline figure. This growth is anticipated to be higher than the amount assumed in the budget. Business rate income and certain reliefs given to businesses are anticipated to be higher, resulting in the higher levy payable.
- 4.6 The decline in business rate income assumed in the budget as a result of reductions in rateable value following successful appeals, has not happened as very few appeals have actually been processed. These changes and adjustments to the 2017/18 levy amount and further changes to small business relief thresholds for 2017/18, all contribute to an additional £459,527 anticipated in levy for 2018/19.
- 4.7 The grants compensating the Council for various reliefs introduced by the government and given to businesses has increased, and an additional income of £514,575 is anticipated for the year.
- 4.8 The amount received by the Council from the Collection Fund is anticipated to increase by £44,492 as a result of changes to reliefs in Enterprise Zones and income from Renewable Energy schemes.
- 4.9 The Valuation Office Agency continues to provide limited information on appeals but the effect on the surplus/deficit position on the general fund of any under or over provision made in the Accounts will not impact until 2019/20 due to accounting practices.
- 4.10 The NHS Trust's application for mandatory rate relief continues to work its way through the legal processes, and any impact on the Council cannot be determined at this time.
- 4.11 The National Levy account, which is used to fund safety-net payments, was in surplus at the end of 2017-18 for the first time. The Government has decided to distribute this surplus to Councils, to be accounted for in 2018/19. For North Norfolk District Council this amount was £48,687.
- 4.12 Overall the forecast is for an increase in income under the Business Rate Retention scheme in 2018/19 of £59,243.

5 Budget Monitoring Position – Summary

- 5.1 The following table provides a summary of the full year projections for the service areas.

Table 3 - Summary of Full Year Effects 2018/19	Estimated Movement From Updated Budget £
Service Areas (Table 1)	(806,954)
Investment Interest	3,525
Business Rates	(59,243)
Savings and Additional Income	81,184
Total	(781,488)

6 Budget Monitoring Position – Capital

- 6.1 Total Capital expenditure amounted to £3,550,447 across all projects to period 10 2018/19. The Capital Programme has been updated to reflect changes agreed up to the end of January 2019 and can be found at Appendix C. Since the last report to Cabinet (February 2019) the following changes have been made:

- Deep History Coast – An extra £92,973 has been added to this project after a successful grant application to the Rural Payments Agency to support works at the North Norfolk Information Centre, to support its transformation into the 'Deep History Coast Discovery Centre'.
- Fakenham Extra Care – An extra £3,000 has been agreed under delegation, to be funded from capital receipts, to provide a contribution for increased height of a border fence.

- 6.2 Members will recall that the area was hit by a significant coastal storm surge event at the back end of 2013 which caused significant damage to council owned assets and communities up and down the coast. Following an initial insurance payment of £750,000 the final payment of £468,954 has now been agreed and paid.

- 6.3 It is recommended that Cabinet agree to allocate the balance of the insurance money to the Asset Management reserve to establish an additional capital budget to finance the next phase of the repair works to Cromer pier.

7 Conclusion

- 7.1 The revenue budget is showing an estimated full year underspend for the current financial year of £781,488. This is before allowing budget managers the opportunity to request the roll forward of any unspent budgets including one-off grants received during the year. These will only be approved if there is a genuine need for the additional funding and no budget provision exists within the base budget for 2019/20. The overall financial position continues to be closely monitored and it is anticipated that the overall budget for the current year will be achieved.

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 Original base budget for 2018/19 included service savings and additional income totalling £710,065; these are largely still on target to be achieved although there is currently an anticipated full year shortfall of £81,184, The progress in achieving these will continue to be monitored as part of the overall budget monitoring process and where applicable corrective action will be identified and implemented to ensure the overall budget remains achievable.
- 8.3 The estimated outturn shown in Table 1 will continue to be monitored and where applicable will be transferred to reserves.
- 8.4 As Members will be aware car parking represents a significant income stream for the Council. The Council currently leases an area of land off Clink Road in Sea Palling (Clink Road car park) from The Official Custodians for Charities (Sea Palling).
- 8.5 The current lease is due to expire on 20 April and it is recommended that a new lease is agreed for a 15 year term based on the same income sharing arrangements as the current agreement so that this income is protected.
- 8.6 On 28 January the Ministry of Housing, Communities and Local Government (MHCLG) announced national funding of £56.5m so support councils with their preparations for Brexit. For district councils this equates to a payment of £35k across two years and will be accounted for once the payments have been received.

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 Period 10 2018/19

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £
Net Cost Of Services						
Clt / Corporate	325,223	272,195	311,245	39,050	8,227	5,752
Community, Econ Dev & Coast	3,196,225	2,151,538	1,632,909	(518,630)	631,642	931,674
Customer Services & ICT	1,695,361	1,636,475	1,529,184	(107,291)	250,149	(83,972)
Environmental Health	3,738,207	2,793,891	2,624,659	(169,232)	960,889	152,659
Finance & Assets	3,205,277	3,011,525	3,166,436	154,911	241,024	(202,183)
Legal & Democratic Services	625,531	576,450	606,064	29,614	9,624	9,843
Planning	2,157,613	1,777,258	1,632,510	(144,748)	129,868	395,235
Net Cost Of Services	14,943,437	12,219,334	11,503,007	(716,327)	2,231,424	1,209,006
Precepts Of Parish Councils	2,210,812	2,210,812	2,210,432	(380)	0	380
Capital Charges	(1,344,248)	(1,120,210)	(1,120,200)	10	0	(224,048)
External Interest Paid	3,500	2,920	432	(2,488)	0	3,068
Interest Receivable	(1,147,384)	(973,189)	(979,477)	(6,288)	0	(167,907)
Revenue Financing For Capital	1,812,568	0	0	0	0	1,812,568
Retirement Benefits	251,249	0	0	0	0	251,249
Net Operating Expenditure	16,729,934	12,339,667	11,614,194	(725,473)	2,231,424	2,884,316
Contributions To/(From) Reserves						
Asset Management	(208,150)	0	0	0	0	(208,150)
Benefits Subsidy	(31,588)	0	0	0	0	(31,588)
Business Rates	(61,843)	0	0	0	0	(61,843)
Capital Projects Reserve	(1,231,031)	0	0	0	0	(1,231,031)
Coast Protection	(20,000)	0	0	0	0	(20,000)
Communities	90,533	0	0	0	0	90,533
Economic Development and Tourism	(20,000)	0	0	0	0	(20,000)
Elections Reserve	40,000	0	0	0	0	40,000
Enforcement Board	(23,492)	0	0	0	0	(23,492)
Environmental Health	(40,000)	0	0	0	0	(40,000)
Grants	(120,805)	0	0	0	0	(120,805)
Housing	(243,417)	0	0	0	0	(243,417)
Invest to Save	(577,389)	0	0	0	0	(577,389)
Legal	(933)	0	0	0	0	(933)
New Homes Bonus	(1,551,054)	0	0	0	0	(1,551,054)
Organisational Development	(4,649)	0	0	0	0	(4,649)
Planning	18,330	0	0	0	0	18,330
Property Investment fund	2,000,000	0	0	0	0	2,000,000
Contributions to/From General Reserve	(264,224)	0	0	0	0	(264,224)
Amount to be met from Government Grant and Local Taxpayers	14,480,222	12,339,667	11,614,194	(725,473)	2,231,424	634,604
Collection Fund Parishes	(2,210,812)	(1,967,622)	(1,967,622)	0	0	(243,190)
Collection Fund District	(5,909,655)	(5,259,593)	(5,259,593)	0	0	(650,062)
Retained Business Rates	(4,190,773)	(3,985,245)	(4,170,925)	(185,680)	0	(19,848)
Revenue Support Grant	(535,619)	(449,920)	(449,920)	0	0	(85,699)
New Homes Bonus	(1,149,592)	(1,149,592)	(1,149,592)	0	0	0
Rural Services Delivery Grant	(483,771)	(483,771)	(483,771)	0	0	0
Income from Government Grant and Taxpayers	(14,480,222)	(13,295,743)	(13,481,423)	(185,680)	0	(998,799)
(Surplus)/Deficit	0	(956,076)	(1,867,229)	(911,153)	2,231,424	(364,195)

Service Area Summaries P10 2018/19

Clf / Corporate

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Human Resources & Payroll							
Gross Direct Costs	313,430	260,680	271,697	11,017	985	40,749	See Note A:
Gross Direct Income	(21,000)	(17,500)	(1,903)	15,597	0	(19,097)	£16,670 - No income from selling shared
Support Service Charges	(308,620)	(257,270)	(257,270)	0	0	(51,350)	
	(16,190)	(14,090)	12,523	26,613	985	(29,698)	
Note A: £5,877 - New appointment advertising credits bought in advance. These will be used as and when vacancies require advertising. £4,000 - Section training. (£8,734) - Lower Common Training spend. £9,089 - Professional Fees in connection with the Investors in People triennial review. Whilst some expenditure is expected between now and end of March, there will be an overall underspend in Common training (this is largely due to a transition period in management training providers, which has led to no ILM 3 being run this financial year) and in Salaries (partly due to vacant post whilst recruitment underway). These underspends will be used to partly offset the deficit in 'Other professional fees' created by the IIP assessment process (which happens every three years)							
Registration Services							
Gross Direct Costs	224,033	188,478	194,254	5,776	0	29,779	No Major Variances.
Gross Direct Income	(44,120)	(42,670)	(42,843)	(173)	0	(1,277)	No Major Variances.
Support Service Charges	135,950	113,300	113,300	0	0	22,650	
	315,863	259,108	264,711	5,602	0	51,152	
Corporate Leadership Team							
Gross Direct Costs	443,369	369,480	378,491	9,011	1,025	63,853	£5,191 - Salaries and oncosts are higher as a result of staff regradings. This will lead to a full year cost of £8.073. This is a reduction of £9,167 compared to the original projection of £17,240 as a result of a vacant post. £2,546 - Coaching course. £3,213 - Furniture purchases. (£5,140) - Professional fees. £2,514 - Conference expenses.
Support Service Charges	(443,369)	(369,460)	(369,390)	70	0	(73,979)	No Major Variances.
	0	20	9,101	9,081	1,025	(10,126)	
Communications							
Gross Direct Costs	321,098	273,467	282,995	9,528	6,217	31,886	£11,231 - Promotional materials.
Gross Direct Income	0	0	(11,775)	(11,775)	0	11,775	
Support Service Charges	(295,548)	(246,310)	(246,310)	0	0	(49,238)	Income from filming rights.
	25,550	27,157	24,910	(2,247)	6,217	(5,577)	
Total Clf / Corporate	325,223	272,195	311,245	39,050	8,227	5,752	

Service Area Summaries P10 2018/19

Community, Economic Development & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Health							
Gross Direct Costs	0	0	21	21	0	(21)	(£4,773) - Allocated for multi agency projects. Will be used to match fund "Pocket Park"
Gross Direct Income	0	0	(4,773)	(4,773)	0	4,773	projects if the applications to the Ministry of Housing, Communities and Local Government are successful
	0	0	(4,753)	(4,753)	0	4,753	
Car Parking							
Gross Direct Costs	778,409	534,464	584,134	49,670	43,811	150,464	£4,092 - Car park signage. £7,500 - VAT advice. £6,775 - Fees re car park at Highfield Road Fakenham. £15,026 - Car park height barriers. £4,517 - Credit card charges higher as a result of more people paying by card. £4,059 - Street services contract costs. £4,918 - Contract management fee.
Capital Charges	29,485	24,570	24,570	0	0	4,915	
Gross Direct Income	(2,645,971)	(2,344,065)	(2,390,064)	(45,999)	0	(255,907)	(£45,999) - Car park income higher than expected.
Support Service Charges	183,379	169,530	169,630	100	0	13,749	
	(1,654,698)	(1,615,501)	(1,611,730)	3,771	43,811	(86,779)	
Markets							
Gross Direct Costs	53,525	30,364	31,936	1,572	976	20,613	No Major variances.
Gross Direct Income	(61,800)	(61,638)	(53,418)	8,220	0	(8,382)	Market rental income lower than expected.
Support Service Charges	34,030	28,360	28,360	0	0	5,670	
	25,755	(2,914)	6,878	9,792	976	17,901	
Parks & Open Spaces							
Gross Direct Costs	350,056	291,710	272,822	(18,888)	55,011	22,223	£21,404 - Repair and maintenance costs. (£25,856) - Lower costs relating to the Kier services contract and provision for 2017/18 variation order not required. This will lead to a full year saving of £30,000. (£19,476) - General grounds maintenance. £3,564 - Water charges at Runton Road, Cromer.
Capital Charges	48,222	40,190	40,190	0	0	8,032	
Gross Direct Income	(14,590)	(5,730)	(3,224)	2,506	0	(11,366)	No Major variance
Support Service Charges	81,030	67,530	67,530	0	0	13,500	
	464,718	393,700	377,318	(16,382)	55,011	32,389	

Service Area Summaries P10 2018/19

Community, Economic Development & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Foreshore							
Gross Direct Costs	183,923	162,259	156,795	(5,464)	30,228	(3,100)	(£2,257) - Salaries and oncosts are lower. (£4,701) - Repair and maintenance costs lower. £6,160 - Transport of Mundesley huts from winter storage. (£6,548) - Credit notes for overpaid electricity. £3,025 - Premises Insurance - Fire/General, now coded directly to the service.
Capital Charges	7,977	6,650	6,650	0	0	1,327	
Gross Direct Income	(187,362)	(189,174)	(193,647)	(4,473)	0	6,285	Winter storage fees
Support Service Charges	187,250	156,050	156,050	0	0	31,200	
	191,788	135,785	125,847	(9,937)	30,228	35,713	
Sports Centres							
Gross Direct Costs	309,067	186,337	166,319	(20,018)	56,673	86,075	(£45,349) - Hall hire not yet invoiced. £12,453 - Purchase of a trampoline to be funded from an earmarked reserve. £2,540 - Feasibility study for a 3G pitch at North Walsham. £7,403 - fees re astropitch use, events etc.
Capital Charges	12,497	10,410	10,410	0	0	2,087	
Gross Direct Income	(142,820)	(108,870)	(102,952)	5,918	0	(39,868)	£6,925 - Lower sales of food and drink
Support Service Charges	120,240	100,250	100,250	0	0	19,990	
	298,984	188,127	174,027	(14,100)	56,673	68,284	
Leisure Complexes							
Gross Direct Costs	379,823	300,677	338,328	37,651	148,903	(107,408)	(£7,500) - Building repair and maintenance costs at the Splash lower than anticipated. £35,054 - Leisure management contract support, to be funded from reserves. £6,141 - Premises Insurance - Fire/General, now coded directly to the service.
Capital Charges	525,644	438,030	438,030	0	0	87,614	
Gross Direct Income	0	0	(1,052)	(1,052)	0	1,052	No Major Variances.
Support Service Charges	39,570	33,000	33,000	0	0	6,570	
	945,037	771,707	808,306	36,598	148,903	(12,172)	
Other Sports							
Gross Direct Costs	154,387	109,283	99,113	(10,169)	49,292	5,982	(£15,846) - Spend relating to Sporting Centre of Excellence and outdoor leisure strategy.
Gross Direct Income	(24,172)	(3,167)	(10,140)	(6,973)	0	(14,032)	
Support Service Charges	49,130	40,960	40,960	0	0	8,170	Sports Hubs and Clubs events income.
	179,345	147,075	129,933	(17,142)	49,292	120	

Service Area Summaries P10 2018/19

Community, Economic Development & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Recreation Grounds							
Gross Direct Costs	8,669	7,224	7,603	379	1,522	(455)	No Major Variances.
Capital Charges	79	70	70	0	0	9	
Gross Direct Income	(1,000)	(830)	(1,113)	(283)	0	113	No Major Variances.
Support Service Charges	4,530	3,770	3,770	0	0	760	
	12,278	10,234	10,330	96	1,522	427	
Pier Pavilion							
Gross Direct Costs	49,448	43,978	64,545	20,567	150	(15,248)	£20,320 - Pier Theatre, internal decoration, flooring, pumps and fire alarm alterations
Gross Direct Income	(20,000)	(20,000)	(31,387)	(11,387)	0	11,387	(£11,387) - Profits higher.
Support Service Charges	17,790	14,830	14,830	0	0	2,960	
	47,238	38,808	47,988	9,180	150	(901)	
Foreshore (Community)							
Gross Direct Costs	432,113	378,479	373,812	(4,667)	53,634	4,668	(£3,563) - Telephone rentals and maintenance. £5,028 - Blue Flag application. (£5,073) - Memorial seats.
Support Service Charges	42,720	35,620	35,620	0	0	7,100	
	474,833	414,099	409,432	(4,667)	53,634	11,768	
Woodlands Management							
Gross Direct Costs	152,423	128,915	152,205	23,290	34,367	(34,150)	£10,683 - Grounds maintenance including tree safety works at Pretty Corner Woods. £2,221 - Equipment purchases. £7,881 - Other fees, mainly event spend.
Capital Charges	1,346	1,120	1,120	0	0	226	
Gross Direct Income	(37,650)	(33,400)	(40,253)	(6,853)	0	2,603	(£6,022) - Car parking income
Support Service Charges	102,750	85,650	85,650	0	0	17,100	
	218,869	182,285	198,722	16,437	34,367	(14,220)	
Cromer Pier							
Gross Direct Costs	47,232	44,257	71,859	27,602	19,408	(44,036)	£28,775 - Premises Insurance - Fire/General, now coded directly to the service.
Capital Charges	8,741	7,280	7,280	0	0	1,461	
Gross Direct Income	(24,109)	(18,363)	(487,639)	(469,275)	0	463,530	(£468,954) - Insurance claim reimbursed re damage to the Pier during the storm surge of 2013.
Support Service Charges	15,010	12,500	12,500	0	0	2,510	
	46,874	45,674	(395,999)	(441,673)	19,408	423,465	

Service Area Summaries P10 2018/19

Community, Economic Development & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Economic Growth							
Gross Direct Costs	82,408	62,815	48,087	(14,728)	257	34,064	Current underspend is being earmarked towards providing the necessary match funding for successful bid entitled 'North Norfolk Growth Sites Delivery Strategy'.
Capital Charges	211	180	180	0	0	31	
Gross Direct Income	(10)	(10)	0	10	0	(10)	
Support Service Charges	186,740	155,630	155,630	0	0	31,110	
	269,349	218,615	203,897	(14,718)	257	65,195	
Tourism							
Gross Direct Costs	68,588	48,297	57,768	9,471	5,000	5,820	£9,165 Orchestras live costs offset by grant and ticket sale income.
Gross Direct Income	0	0	(23,986)	(23,986)	0	23,986	Orchestras live Grants and ticket sales.
Support Service Charges	53,940	44,950	44,950	0	0	8,990	
	122,528	93,247	78,732	(14,515)	5,000	38,796	
Market Town Initiatives							
Gross Direct Costs	233,000	233,000	232,307	(693)	0	693	No Major Variances.
	233,000	233,000	232,307	(693)	0	693	
Coast Protection							
Gross Direct Costs	321,275	195,950	257,733	61,783	109,061	(45,519)	£47,263 Sea Defence projects - some of this is offset by funding - see below. £11,375 - Planning applications and licences.
Capital Charges	5,834	4,860	4,860	0	0	974	
Gross Direct Income	0	0	(42,166)	(42,166)	0	42,166	Funding from Shell UK relating to Timber Revetment repairs at Bacton.
Support Service Charges	275,360	229,470	229,470	0	0	45,890	
	602,469	430,280	449,897	19,617	109,061	43,511	
Business Growth Staffing							
Gross Direct Costs	242,944	202,480	196,473	(6,007)	0	46,471	The balance is made up of a number variances below £2,000.
Gross Direct Income	0	0	(463)	(463)	0	463	
Support Service Charges	(242,944)	(202,450)	(202,410)	40	0	(40,534)	
	0	30	(6,400)	(6,430)	0	6,400	
Economic & Comm Dev Mgt							
Gross Direct Costs	100,409	82,304	80,535	(1,768)	0	19,874	Costs associated with Go Go Hares offset by Museum contribution not yet made.
Support Service Charges	23,726	19,790	19,790	0	0	3,936	
	124,135	102,094	100,325	(1,768)	0	23,810	

Service Area Summaries P10 2018/19

Community, Economic Development & Coast

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Leisure							
Gross Direct Costs	202,968	169,161	164,159	(5,002)	500	38,309	No Major Variances.
Gross Direct Income	(700)	(580)	0	580	0	(700)	
Support Service Charges	(205,448)	(171,190)	(171,120)	70	0	(34,328)	No Major Variances.
	(3,180)	(2,609)	(6,961)	(4,352)	500	3,281	
Housing (Health & Wellbeing)							
Gross Direct Costs	256,466	213,702	200,869	(12,834)	0	55,597	Temporary staffing costs budgeted for but not yet incurred, these were to be funded from the Housing Reserve so there will be no full year effect.
Gross Direct Income	(41,405)	(41,405)	(86,700)	(45,295)	0	45,295	Norfolk County Council grant in respect of social prescribing posts. Unspent allocations need to be ring-fenced to support budgeted staff costs in future years.
Support Service Charges	21,759	18,150	18,150	0	0	3,609	
	236,820	190,447	132,319	(58,129)	0	104,501	
Housing Strategy							
Gross Direct Costs	343,805	275,510	244,470	(31,040)	22,226	77,110	(£11,644) Staff costs resulting from a vacant post. (£14,778) Viability works funded from reserves.
Gross Direct Income	(127,084)	(89,393)	(102,238)	(12,845)	0	(24,846)	(£10,726) Balance of current year Norfolk County Council grant that needs to be rolled forward to fund the balance of the temporary health post in 2019/20.
Support Service Charges	34,280	28,570	28,570	0	0	5,710	
	251,001	214,687	170,802	(43,885)	22,226	57,974	
Community And Localism							
Gross Direct Costs	537,453	337,517	334,993	(2,524)	10	202,450	No Major Variances.
Gross Direct Income	(454,361)	(377,974)	(376,765)	1,209	0	(77,596)	£16,331 - Reduced grant from Second Homes Money re 17/18 taxbase calculation. This will be accounted for by a use of the Communities earmarked reserve.
Support Service Charges	27,040	22,560	22,560	0	0	4,480	
	110,132	(17,897)	(19,212)	(1,315)	10	129,334	
Coastal Management							
Gross Direct Costs	197,720	146,195	186,533	40,337	614	10,574	Additional staffing and relocation costs - some of which be recharged to the Coastal Partnership East (CPE) at year end.
Support Service Charges	(198,770)	(165,630)	(165,630)	0	0	(33,140)	
	(1,050)	(19,435)	20,903	40,337	614	(22,566)	
Total Community, Economic Development	3,196,225	2,151,538	1,632,909	(518,630)	631,642	931,674	

Service Area Summaries P10 2018/19

Customer Services & ICT

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Benefits Administration							
Gross Direct Costs	880,174	739,119	712,010	(27,109)	3,545	164,620	Staff savings as a result of in year vacancies. There are currently two vacant posts within the service. Additional software and training costs - these are offset by grant income and recharges.
Capital Charges	11,500	9,580	9,580	0	0	1,920	
Gross Direct Income	(428,957)	(25,920)	(94,149)	(68,228)	0	(334,809)	One-off grants from the Department for Works and Pensions, some of which are offset by additional software costs. Training costs recharged to other authorities.
Support Service Charges	550,130	458,470	458,470	0	0	91,660	
	1,012,847	1,181,249	1,085,911	(95,337)	3,545	(76,609)	
IT - Support Services							
Gross Direct Costs	1,233,546	969,639	967,948	(1,691)	128,726	136,872	£8,345 - Salaries and oncosts for fixed term staff. £8,076 - professional fees for web development work. (£20,616) - Computer hardware purchases. (£4,891) - Telephone rental and maintenance. £32,358 - Higher cost of Microsoft and e-financials user licences. (£20,328) - Lower cost of Computer Lines and modems. (£3,499) - Lower cost of Computer Consumables.
Capital Charges	111,554	92,970	92,970	0	0	18,584	
Gross Direct Income	(410)	(340)	(90)	250	0	(320)	No Major Variances.
Support Service Charges	(1,277,120)	(1,064,280)	(1,064,140)	140	0	(212,980)	
	67,570	(2,011)	(3,312)	(1,301)	128,726	(57,844)	
TIC's							
Gross Direct Costs	128,790	105,763	111,209	5,446	14,619	2,962	(£4,049) - Salaries and oncosts lower than expected. £9,630 - Holt Tourist Information Centre refurbishment.
Capital Charges	5,729	4,770	4,770	0	0	959	
Gross Direct Income	(29,500)	(24,590)	(27,115)	(2,525)	0	(2,385)	Sale of goods & souvenirs.
Support Service Charges	106,820	89,050	89,050	0	0	17,770	
	211,839	174,993	177,914	2,921	14,619	19,306	
Homelessness							
Gross Direct Costs	163,586	117,027	183,445	66,418	48,194	(68,053)	Homelessness prevention: £41,196 Bed and Breakfast Charges, £27,239 Rent deposits - these costs have been offset by recoverable charges.
Gross Direct Income	(309,266)	(290,304)	(354,194)	(63,890)	0	44,928	(£29,482) Rent deposits, (£29,737) B & B recoverable charges.
Support Service Charges	474,690	395,590	395,590	0	0	79,100	
	329,010	222,313	224,841	2,527	48,194	55,975	

Service Area Summaries P10 2018/19

Customer Services & ICT

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Customer Services Housing							
Gross Direct Costs	325,412	271,187	269,730	(1,457)	0	55,682	No Major Variances.
Support Service Charges	(310,782)	(258,970)	(258,940)	30	0	(51,842)	
	14,630	12,217	10,790	(1,427)	0	3,840	
Digital Transformation							
Gross Direct Costs	244,567	203,787	206,240	2,453	12,783	25,544	No Major Variances.
Support Service Charges	(183,442)	(152,850)	(152,830)	20	0	(30,612)	
	61,125	50,937	53,410	2,473	12,783	(5,068)	
Reprographics							
Gross Direct Costs	92,779	77,322	63,355	(13,967)	35,578	(6,154)	(£4,194) - Operating lease costs for printers lower than expected as a result of lower numbers of copies being required. (£8,860) - Paper costs lower than anticipated. Both of these are as a result of the use of hybrid mailing and the delay in progressing the Local Plan.
Capital Charges	18,603	15,500	15,500	0	0	3,103	
Gross Direct Income	(7,500)	(6,250)	(6,928)	(678)	0	(572)	No Major Variances.
Support Service Charges	(105,092)	(87,590)	(87,590)	0	0	(17,502)	
	(1,210)	(1,018)	(15,663)	(14,645)	35,578	(21,125)	
Customer Services - Corporate							
Gross Direct Costs	602,787	502,675	494,814	(7,861)	6,704	101,269	£8,937 - Salaries and oncosts higher as a result of low staff turnover. (£2,620) - Equipment rental and hire. (£3,257) - Lower stationery purchases. (£5,406) - Other professional fees. The balance consists of minor variances.
Gross Direct Income	(22,870)	(21,270)	(15,931)	5,339	0	(6,939)	No Major Variances.
Support Service Charges	(580,367)	(483,610)	(483,590)	20	0	(96,777)	£4,659 - Postal charges re envelopes, BR postage and surcharges.
	(450)	(2,205)	(4,707)	(2,502)	6,704	(2,447)	
Total Customer Services & ICT	1,695,361	1,636,475	1,529,184	(107,291)	250,149	(83,972)	

Service Area Summaries P10 2018/19

Environmental Health

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Commercial Services							
Gross Direct Costs	355,778	296,490	293,129	(3,361)	6,817	55,832	(£10,663) Saving from vacant post, now filled. £6,193 Costs associated with private water sampling offset by additional income .
Gross Direct Income	(23,685)	(19,750)	(25,495)	(5,745)	0	1,810	Recharges for Private Water Sampling.
Support Service Charges	121,450	101,230	101,230	0	0	20,220	
	453,543	377,970	368,864	(9,106)	6,817	77,862	
Internal Drainage Board Levies							
Gross Direct Costs	386,274	386,274	386,281	7	0	(7)	No Major Variances.
Support Service Charges	200	170	170	0	0	30	
	386,474	386,444	386,451	7	0	23	
Travellers							
Gross Direct Costs	5,534	39,600	42,808	3,208	22,449	(59,723)	Fencing repairs, grounds maintenance and costs for portable toilets.
Capital Charges	97,800	81,500	81,500	0	0	16,300	
Gross Direct Income	(4,000)	(3,340)	(5,652)	(2,312)	0	1,652	Insurance claim reimbursed.
Support Service Charges	1,520	1,280	1,280	0	0	240	
	100,854	119,040	119,936	896	22,449	(41,531)	
Public Protection							
Gross Direct Costs	191,423	159,790	159,045	(745)	2,662	29,716	No Major Variances.
Gross Direct Income	(189,985)	(169,668)	(156,659)	13,009	0	(33,326)	Technical issues with the Environmental Health computer system, resulting in demands for Premises licences not being processed. This is currently being addressed.
Support Service Charges	120,860	100,720	100,720	0	0	20,140	
	122,298	90,842	103,106	12,264	2,662	16,531	
Street Signage							
Gross Direct Costs	12,470	4,550	2,636	(1,914)	0	9,834	No Major Variances.
Capital Charges	7,565	6,300	6,300	0	0	1,265	
Support Service Charges	17,350	14,460	14,460	0	0	2,890	
	37,385	25,310	23,396	(1,914)	0	13,989	
Environmental Protection							
Gross Direct Costs	568,686	464,775	492,118	27,343	19,665	56,904	£18,380 - Overtime and additional staffing support for the new IT system - this will be funded from capital at year end. £7,689 Purchase of Air Quality Management equipment.
Capital Charges	7,112	5,930	5,930	0	0	1,182	
Gross Direct Income	(14,800)	(8,662)	(12,696)	(4,034)	0	(2,104)	(£3,463) - Merchandising from goats.
Support Service Charges	177,380	147,830	147,830	0	0	29,550	
	738,378	609,873	633,182	23,309	19,665	85,531	

Service Area Summaries P10 2018/19

Environmental Health

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Env Health - Service Mgmt							
Gross Direct Costs	127,373	94,916	98,419	3,502	15,642	13,313	No Major Variances.
Support Service Charges	(132,273)	(110,220)	(110,220)	0	0	(22,053)	
	(4,900)	(15,304)	(11,801)	3,502	15,642	(8,740)	
Combined Enforcement Team							
Gross Direct Costs	146,072	121,750	126,432	4,682	310	19,330	No Major Variances.
Gross Direct Income	0	0	(872)	(872)	0	872	No Major Variances.
Support Service Charges	(146,072)	(121,720)	(121,720)	0	0	(24,352)	
	0	30	3,840	3,810	310	(4,150)	
Environmental Contracts							
Gross Direct Costs	255,735	213,130	223,882	10,752	422	31,431	Additional staffing costs.
Support Service Charges	(255,735)	(213,100)	(213,020)	80	0	(42,715)	
	0	30	10,862	10,832	422	(11,284)	
Waste Collection And Disposal							
Gross Direct Costs	3,822,661	2,861,575	2,868,345	6,770	751,891	202,426	See Note A below
Capital Charges	58,435	48,700	48,700	0	0	9,735	
Gross Direct Income	(3,095,449)	(2,620,243)	(2,780,039)	(159,796)	0	(315,410)	(£169,253) Additional garden bin and trade waste fee income; £9,218 Rechargeable income for Clinical and Hazardous Household waste not received.
Support Service Charges	358,280	298,580	298,580	0	0	59,700	
	1,143,927	588,612	435,586	(153,026)	751,891	(43,549)	
Note A: (£6,368) Hazardous Household and Clinical waste invoices not received; (£21,579) Surplus from prior year creditor provision for commercial waste disposal; (£31,734) Kier contract costs (relate to prior year creditors); £4,061 Staffing costs relating to garden bin administration and procurement; £16,809 Mailing costs and management fee for garden bins; £9,068 Additional processing costs at Norse Environmental Waste Services (NEWS); £35,966 Consultancy costs relating to contract procurement.							
Cleansing							
Gross Direct Costs	584,143	473,065	431,077	(41,988)	138,657	14,409	(£37,324) Kier creditor provision carried forward from a prior year not required. (£3,667) Dog and Litter bins not yet purchased.
Gross Direct Income	(51,263)	(51,263)	(57,473)	(6,210)	0	6,210	Additional recharges for dog and litter bins.
Support Service Charges	44,560	37,140	37,140	0	0	7,420	
	577,440	458,942	410,744	(48,198)	138,657	28,039	
Environmental Strategy							
Gross Direct Costs	15,000	15,000	29,153	14,153	1,998	(16,151)	Staffing and Exhibitor costs for Green Build.
Gross Direct Income	(15,000)	(15,000)	(18,255)	(3,255)	0	3,255	
Support Service Charges	13,610	11,350	11,350	0	0	2,260	
	13,610	11,350	22,248	10,898	1,998	(10,636)	
Community Safety							
Gross Direct Costs	24,598	20,492	20,928	436	0	3,670	No Major Variances
Support Service Charges	11,180	9,320	9,320	0	0	1,860	
	35,778	29,812	30,248	436	0	5,530	

Service Area Summaries P10 2018/19

Environmental Health

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Civil Contingencies							
Gross Direct Costs	99,670	82,810	59,868	(22,942)	379	39,423	(£17,802) Staffing savings - Manager post was vacant - now filled. The balance relates to various minor variances.
Support Service Charges	33,750	28,130	28,130	0	0	5,620	
	133,420	110,940	87,998	(22,942)	379	45,043	
Total Environmental Health	3,738,207	2,793,891	2,624,659	(169,232)	960,889	152,659	

Service Area Summaries P10 2018/19

Finance & Assets

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Industrial Estates							
Gross Direct Costs	16,646	10,552	15,777	5,225	1,029	(160)	Insurance premiums now coded directly to the service - to be recharged.
Capital Charges	46,238	38,530	38,530	0	0	7,708	
Gross Direct Income	(132,415)	(124,280)	(120,980)	3,300	0	(11,435)	Lower rental income - vacant unit at Catfield.
Support Service Charges	96,850	80,710	80,710	0	0	16,140	
	27,319	5,512	14,037	8,525	1,029	12,253	
Surveyors Allotments							
Gross Direct Income	(50)	(40)	(250)	(210)	0	200	No Major Variances.
Support Service Charges	7,200	6,000	6,000	0	0	1,200	
	7,150	5,960	5,750	(210)	0	1,400	
Handy Man							
Gross Direct Costs	41,858	34,860	40,670	5,810	0	1,188	Increased staffing costs.
Capital Charges	2,739	2,280	2,280	0	0	459	
Gross Direct Income	(55,911)	(37,272)	(38,482)	(1,210)	0	(17,429)	No Major Variances.
Support Service Charges	34,000	28,340	28,340	0	0	5,660	
	22,686	28,208	32,807	4,599	0	(10,121)	
Parklands							
Gross Direct Costs	43,630	39,690	67,995	28,305	5,204	(29,569)	Clearing up costs at site and higher electricity charges.
Capital Charges	585	490	490	0	0	95	
Gross Direct Income	(56,326)	(56,326)	(54,482)	1,844	0	(1,844)	No Major Variances.
Support Service Charges	51,030	42,520	42,520	0	0	8,510	
	38,919	26,374	56,523	30,149	5,204	(22,808)	
Revenue Services							
Gross Direct Costs	591,469	478,910	477,674	(1,236)	17,678	96,116	Savings resulting from vacant posts offset by overtime and re-grading costs.
Gross Direct Income	(427,631)	(208,562)	(209,831)	(1,269)	0	(217,800)	No Major Variances.
Support Service Charges	440,770	367,340	367,340	0	0	73,430	
	604,608	637,688	635,183	(2,505)	17,678	(48,253)	
Benefits Subsidy							
Gross Direct Costs	25,823,841	0	565	565	0	25,823,276	No Major Variances.
Gross Direct Income	(25,823,841)	0	(2,829)	(2,829)	0	(25,821,012)	No Major Variances.
	0	0	(2,264)	(2,264)	0	2,264	
Discretionary Payments							
Gross Direct Costs	65,846	65,846	65,846	0	0	0	No Major Variances.
Support Service Charges	6,450	5,380	5,380	0	0	1,070	
	72,296	71,226	71,226	0	0	1,070	

Service Area Summaries P10 2018/19

Finance & Assets

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Non Distributed Costs							
Gross Direct Costs	0	188,433	189,374	941	0	(189,374)	No Major Variances.
	0	188,433	189,374	941	0	(189,374)	
Administration Buildings Svs							
Gross Direct Costs	457,633	393,165	422,097	28,932	38,810	(3,273)	£8,423 Higher staffing costs; £11,238 Repair and maintenance costs; £8,890 Higher utility costs than budgeted; £3,998 Insurance premiums now coded directly to the service; (£4,000) Outstanding creditor provision for contract cleaning.
Capital Charges	76,862	64,050	64,050	0	0	12,812	
Gross Direct Income	(170,781)	(129,955)	(136,389)	(6,434)	0	(34,392)	Minor miscellaneous variances.
Support Service Charges	(273,937)	(228,310)	(228,310)	0	0	(45,627)	
	89,777	98,950	121,447	22,497	38,810	(70,480)	
Property Services							
Gross Direct Costs	631,977	519,791	555,714	35,923	17,786	58,477	£16,003 Staffing - Overtime, Golden Hello and travelling costs/van stock offset by savings from a vacant post; £4,869 Higher Repair and Maintenance costs; £13,167 Professional fees and Enforcement Board costs.
Capital Charges	12,774	10,650	10,650	0	0	2,124	
Support Service Charges	(544,837)	(454,020)	(453,930)	90	0	(90,907)	No Major Variances.
	99,914	76,421	112,434	36,013	17,786	(30,306)	
Head Of Finance & Assets							
Gross Direct Costs	100,514	83,770	84,703	933	0	15,811	No Major Variances.
Support Service Charges	(100,514)	(83,850)	(83,850)	0	0	(16,664)	
	0	(80)	853	933	0	(853)	
Corporate Finance							
Gross Direct Costs	433,642	359,970	338,169	(21,801)	21,811	73,662	(£25,511) Staff savings resulting from a vacant post. This has been partially offset by one-off professional fees.
Capital Charges	4,491	3,740	3,740	0	0	751	
Support Service Charges	(428,828)	(357,380)	(357,340)	40	0	(71,488)	
	9,305	6,330	(15,431)	(21,761)	21,811	2,925	

Service Area Summaries P10 2018/19

Finance & Assets

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Insurance & Risk Management							
Gross Direct Costs	180,506	180,506	192,890	12,384	0	(12,384)	£2,839 - Vehicle insurance. £6,021 - Public liability insurance. The additional cost of the new insurance contract has a full year effect of £12,384.
Gross Direct Income	(650)	(540)	(42)	498	0	(608)	No Major Variances.
Support Service Charges	(179,856)	(149,850)	(149,850)	0	0	(30,006)	
	0	30,116	42,998	12,882	0	(42,998)	
Internal Audit							
Gross Direct Costs	75,000	37,500	32,525	(4,975)	39,111	3,365	No Major Variances.
Support Service Charges	(75,000)	(62,510)	(62,510)	0	0	(12,490)	
	0	(25,010)	(29,985)	(4,975)	39,111	(9,125)	
Playgrounds							
Gross Direct Costs	29,875	23,560	21,742	(1,818)	2,847	5,286	No Major Variances.
Gross Direct Income	0	0	(1,000)	(1,000)	0	1,000	No Major Variances.
Support Service Charges	34,880	29,060	29,060	0	0	5,820	
	64,755	52,620	49,802	(2,818)	2,847	12,106	
Community Centres							
Gross Direct Costs	5,948	1,079	2,332	1,253	441	3,175	No Major Variances.
Support Service Charges	13,670	11,400	11,400	0	0	2,270	
	19,618	12,479	13,732	1,253	441	5,445	
Public Conveniences							
Gross Direct Costs	485,176	425,317	475,509	50,192	45,028	(35,360)	£11,227 Repair and Maintenance. £37,981 Higher NNDR and utility costs (higher usage throughout the summer months).
Capital Charges	134,495	112,080	112,080	0	0	22,415	
Gross Direct Income	0	0	(350)	(350)	0	350	No Major Variances.
Support Service Charges	135,977	113,310	113,310	0	0	22,667	
	755,648	650,707	700,549	49,842	45,028	10,071	
Investment Properties							
Gross Direct Costs	91,439	69,906	92,459	22,553	13,806	(14,826)	£3,022 Repair and Maintenance costs; £4,065 Council Tax payments on an empty property; £5,900 Higher utility costs; £5,457 Insurance premiums coded directly to the service (some will be rechargeable).
Capital Charges	66,099	55,080	55,080	0	0	11,019	
Gross Direct Income	(166,112)	(122,535)	(128,601)	(6,066)	0	(37,511)	(£4,375) Rental income at Grove Lane; (£3,842) Concessions; £4,314 Recharges for utilities in dispute.
Support Service Charges	77,520	64,610	64,610	0	0	12,910	
	68,946	67,061	83,549	16,488	13,806	(28,409)	

Service Area Summaries P10 2018/19

Finance & Assets

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Central Costs							
Gross Direct Costs	81,491	65,570	72,333	6,763	6	9,152	£4,958 - Higher salaries and oncosts.
Support Service Charges	(81,491)	(67,890)	(67,890)	0	0	(13,601)	
	0	(2,320)	4,443	6,763	6	(4,449)	
Corporate & Democratic Core							
Gross Direct Costs	428,486	334,291	332,849	(1,442)	37,466	58,171	(£7,720) - Lower salaries and oncosts as a result of vacancies within Planning. £6,384 - Enterprise zone costs.
Support Service Charges	895,850	746,560	746,560	0	0	149,290	
	1,324,336	1,080,851	1,079,409	(1,442)	37,466	207,461	
Total Finance & Assets	3,205,277	3,011,525	3,166,436	154,911	241,024	(202,183)	

Service Area Summaries P10 2018/19

Legal & Democratic Services

Service	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Remaining Budget £	Explanation for Major Variances
Members Services							
Gross Direct Costs	564,631	475,082	467,908	(7,174)	3,708	93,015	£8,697 - Salaries and oncosts are higher as a result of staff regrading. (£5,242) - Members' mileage costs are lower than anticipated. (£14,276) - Members Basic Allowance is lower than anticipated because Cabinet membership has reduced from 10 to 7. £2,679 - Member training.
Gross Direct Income	(400)	(330)	(113)	217	0	(287)	No Major Variances.
Support Service Charges	66,050	55,050	55,050	0	0	11,000	
	630,281	529,802	522,845	(6,957)	3,708	103,728	
Legal Services							
Gross Direct Costs	653,067	539,363	577,415	38,051	5,916	69,736	£22,993 - Salaries and oncosts are higher. £5,277 - Higher mileage costs. Both of these will be funded from the Legal Reserve.
Gross Direct Income	(346,946)	(233,685)	(235,166)	(1,481)	0	(111,780)	No Major Variances.
Support Service Charges	(310,871)	(259,030)	(259,030)	0	0	(51,841)	
	(4,750)	46,648	83,219	36,571	5,916	(93,885)	
Total Legal & Democratic Services	625,531	576,450	606,064	29,614	9,624	9,843	

Service Area Summaries P10 2018/19

Planning

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Development Management							
Gross Direct Costs	1,017,000	875,546	871,641	(3,905)	71,666	73,694	(£22,691) Employee savings resulting from vacant posts. £3,017 Planning Application advertising costs. £9,793 Professional fees relating to Planning appeals and enforcement works - these will be funded from earmarked reserves.
Capital Charges	41,631	34,690	34,690	0	0	6,941	
Gross Direct Income	(917,030)	(783,250)	(812,229)	(28,979)	0	(104,801)	(£32,830) Increased income from Pre-Application advice offset by lower Planning application fee income against the profiled budget.
Support Service Charges	660,630	550,550	550,550	0	0	110,080	
	802,231	677,536	644,652	(32,884)	71,666	85,913	
Planning Policy							
Gross Direct Costs	551,731	455,462	436,240	(19,222)	9,392	106,099	Slippage in the profiled spend on the Local Plan.
Gross Direct Income	0	0	(191)	(191)	0	191	No Major Variances.
Support Service Charges	70,866	59,070	59,070	0	0	11,796	
	622,597	514,532	495,119	(19,413)	9,392	118,086	
Conservation, Design & Landscape							
Gross Direct Costs	153,542	121,400	121,164	(236)	10,950	21,428	(£4,500) Qualification Training budget offset by enforcement expenditure relating to a property at Walsingham.
Support Service Charges	70,220	58,540	58,540	0	0	11,680	
	223,762	179,940	179,704	(236)	10,950	33,108	
Major Developments							
Gross Direct Costs	229,098	188,578	165,921	(22,657)	2,914	60,263	(£16,731) Employee costs resulting from a vacant post. (£4,093) Professional Fees.
Gross Direct Income	0	0	(4,677)	(4,677)	0	4,677	Recoverable costs from previous employee.
Support Service Charges	127,650	106,390	106,390	0	0	21,260	
	356,748	294,968	267,633	(27,335)	2,914	86,200	
Building Control							
Gross Direct Costs	369,872	307,548	312,992	5,444	1,826	55,054	Additional Staffing costs.
Gross Direct Income	(386,250)	(321,880)	(354,515)	(32,635)	0	(31,735)	Building control income up against profiled budget; the net surplus/deficit will be transferred to the earmarked reserve and used to inform future fee setting.
Support Service Charges	121,860	101,590	101,590	0	0	20,270	
	105,482	87,258	60,067	(27,191)	1,826	43,589	
Head Of Planning							
Gross Direct Costs	190,707	157,516	157,810	294	5,811	27,086	No Major Variances.
Support Service Charges	(190,707)	(158,900)	(158,900)	0	0	(31,807)	
	0	(1,384)	(1,090)	294	5,811	(4,721)	

Service Area Summaries P10 2018/19

Planning

Service	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
Property Information							
Gross Direct Costs	183,833	138,608	140,593	1,985	27,310	15,930	No Major Variances
Gross Direct Income	(190,000)	(158,340)	(198,309)	(39,969)	0	8,309	(£13,889) New burdens grant, (£23,150) Search fee income - the net position will be reviewed and the net surplus/deficit will be adjusted through the reserve at the year end.
Support Service Charges	52,960	44,140	44,140	0	0	8,820	
	46,793	24,408	(13,576)	(37,984)	27,310	33,059	
Total Planning	2,157,613	1,777,258	1,632,510	(144,748)	129,868	395,235	

Service Area Summaries P10 2018/19

Clf / Corporate

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Human Resources & Payroll	(16,190)	(14,090)	12,523	26,613	985	(29,698)
Registration Services	315,863	259,108	264,711	5,602	0	51,152
Corporate Leadership Team	0	20	9,101	9,081	1,025	(10,126)
Communications	25,550	27,157	24,910	(2,247)	6,217	(5,577)
	325,223	272,195	311,245	39,050	8,227	5,752

Community, Econ Dev & Coast

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Health	0	0	(4,753)	(4,753)	0	4,753
Car Parking	(1,654,698)	(1,615,501)	(1,611,730)	3,771	43,811	(86,779)
Markets	25,755	(2,914)	6,878	9,792	976	17,901
Parks & Open Spaces	464,718	393,700	377,318	(16,382)	55,011	32,389
Foreshore	191,788	135,785	125,847	(9,937)	30,228	35,713
Sports Centres	298,984	188,127	174,027	(14,100)	56,673	68,284
Leisure Complexes	945,037	771,707	808,306	36,598	148,903	(12,172)
Other Sports	179,345	147,075	129,933	(17,142)	49,292	120
Recreation Grounds	12,278	10,234	10,330	96	1,522	427
Pier Pavilion	47,238	38,808	47,988	9,180	150	(901)
Foreshore (Community)	474,833	414,099	409,432	(4,667)	53,634	11,768
Woodlands Management	218,869	182,285	198,722	16,437	34,367	(14,220)
Cromer Pier	46,874	45,674	(395,999)	(441,673)	19,408	423,465
Economic Growth	269,349	218,615	203,897	(14,718)	257	65,195
Tourism	122,528	93,247	78,732	(14,515)	5,000	38,796
Market Town Initiatives	233,000	233,000	232,307	(693)	0	693
Coast Protection	602,469	430,280	449,897	19,617	109,061	43,511
Business Growth Staffing	0	30	(6,400)	(6,430)	0	6,400
Economic & Comm Dev Mgt	124,135	102,094	100,325	(1,768)	0	23,810
Leisure	(3,180)	(2,609)	(6,961)	(4,352)	500	3,281
Housing (Health & Wellbeing)	236,820	190,447	132,319	(58,129)	0	104,501
Housing Strategy	251,001	214,687	170,802	(43,885)	22,226	57,974
Community And Localism	110,132	(17,897)	(19,212)	(1,315)	10	129,334
Coastal Management	(1,050)	(19,435)	20,903	40,337	614	(22,566)
	3,196,225	2,151,538	1,632,909	(518,630)	631,642	931,674

Customer Services & ICT

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Benefits Administration	1,012,847	1,181,249	1,085,911	(95,337)	3,545	(76,609)
It - Support Services	67,570	(2,011)	(3,312)	(1,301)	128,726	(57,844)
Tic'S	211,839	174,993	177,914	2,921	14,619	19,306
Homelessness	329,010	222,313	224,841	2,527	48,194	55,975
Customer Services Housing	14,630	12,217	10,790	(1,427)	0	3,840
Digital Transformation	61,125	50,937	53,410	2,473	12,783	(5,068)
Reprographics	(1,210)	(1,018)	(15,663)	(14,645)	35,578	(21,125)
Customer Services - Corporate	(450)	(2,205)	(4,707)	(2,502)	6,704	(2,447)
	1,695,361	1,636,475	1,529,184	(107,291)	250,149	(83,972)

Service Area Summaries P10 2018/19

Environmental Health

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Commercial Services	453,543	377,970	368,864	(9,106)	6,817	77,862
Internal Drainage Board Levies	386,474	386,444	386,451	7	0	23
Travellers	100,854	119,040	119,936	896	22,449	(41,531)
Public Protection	122,298	90,842	103,106	12,264	2,662	16,531
Street Signage	37,385	25,310	23,396	(1,914)	0	13,989
Environmental Protection	738,378	609,873	633,182	23,309	19,665	85,531
Env Health - Service Mgmt	(4,900)	(15,304)	(11,801)	3,502	15,642	(8,740)
Combined Enforcement Team	0	30	3,840	3,810	310	(4,150)
Environmental Contracts	0	30	10,862	10,832	422	(11,284)
Waste Collection And Disposal	1,143,927	588,612	435,586	(153,026)	751,891	(43,549)
Cleansing	577,440	458,942	410,744	(48,198)	138,657	28,039
Environmental Strategy	13,610	11,350	22,248	10,898	1,998	(10,636)
Community Safety	35,778	29,812	30,248	436	0	5,530
Civil Contingencies	133,420	110,940	87,998	(22,942)	379	45,043
	3,738,207	2,793,891	2,624,659	(169,232)	960,889	152,659

Finance & Assets

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Industrial Estates	27,319	5,512	14,037	8,525	1,029	12,253
Surveyors Allotments	7,150	5,960	5,750	(210)	0	1,400
Handy Man	22,686	28,208	32,807	4,599	0	(10,121)
Parklands	38,919	26,374	56,523	30,149	5,204	(22,808)
Revenue Services	604,608	637,688	635,183	(2,505)	17,678	(48,253)
Benefits Subsidy	0	0	(2,264)	(2,264)	0	2,264
Discretionary Payments	72,296	71,226	71,226	0	0	1,070
Non Distributed Costs	0	188,433	189,374	941	0	(189,374)
Administration Buildings Svs	89,777	98,950	121,447	22,497	38,810	(70,480)
Property Services	99,914	76,421	112,434	36,013	17,786	(30,306)
Head Of Finance & Assets	0	(80)	853	933	0	(853)
Corporate Finance	9,305	6,330	(15,431)	(21,761)	21,811	2,925
Insurance & Risk Management	0	30,116	42,998	12,882	0	(42,998)
Internal Audit	0	(25,010)	(29,985)	(4,975)	39,111	(9,125)
Playgrounds	64,755	52,620	49,802	(2,818)	2,847	12,106
Community Centres	19,618	12,479	13,732	1,253	441	5,445
Public Conveniences	755,648	650,707	700,549	49,842	45,028	10,071
Investment Properties	68,946	67,061	83,549	16,488	13,806	(28,409)
Central Costs	0	(2,320)	4,443	6,763	6	(4,449)
Corporate & Democratic Core	1,324,336	1,080,851	1,079,409	(1,442)	37,466	207,461
	3,205,277	3,011,525	3,166,436	154,911	241,024	(202,183)

Legal & Democratic Svs

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Members Services	630,281	529,802	522,845	(6,957)	3,708	103,728
Legal Services	(4,750)	46,648	83,219	36,571	5,916	(93,885)
	625,531	576,450	606,064	29,614	9,624	9,843

Service Area Summaries P10 2018/19

Planning

	Full Year Budget £	YTD Budget £	YTD Actuals £	Variance YTD £	Immediate Commitments	Remaining Budget
Development Management	802,231	677,536	644,652	(32,884)	71,666	85,913
Planning Policy	622,597	514,532	495,119	(19,413)	9,392	118,086
Conservation, Design & Landscap	223,762	179,940	179,704	(236)	10,950	33,108
Major Developments	356,748	294,968	267,633	(27,335)	2,914	86,200
Building Control	105,482	87,258	60,067	(27,191)	1,826	43,589
Head Of Planning	0	(1,384)	(1,090)	294	5,811	(4,721)
Property Information	46,793	24,408	(13,576)	(37,984)	27,310	33,059
	2,157,613	1,777,258	1,632,510	(144,748)	129,868	395,235
	14,943,437	12,219,334	11,503,007	(716,327)	2,231,424	1,209,006

GENERAL FUND CAPITAL PROGRAMME - 2019/20

Scheme	Scheme Total	Pre 31/3/18 Actual	Current Budget	Actual Expenditure	Updated	Updated	Updated
	Current Estimate	Expenditure	2018/19	2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22
	£	£	£	As at end P10	£	£	£
Jobs and the Economy							
Rocket House	77,084	37,334	0	0	39,750	0	0
Walsingham Public Convenience	47,000	1,627	45,373	37,261	0	0	0
Egmere Business Zone	2,255,000	160,828	250,000	10,190	1,844,172	0	0
Better Broadband for Norfolk	1,000,000	0	0	0	1,000,000	0	0
Holt Tourist Information Centre	100,000	0	100,000	94,964	0	0	0
Car Park Refurbishment	197,827	66,859	100,968	139,471	0	0	0
Local Property Investment Fund	2,000,000	0	0	0	1,000,000	1,000,000	0
Purchase of New Car Park Vehicles	60,000	0	0	0	60,000	0	0
Deep History Coast	592,973	1,863	100,000	275,720	491,110	0	0
Fair Meadow House Improvements	25,000	0	25,000	15,582	0	0	0
Collectors Cabin	25,000	0	0	0	25,000	0	0
Grove Lane Depot Refurb	232,450	0	116,225	3,100	116,225	0	0
Lifeguard Hut	25,000	0	25,000	0	0	0	0
Bacton Car Park	30,000	0	30,000	0	0	0	0
Public Convenience Improvements	600,000	0	150,000	0	450,000	0	0
	7,267,334	268,511	942,566	576,288	5,026,257	1,000,000	0
Housing and Infrastructure							
Disabled Facilities Grants	Annual programme	0	1,126,532	594,285	1,000,000	1,000,000	1,000,000
Parkland Improvements	100,000	12,996	1,011	1,011	85,993	0	0
Compulsory Purchase of Long Term Empty Properties	630,000	1,642	328,358	263,800	300,000	0	0
Shannoeks Hotel	490,000	63,751	0	0	426,249	0	0
Laundry Loke - Victory Housing	100,000	0	80,000	0	0	20,000	0
Community Housing Fund	2,198,262	187,500	2,010,762	112,500	0	0	0
Provision of Temporary Accommodation	610,000	0	0	0	610,000	0	0
Fakenham Extra Care	215,500	0	215,500	0	0	0	0
	4,128,262	265,889	3,762,163	971,597	2,422,242	1,020,000	1,000,000
Coast and Countryside							
Gypsy and Traveller Short Stay Stopping Facilities	1,417,533	1,308,790	40,000	0	40,000	28,743	0
Cromer Pier Structural Works - Phase 2	1,378,549	1,322,330	56,219	38,585	0	0	0
Cromer Pier and West Prom Refurbishment Project	1,465,000	1,089,805	30,000	27,817	0	0	0
Refurbishment Works to the Seaside Shelters	149,501	141,299	8,202	3,407	0	0	0
Cromer Coast Protection Scheme 982 and SEA	8,822,000	5,305,389	0	0	3,516,611	0	0
Coastal Erosion Assistance	90,000	17,203	72,797	24,033	0	0	0
Coastal Adaptations	410	0	410	0	0	0	0
Mundesley - Refurbishment of Coastal Defences	2,221,000	44,528	1,258	1,258	3,175,214	0	0
Ostend Targeted Rock Placement and Coastal Adaptation	55,000	219	0	0	54,781	0	0

Cromer Pier - External and Roofing Improvements to Pavilion Theatre	275,000	3,260	271,740	147,001	0	0	0
Cromer Pier Steelworks	400,000	0	400,000	0	0	0	0
Beach Access	201,514	142,540	58,974	40,202	0	0	0
Bacton and Walcott Coastal Management Scheme	500,000	0	250,000	196,242	250,000	0	0
Countryside Tractors	29,495	0	29,495	0	0	0	0
Ranger Vehicles	51,490	25,320	26,170	0	0	0	0
	17,056,492	9,400,683	1,245,265	478,545	7,036,606	28,743	0

Health and Well Being							
Splash Roof Repairs	63,120	9,866	0	0	28,254	25,000	0
Steelwork Protection to Victory Pool and Fakenham Gym	27,500	33	27,467	0	0	0	0
Fakenham Gym	62,500	0	62,500	0	0	0	0
Splash Gym Equipment	1,013,000	0	0	0	640,000	373,000	0
North Walsham Artificial Grass Pitch	860,000	0	0	0	860,000	0	0
Splash Leisure Centre Reprovision	10,667,000	11,490	1,988,510	638,069	4,333,500	4,333,500	0
North Norfolk Sports Hub, Cromer	3,181,000	14,974	1,700,526	269,139	1,465,500	0	0
	15,874,120	36,363	3,779,003	907,208	7,327,254	4,731,500	0

Service Excellence							
e-Financials Financial Management System Software Upgrade	47,505	34,080	13,425	61,366	0	0	0
Cromer Office Roof	692,000	0	692,000	0	0	0	0
Administrative Buildings	385,570	239,309	146,261	357,865	0	0	0
Planning System (Scanning of Old Files) - Business Transformation Programme	120,619	120,619	0	59,617	0	0	0
Council Chamber and Committee Room Improvements	89,000	72,858	16,142	0	0	0	0
Environmental Health IT System Procurement	150,000	70,178	79,822	1,500	0	0	0
Document and Records Management System	60,000	29,507	30,493	6,650	0	0	0
Purchase of Bins	326,216	194,675	91,541	64,101	40,000	0	0
Customer Contact Centre	60,000	51,832	8,168	11,068	0	0	0
User IT Hardware Refresh	135,000	0	55,000	51,803	55,000	55,000	55,000
Aerial Photography	15,000	0	15,000	0	0	0	0
Server Replacement	80,000	0	80,000	65,132	0	0	0
Back Scanning of Files	200,000	53,029	146,971	55,029	0	0	0
Housing Options System	20,000	650	19,350	0	0	0	0
Solar Panels	225,000	0	225,000	0	0	0	0
Management Information Systems	50,000	26,675	23,325	34,944	0	0	0
	2,655,910	893,412	1,642,498	769,076	95,000	55,000	55,000
	46,982,118	10,864,858	11,371,495	3,702,713	21,907,359	6,835,243	1,055,000

Capital Programme Financing

Grants		1,299,561		10,469,298	1,028,743	1,000,000
Other Contributions		0		450,000	0	0
Asset Management Reserve		0		1,000,000	0	0
Capital Project Reserve		1,395,073		1,426,249	373,000	0
Other Reserves		2,184,087		1,450,000	1,000,000	0
Capital Receipts		6,492,774		6,737,812	100,000	55,000
Internal / External Borrowing		0		374,000	4,333,500	0
TOTAL FINANCING		11,371,495		21,907,359	6,835,243	1,055,000

**Savings and Additional Income Monitoring
P10 2018/19**

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2018/19 Savings/Income Budgeted	2018/19 Budgeted savings and Additional Income P10 Update	Variance
ASSETS & LEISURE								
AL2	Assets & Leisure	Car Parks - Fakenham Car Park - Community Centre	3. Property Investment & Asset Commercialisation	Car Park Order (CPO) for Community Centre Fakenham to enable the site to become pay and display.	I	(5,400)	(5,400)	0
AL5	Assets & Leisure	Public conveniences - closures, reprovision and redevelopment	3. Property Investment & Asset Commercialisation	Review, reprovision and redevelopment of a number of the Council's public conveniences.	I	0	0	0
AL6	Assets & Leisure	Beach Hut Fees and Charges	3. Property Investment & Asset Commercialisation	This proposal relates to the revision of Beach Hut Fee Income	I	(87,197)	(87,197)	0
AL8	Assets & Leisure	Pier Contract Savings	3. Property Investment & Asset Commercialisation	Renegotiation of the Pier Contract Management Agreement, with the intention to reduce the subsidy given to nil and incorporate profit share fee income.	S	(68,399)	(68,399)	0
SUB TOTAL ASSETS & LEISURE						(160,996)	(160,996)	0
CLT / CORPORATE								
CLEG1	CLT / CORPORATE (LEGAL)	Local Government Lawyer	4. Shared Services/Selling Services	Eastlaw continue to deliver year on year savings to the Council through selling services to our partner organisations.	I	(26,800)	(26,800)	0
SUB TOTAL CLT /other Corporate Areas						(26,800)	(26,800)	0
ECONOMIC DEVELOPMENT								
ECD1	Economic Dev	Coastal Management Revenue Works	7. Other Efficiencies and Savings	Reduction in coastal defence revenue budget.	S	(50,000)	(50,000)	0
ECD2	Economic Dev	Tourism Development & Destination Marketing	7. Other Efficiencies and Savings	Restructuring within the Economic Growth Team as well as a review of contractual arrangements with external providers and partner organisations.	S	(12,000)	(12,000)	0
ECD4	Economic Dev	Economic Growth	7. Other Efficiencies and Savings	A review of the external needs of businesses in the District has been undertaken and the intention is to restructure the Learning 4 Life team to better focus on meeting these needs and achieving the priorities set out in the Corporate Plan.	S	(46,582)	(46,582)	0

**Savings and Additional Income Monitoring
P10 2018/19**

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2018/19 Savings/Income Budgeted	2018/19 Budgeted savings and Additional Income P10 Update	Variance
ECD5	Economic Dev	Miscellaneous Contributions	7. Other Efficiencies and Savings	The Economic Growth service makes contributions to a range of external bodies, either through membership or as grants. These should be reviewed and/or renegotiated. In some cases it could be considered that in-kind contributions can substitute financial contributions.	S	(10,000)	(10,000)	0
SUB TOTAL ECONOMIC DEVELOPMENT						(118,582)	(118,582)	0
CUSTOMER SERVICES & ICT								
CSIT2	CUSTOMER SERVICES & ICT	Closure of Holt TIC	7. Other Efficiencies and Savings	In line with similar changes to service provision in Wells & Sheringham seek to transfer TIC function to another service provider in Holt.	S	0	0	0
CSIT3	CUSTOMER SERVICES & ICT	Revision of Reprographics Services	2 Digital Transformation	Alter the service delivery approach of the Reprographics Service to reduce the requirement for printing hardware and reduce costs of print & mail activity by accessing web based services.	S	(58,648)	(58,648)	0
SUB TOTAL CUSTOMER SERVICES & ICT						(58,648)	(58,648)	0
ENVIRONMENTAL HEALTH								
EH2	Environmental Health	Green Build	6. Maximising Income and Reducing Costs	Greenbuild event costs.	S	(10,000)	0	10,000
EH3	Environmental Health	Staffing Costs	2 Digital Transformation	Reduction in staffing costs re rationalization of staffing structures following Business Process Review.	S	(52,574)	0	52,574
EH4	Environmental Health	Waste & related Services Review	6. Maximising Income and Reducing Costs	Additional Income from Garden Waste Service subscription charge and trade waste lifts in addition to direct arrangement of the night soil collection service.	S	(66,720)	(66,720)	0
EH6	Environmental Health	Civil Contingencies budget savings	6. Maximising Income and Reducing Costs	Reduction in Civil Contingencies budget	S	(2,800)	(2,800)	0
SUB TOTAL ENVIRONMENTAL HEALTH						(132,094)	(69,520)	62,574
FINANCE								
F2	Finance/ Customer Services	Vacant Post Review	7. Other Efficiencies and Savings	Review and rationalisation of currently held vacant posts within the revenues and benefits services.	S	(106,435)	(106,435)	0
SUB TOTAL FINANCE						(106,435)	(106,435)	0

**Savings and Additional Income Monitoring
P10 2018/19**

Ref.	Service	Savings Title	Workstream (where applicable)	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2018/19 Savings/Income Budgeted	2018/19 Budgeted savings and Additional Income P10 Update	Variance
ORGANISATIONAL DEVELOPMENT								
ORG1	Organisational Development	Reduction of posts	7. Other Efficiencies and Savings	The potential reduction of posts across the following teams:- Elections, Reprographics and Democratic Services. Figures are based on the removal of those posts rather than a reduction in hours.	S	(22,288)	(22,288)	0
				Additional legal income to offset Democratic Services saving not being delivered	I	(13,691)	(13,691)	0
ORG2	Organisational Development	Shared Service (HR and Payroll)	4. Shared Services/Selling Services	To sell professional HR and Payroll services to external customers.	I	(18,610)	0	18,610
SUB TOTAL ORGANISATIONAL DEVELOPMENT						(54,589)	(35,979)	18,610
PLANNING								
P1	Planning			Planning BPR review of Planning support staff structure	S	(51,921)	(51,921)	0
SUB TOTAL PLANNING						(51,921)	(51,921)	0
TOTAL - ALL SERVICES						(710,065)	(628,881)	81,184
SUB TOTAL BY WORKSTREAM								
		1. Growth - New Homes and Business Rates		Sub total		0	0	0
		2. Digital Transformation		Sub total		(163,143)	(110,569)	52,574
		3. Property Investment & Asset Commercialisation		Sub total		(160,996)	(160,996)	0
		4. Shared Services/Selling Services		Sub total		(45,410)	(26,800)	18,610
		5. Collaboration annd Localism		Sub total		0	0	0
		6. Maximising Income and Reducing Costs		Sub total		(93,211)	(83,211)	10,000
		7. Other Efficiencies and Savings		Sub total		(247,305)	(247,305)	0
						(710,065)	(628,881)	81,184

Agenda Item No ____ 10 ____

MANAGING PERFORMANCE QUARTER 3 2018/19

Summary: The purpose of this report is to give a third quarter progress report of the performance of the Council. More specifically it reports on the delivery of the Annual Action Plan 2018/19 and progress against targets. It gives an overview, identifies any issues that may affect delivery of the plan, the action being taken to address these issues and proposes any further action needed that requires Cabinet approval.

Options considered: Options considering action regarding performance are presented separately, issue by issue, to the appropriate Council Committee.

Conclusions:

1. The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

Recommendations:

1. **That Cabinet notes this report, welcomes the progress being made and endorses the actions being taken by management where there are areas of concern.**

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

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Nick Baker, 01263 516221, Nick.Baker@north-norfolk.gov.uk	

1. Introduction

The purpose of the 'Managing Performance Quarter 3 2018/19 report is to identify good practice and disseminate it, highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future where it is needed.

It is a key part of the Council's Performance Management Framework.

2. Content of the Report

The third quarter performance report shows progress against the Corporate Plan 2015-2019 priorities together with any other relevant achievements and issues.

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into three sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Additional relevant information

Information for management indicators is now provided every month on the Intranet as well as being included in the quarterly report to Cabinet as an appendix. This will enable Members and management to receive this information faster and more frequently.

3. Conclusion

3.1 The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.

3.2 Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.

4. Implications and Risks

Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Annual Action Plan and the achievement of the priorities in the Corporate Plan 2015-19. The recommendations of this report outline the action being taken to reduce or remove the risk of not delivering the Corporate Plan.

The Corporate Risk Register which includes the risk associated with non-delivery of the Corporate Plan is reviewed regularly by the Governance Risk and Audit Committee and the Risk Management Board.

5. Financial Implications and Risks

Prompt action to deal with any performance issues identified by this report will reduce the financial risk to the Council.

6. Sustainability

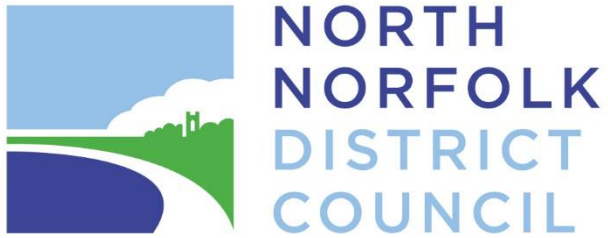
There are no sustainability implications of this report.

7. Equality and Diversity

There are no equality and diversity implications of this report.

8. Section 17 Crime and Disorder considerations

There are no Section 17 Crime and Disorder implications of this report.



Managing Performance

Quarter 3 2018/19

Version 05

Introduction

The quarterly performance report for Cabinet shows progress against the Corporate Plan 2015-2019 priorities, together with relevant performance achievements and issues.

The report presents;

An overview of performance in delivering all priorities which shows the number of Key Performance Targets being achieved and an overview of progress in delivering projects in the Annual Action Plan 2018/19.

Performance information for each objective is broken into three sections:

- Progress in achieving key performance indicator targets
- Progress in delivering projects
- Reporting of additional achievements and assessment of issues and actions being taken to deal with them

Information for management indicators will now be available separately within the monthly data report available on the Intranet and as an appendix to this report.

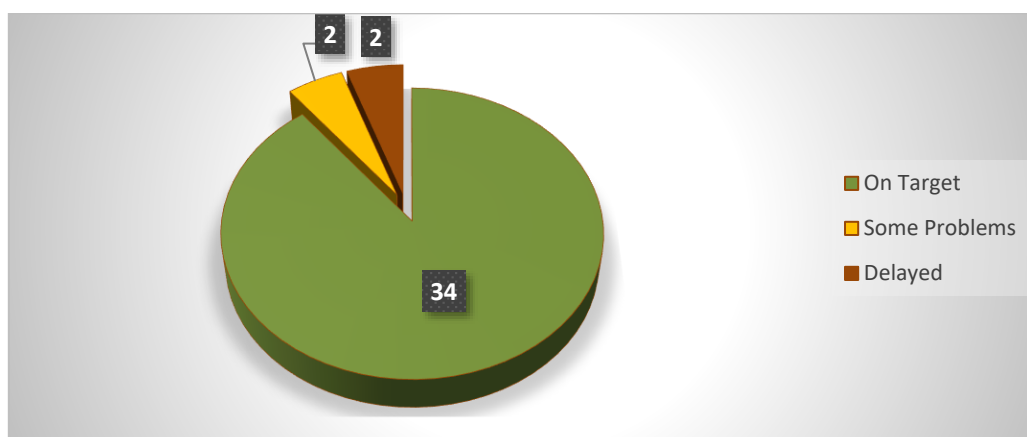
The purpose of this report is to highlight any performance issues to help the Council identify areas for discussion and take action to secure improvement in the future, where it is needed.

A key is provided at the end of the document to explain all the symbols used but this should not be needed.

Overview



1. The majority of the 38 actions are on track (32). Only two have identified some problems and two are delayed. Two actions have completed successfully. The actions reported on are from the Annual Action Plan 2018/19. Performance is being closely monitored, particularly for the activities where issues or problems have been identified.
2. Of the 32 monthly and quarterly performance indicators where a target has been set 26 are on, above or close to target and six below target. Data for three indicators is not yet available.
3. The delivery of the Annual Action Plan is progressing according to plan. However, there are a few performance issues in achieving targets and improvement. The issues involved, and action being taken in each case, are detailed in the remainder of the document.



Activities






Jobs and the Local Economy

Work to maintain existing jobs, support start-ups and help businesses expand (01 A and 01B)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of new jobs created (annual) J 027	-	99 (2017/18)	-	-	Monitor and report jobs created
Number of employed and self-employed people (annual) J 010	40,300 (Apr 2016- Mar 2017)	46,300 (Apr 2017- Mar 2018)	-		The trend year on year since 2012 is for this number to reduce. Aim to slow this reduction
The use of this measure is being reviewed and a more detailed analysis of employed and self-employed people will be presented to Cabinet in due course. In addition, an analysis of the numbers of unemployed people will also be included.					
Non-Domestic (Business) Rates Base - total number of properties (annual) J 013	6,910 (2017/18)	7,191 (2018/19)		-	Aim to support the continuing rise in the rates base
Number of VAT registered businesses (annual) J 006	4,990 (2016/17)	5,040 (2017/18)		-	Improve compared to previous year

Action	Status		Progress/ Action Note
Engage with businesses by a variety of means in order to help exploit growth opportunities, address challenges and celebrate success. 01 A 01	On Track		Coffee means Business networking events were held in October (Northrepps) and November (North Walsham) delivered by GENIX. An annual evaluation was conducted in October and we are now moving into a third year of a contracted delivery. Collaborative working continues with: Norfolk Investment Group, Enterprise Zone Development Group, New Anglia Economic Development Officer Group, New Anglia Growth Hub and the NNDC Planning team.
Monitor business support/ grants provided by third parties in North Norfolk and report on the take-up, outputs and outcomes. 01 A 02	On Track		£845,908 of local grants have been awarded through LEADER and NALEP grants.



Action	Status	Progress/ Action Note
<p>Maintain and disseminate information on the external funding opportunities available locally and provide support to local organisations in order to enable the development of projects that assist economic growth and community development.</p> <p>01 A 03</p>	On Track	 <p>The Project Enabler in the Economic Growth Team routinely reviews and provides information on funding opportunities and has provided a valuable series of funding workshops to external organisations - these have been very well received. Support has been given to a large number of initiatives from both within the Council and local businesses and community organisations.</p>
<p>Monitor future roll-out of faster broadband. Investment and coverage will be reviewed and reported on a six monthly basis.</p> <p>01 A 04</p>	On Track	 <p>To the end of December 2018, the second contract has implemented 80 new fibre cabinets and 12 Fibre to the Premises (FTTP) solutions across North Norfolk District Council which have provided access to fast broadband for over 9,700 North Norfolk District Council properties.</p> <p>The order of the rollout continues to be based, on the most efficient possible, to ensure as many properties as possible have access to Superfast speeds by minimising deployment costs.</p> <p>22 more cabinets and 27 Fibre to the Premises (FTTP) solutions have begun implementation in North Norfolk District Council and a further 31 surveys have been completed.</p>
<p>Publish the First Draft Local Plan for consultation by January 2019 which will include;</p> <ul style="list-style-type: none"> • A review of tourism policies • New housing sites and review of housing numbers and distribution • A review of housing numbers and types as part of the Local Plan and Site allocations • Infrastructure capacity study and identify deficiencies and measures to improve • A review of planning obligation standards • Land use policies relating to countryside, conservation areas, listed buildings, landscape and wildlife. <p>01 A 05</p>	On Track	 <p>Final discussions are taking place with Members of the Planning Policy & Built Heritage Working Party to finalise the date for publication of the draft Local Plan during 2019.</p>

In addition

- The Council launched the North Norfolk Business Awards for a second year. The awards are being organised by the Council and supported by the North Norfolk News and the Fakenham & Wells Times. Sponsors of the awards include Eastlaw, the Fakenham & Wells Times, Lovewell Blake, Menta, New Anglia LEP, the North Norfolk News and Thursford Christmas Spectacular. The winners of the prestigious awards (#NNBA19) will be unveiled at a glittering ceremony in February. Following feedback, the number of categories has been increased to eight with the introduction of a Small Business award. It means that businesses of all sizes and in all sectors were able to find a suitable category to enter.




Improve the job opportunities for young people within the district (01 C)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel	
Number of Job Seeker Allowance claimants, 18 - 24 year olds (annual) J 009	45 (2016/17)	65 (2017/18)	-	-	Assess the reasons for a change in numbers in the last three years.



Action	Status	Progress/ Action Note
Engage with business and education and training providers and develop a suitable programme of events to help address skills gaps and raise awareness of career opportunities. 01 C 01	On Track	 Continued support of businesses with their recruitment needs. A Business Breakfast with the Head teachers is in development, pending date confirmation.
Promote opportunities for apprenticeships within the Council as an employer. 01 C 02	On Track	 We currently have 6 employees on apprentice contracts and 1 employee (coastal) who is training under an apprenticeship agreement. This number has reduced since our last update due to 6 of our apprentices completing their apprenticeship. All 6 apprentices that have recently completed their apprenticeship have been offered either permanent (3) employment or fixed term contracts (3). For the second year running we invited Heads of Service in December to bid for earmarked reserves to contribute to Apprentice salaries. The deadline for all applications was 24th January 2019. We have received 2 applications that will be considered in February. Members of the HR team along with support (where possible) from our existing or recent apprentices will attend a number of careers events during 2019 to promote the Council's apprenticeship offer. Some dates already in the diary include, Sheringham High school Careers fair (7th Feb), DWP jobs fair and Employers apprenticeship event (12th March), Paston sixth form careers event (9th July).


Support major business opportunities and uptake of allocated employment land across the district (01 D)




Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Business Expansion / land developed / premises filled (sqm) (annual) J 026	-	8,906 (2017/18)	-	Monitor and report developments

Action	Status	Progress/ Action Note
Exploit opportunities for external funding, investment and other initiatives that enable business growth and expansion and the development of employment land and supporting infrastructure. 01 D 01	On Track	 The Economic Growth team actively encourages the take-up of any business grant funding available, which historically has been low in the District. The team manages a 'pipeline' of business funding applications which has seen a general uplift within the last year. Funding from the Norfolk Business Rate Pool has been awarded towards a study which will evaluate the employment land investment opportunities in the district and their deliverability.
Provide serviced plots of land at Egmere Enterprise Zone and market for further development. Construct warehouse & office premises. 01 D 02	Postponed or Delayed	 This is on hold awaiting a decision following an independent review of the business case and proposal.
Acquisition / transfer of sites at Catfield Industrial Estate. 01 D 03	Postponed or Delayed	 A high level independent appraisal has been undertaken for a proposed scheme and is being reviewed. A meeting has been held with the landowner who is open to receive a formal proposal. An adjacent business is seeking to develop part of its site subject to power supply capacity required to power additional equipment as phase 1. Their phase 2 plans which would see them acquire additional land for expansion is due to be put back to enable them to review operations following completion of phase 1 which is anticipated in 2019.

Capitalise on our tourism offer both inland and along our historic coast (01 E)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of visitors to North Norfolk (annual) J 028	8,827,700 (2017)	9,126,959 (2018)		-	Predicted value based on three-year average of percentage increases (+4.48%) is 8,680,721. Actual results due to be released in September 2019. N.B. 2018 values based on full year not financial year
Value of visitors in North Norfolk (£) (annual) J 029	505,000,000 (2017)	517,433,916 (2018)		-	Total Tourism Value. Predicted value based on three-year average of percentage increases (+4.12%) is £510,559,969. Actual results due to be released in September 2019. n.b. 2018 values based on full year not financial year

Action	Status	Progress/ Action Note
Work in collaboration with the local tourist sector to market North Norfolk as a distinct tourism destination with the promotion of the Deep History Coast project. 01 E 01	On Track	 <p>The Council has sponsored Visit North Norfolk's (VNN) latest marketing campaign, 'North Norfolk, Naturally'. The campaign has received over half a million film views since it launched in June. The first year of the campaign ends in April and the second year begins in May. VNN is now about to film six new thirty second videos over the coming months. The six new films are themed:</p> <ul style="list-style-type: none"> • FAMILY FIRST IN NORTH NORFOLK - promotion date May and June 2019 Promoting north Norfolk as a family holiday destination ahead of the last-minute booking period. Promoting the area ahead of the school holidays / last minute bookings. • SEA FOR ADVENTURE - promotion date July and August 2019. A day enjoying the coast and beaches - above and below sea level. Highlighting experiences. • FEED THE SOUL - promotion date September and October 2019 Activities that are good for the soul. Walking,

Action	Status		Progress/ Action Note
			<p>cycling, food.</p> <ul style="list-style-type: none"> • WILD ABOUT NORTH NORFOLK - promotion date November and December 2019 Winter wildlife & nature. • PASSING TIME IN NORTH NORFOLK - promotion date January and February 2020 History & heritage, arts & culture • BEAUTIFUL NORTH NORFOLK - promotion date March and April 2020 Aerial shots of the coast & countryside - from coast to countryside to towns & villages
<p>Provide support to food businesses, beyond that offered through the Food Standards Agency Brand Standard, to ensure the food offering for visitors is of a high quality and safe. We will monitor success by the number of businesses achieving a Food Hygiene Rating of 5.</p> <p>01 E 02</p>	On Track		The percentage of relevant businesses achieving an FHRS of 5 is currently 81%.
<p>Ensure the current and future Waste and Related Services Contract sets and maintains standards of cleanliness for the District, specifically high tourism areas.</p> <p>01 E 03</p>	On Track		The standard of cleanliness has been maintained well throughout the year by the Contractor under the Waste and Related Services Contract particularly around high demand events such as carnivals and in support of events such as the Antiques Roadshow. This has been reflected in a significant reduction in the number of defaults that have been issued to the Contractor across the year compared with previous years. The Specification and performance requirements for the procurement of the new Waste and Related Services Contract clearly sets out the expectations of the Council and reflects the need to maintain the highest standards of cleanliness for a premium tourist destination.
<p>Implement the Market Towns Initiative for Fakenham, Holt, Stalham and North Walsham to support environmental improvements and regeneration initiatives.</p> <p>01 E 04</p>	On Track		<p>The first round of funding has been awarded (£267,000). The nine successful applicants are:</p> <ul style="list-style-type: none"> • Fakenham Town Council - £24,341.67 for a regenerative project that would provide a facelift for rundown shop fronts and signage in the town centre. • Fakenham Town Council - £2,525 to design and print a heritage guide with a map and information about the town to be used by residents and visitors. • Active Fakenham - £33,550 to coordinate, resource and market a large number of events in the town centre. • The Holt Society - £7,210 to design and print a pamphlet and five notice boards to provide information on the Holt Owl Trail to residents and visitors.



Action	Status	Progress/ Action Note
		<ul style="list-style-type: none"> • Love Holt - £26,000 to implement a major marketing campaign for the town designed to increase visitors and trade. • Holt Town Council - £17,514 for projects including an accessible 'Yellow Brick Route', and a Holt park and ride scheme. • Regenerate North Walsham and North Walsham Town Council - £99,575 to implement three major improvement projects split between improving St Nicholas Court, the town centre and attracting more visitors to the town. • Stalham Town Council - £32,204.70 to improve the tourism offer of the town with an aim to attract more visitors by making improvements to the Staithe and its connection to the town centre via improvements to signage. • Stalham Area Business Forum - £22,171.25 to implement multiple regenerative projects in the town centre. <p>The second round of bidding closes on 12 February 2019. Officers are continuing to provide support and assistance to those towns eligible to bid for the remaining £130,000.</p>


In addition

1. The Council has completed a major refurbishment of Highfield Road Car Park in Fakenham, which will provide a high-quality facility for the town and its visitors. Works have resulted in a much-improved facility. As well as the resurfacing, the car park has new signs and a barrier at the entrance. There are more than 70 spaces plus five disabled spaces. This brings the number of car parking spaces available in Fakenham to more than 400 across four Council-owned car parks.
2. The Council decided once again to waive the parking charges prior to Christmas, as in previous years in every town in the district. This year the free parking period ran on various dates between November 24 and December 23.
3. Council officers are warning food businesses about the dangers of carbon monoxide poisoning. Businesses that burn charcoal indoors are being asked to check the suitability of their extraction and ventilation systems in removing the carbon monoxide that is produced as part of the process. The installation of hardwired carbon monoxide alarms is also being advised to ensure the safety of staff and customers. Visits to other commercial kitchens, known to cook using solid fuels, will shortly be carried out as part of the Council's targeted intervention programme.




Housing and Infrastructure


Increase the number of new homes built in the district (02 A)



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Number of new homes built of all tenures (annual) H 001	442 (2016/17)	547 (2017/18)		Review, report and recommend action against Local Plan average target over 2001-2021 420 p.a.
Number of homes granted planning permission of all tenure types (monthly cumulative) HS 008	480 (Dec 2017)	293 (Dec 2018)		Review, report and recommend action against Local Plan average target over 2001-2021 467 p.a.

Action	Status	Progress/ Action Note
Implement a Local Investment Strategy and devise suitable opportunities and/or mechanisms to facilitate housing development. 02 A 01	Completed Successfully	 Opportunities to facilitate housing delivery are considered on an ongoing basis. Opportunities such as the provision of loan funding will be pursued subject to the necessary approvals being provided.



Address housing need through the provision of more affordable housing (02 B)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Number of people on the housing waiting list - total (annual) H 004	2,479 (2016/17)	2,644 (2017/18)	-	Review, report and recommend action where appropriate
Number of households from the housing register rehoused (monthly cumulative) H 005	 261 (Dec 2017)	288 (Dec 2018)	-	Review, report and recommend action where appropriate
Number of affordable homes built (monthly cumulative) H 007	 67 (Dec 2017)	89 (Dec 2018)		Review, report and recommend action where appropriate



Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of affordable homes granted planning permission (monthly cumulative) HS 009	67 (Dec 2017)	4 (Dec 2018)		-	Review, report and recommend action where appropriate

Action	Status		Progress/ Action Note
Engage with local communities to develop a pipeline of 'rural exceptions' schemes and community housing initiatives. 02 B 01	On Track		The Community Housing Team continue to engage with a number of communities within the target area for the Community Housing Fund, with one formal steering group established and other potential opportunities under discussion with communities and Registered Providers.
Monitor the need for temporary accommodation and ensure suitable provision. 02 B 02	On Track		The use of and availability of temporary accommodation continues to be reviewed.


Reduce the number of empty properties (02 D)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of very Long Term Empty (LTE) homes (homes empty for two years or more as at first working day of each month) (monthly) H 009	127 (Sep 2017)	142 (Dec 2018)		-	Review, report and recommend action where appropriate
<p>This work is a priority to NNDC and LTE reports have been analysed and the Council has continued to do this in order to reduce the number of empty properties so to maximise the New Homes Bonus (NHB). There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long term empties back into use. These properties are monitored by the Combined Enforcement Team with fortnightly meetings held between the CET manager and the Revenues Manager to help reach the NHB targets which we successfully did for the October 2018 Government Return.</p>					
Number of Long Term Empty homes (homes empty for six months or more as at first working day of each month) (monthly) H 002	645 (Sep 2017)	608 (Dec 2018)		-	Review, report and recommend action where appropriate

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
		<p>This work is a priority to NNDC and LTE reports have been analysed and the Council has continued to do this in order to reduce the number of empty properties so to maximise the New Homes Bonus (NHB). There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long term empties back into use. These properties are monitored by the Combined Enforcement Team with fortnightly meetings held between the CET manager and the Revenues Manager to help reach the NHB targets which we successfully did with only 482 Long Term Empty Properties for the October 2018 Government Return.</p>			
Number of Long Term Empty homes (6 months or more as at October each year) (annual)	603 (Oct 2017)	482 (Oct 2018)		-	Review, report and recommend action where appropriate
H 002					
	<p>As at 1 October 2018 there was a big decrease in last year's Long Term Empty property figures. There has been a continued effort to reduce the number of Long Term Empty properties over the past year. There has been a massive amount of work by revenues to improve the data for reporting which has helped and there has been a concentrated focus on inspections over the past month of September to help fast track changes to empty property status.</p> <p>To increase the tax base of properties by 439 and reduce the Long Term Empty Properties at the same time is a real achievement! We are below the national average on Long Term Empty properties.</p>				



Action	Status		Progress/ Action Note
<p>Review LTE property management process, especially to consider earlier and more direct action to bring LTEs back into use. Provide regular updates to all Members (fortnightly) and to Cabinet (six monthly).</p> <p>02 D 01</p>	On Track		<p>There are a number of intervention strategies designed to prevent properties from being empty for this long and encouraging owners to bring very long term empties back into use. These properties are monitored by the Combined Enforcement Team with fortnightly meetings held between the CET manager and the Revenues Manager to help reach the NHB targets which we successfully did in 2018 with only 482 Long Term Empty Properties for the October 2018 Government Return.</p>
<p>Bring forward proposal to implement higher Council Tax levy on LTEs of two years or more.</p> <p>02 D 02</p>	Completed Successfully		<p>Following recommendations from Cabinet the report on the determination of council tax discounts for the 2019/20 financial was considered at the Full Council meeting of 19 December 2018. At that meeting it was recommended and agreed that the premium for long term empty properties (those that have been empty for a consecutive period longer than 24 months) should be set at 100% of the Council Tax charge for that dwelling.</p>

Improve the infrastructure needs of the district (02 E)




Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of settlements that have had Broadband upgraded (annual) J 008	32 (2016/17)	23 (2017/18)		-	Review, report and recommend action where appropriate
<p>While the Council has contributed to this project and seeks to influence the rollout – Norfolk County Council are responsible for delivery.</p>					

Coast and Countryside



Work jointly with neighbouring authorities and key partners to attract funding to manage the coast for future generations to enjoy (03 A)

Action	Status	Progress/ Action Note
<p>Continue to work with private sector partners to provide a Sandscaping Coastal Protection Scheme for the Bacton Gas Terminal and neighbouring communities.</p> <p>03 A 01</p>	On Track	<p> Planning and marine consent granted. Working to discharge pre-construction conditions. Preferred bidder appointed as the main contractor. Contract finalisation is underway for signing in mid-February. Project manager and supervisor contract tender underway. Public funding being finalised. This is a large, complicated project with many other tasks in the plan and progressing. Works are anticipated to begin with the construction of a new surface water outfall for the terminal April/ May 2019, sandscaping works to follow through the summer months.</p>
<p>Refurbish coastal defences at Mundesley.</p> <p>03 A 02</p>	On Track	<p> Technical approval for the grant in aid outline business case has been obtained from the Environment Agency, completing the funding package for this multi-million pound project to proceed to detailed design and consent. Parish Council, local liaison group and Members have been informed.</p>

Protect the wonderful countryside and encourage sustainable access (03 B)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Number of Adult Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 010</p>	1,093 (Q3 17/18)	968 (Q3 18/19)	655	 705 (annual)
<p>Number of Child Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 011</p>	1,560 (Q3 17/18)	931 (Q3 18/19)	1,250	 1,380 (annual) 2017/18 1,900 (annual)
<p>Number of Visitors to Parks and Countryside Events (quarterly cumulative)</p> <p>LE 013</p>	2,653 (Q3 17/18)	1,899 (Q3 18/19)	1,355	 2,085 (annual) 2017/18 3,400 (annual)



Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
		We had to cancel one large event due to a member of staff leaving the team leaving us unable to run this event. Christmas event was better than expected and helped boost numbers. Three beach events were cancelled due to the weather and our annual fun day, for which we plan for hundreds of children, was severely affected by rain.		

Action	Status	Progress/ Action Note
Work with other agencies to maintain and improve the quality of local beaches, retain the district's six Blue Flag awards and host the national Blue Flag Awards Ceremony in May 2018. 03 B 01	On Track	 2019 Blue Flag Award applications have now been submitted following the news that the water off all six of the beaches – at Cromer, East Runton, Mundesley, Sea Palling, Sheringham and West Runton – is deemed to be “excellent”. We will be notified of the results in May 2019.
Assess and implement requirements for new Green Flag Awards and work to retain the three existing awards. 03 B 02	On Track	 The three applications for Sadler's Wood, Pretty Corner Woods and Holt Country Park have all been submitted.


Continue to improve recycling rates and reduce the amount of waste material going to landfill (03 C)

Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
Household recycling tonnage (annual) ES 008	9,233.30 (2017/18)	4421.45 (Apr – Sep 2018)	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
Procure new joint waste and related services contract with partners for commencement April 2020. 03 C 01	Some Problems	 Work has continued on the documentation but the process of removing the risk of challenge from bidders has taken longer than anticipated. This is now almost complete and it is expected that the OJEU notice will be issued in early January. The timetable to an award of contract has been moved later and this impacts on the mobilisation period available to the successful contractor. To mitigate this discussions are ongoing with Kier regarding a short term extension to beyond the 1st April 2020 should the new contractor not be in a position to start on that date.

Action	Status	Progress/ Action Note
<p>Maximise the number of trade and garden waste customers to maintain and improve income levels.</p> <p>03 C 02</p>	On Track	 <p>Due to continued customer growth (an additional 30 customers in Q3), a full year surplus of more than £100,000 of additional income is anticipated for trade waste. The garden waste service has also continued to grow and a due to strong sales, a budget surplus is also anticipated in this service at year end.</p>
<p>Work with Norfolk Waste Partnership to promote behaviour change for domestic waste where appropriate for North Norfolk.</p> <p>03 C 03</p>	On Track	 <p>Council Officers are continuing to participate in partnership workstreams designed to positively impact on recycling performance and waste reduction.</p>

Improve the environment both in our towns and in the countryside (03 D)


Key Performance Indicators	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
<p>Percentage of responses to fly-tipping and other pollution complaints within two working days (monthly cumulative)</p> <p>C 007</p>	64.00% (Dec 2017)	80% (Dec 2018)	 80.00%	80%


In addition

1. Environmental rangers stepped up their patrols as part of an ongoing bid to tackle the blight of dog mess in North Norfolk. Sheringham Prom will be one of the places that will see increased monitoring by the Council rangers because of an increase in reports of the problem there.

Health and Wellbeing

Support local residents and their communities (04 A)

Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of grants awarded to local communities from the Big Society Fund (quarterly cumulative) L 005		20 (Dec 2017)	27 (Dec 2018)	-	-	Review, report and recommend action where appropriate

Action	Status	Progress/ Action Note
Deliver community support initiatives 04 A 01	On Track	 After the second Big Society Fund Grants panel a total of 27 grants totalling £211,351.88 have been approved this year with the remaining grants panel due to be held in March 2019. By the end of December a total of 6 Community Transport Grants totalling £48,312 had been approved as well as 13 Arts and Culture Grants totalling £20,903.



In addition




1. Sheringham Little Theatre played host to the Council's Big Society Awards on 29 November 2018. The ceremony was a celebration of the hard work local volunteers do to make north Norfolk a better place. Since 2012, the Fund has awarded grants to more than 230 community projects and handed out more than £1.7 million.
2. Three 6-foot tall Tommy silhouettes have been installed on land belonging to the Council as part of the centenary commemorations of the end of World War One and to raise money to help fund such veterans' charities as; The Royal Foundation's Armed Forces Programmes, Help for Heroes, The Commonwealth War Graves Foundation and many more.. The Council's Cromer office has become home to two of the silhouettes, which have been created as part of the "There But Not There" 2018 Armistice project for the charity Remembered. The project is described as being 'the defining centenary commemoration of the end of the 1914-18 war' and aims to commemorate, educate and heal. A third Tommy has been erected in Holt Country Park. A fourth, smaller, 30 centimetre Tommy will be installed in the Council's main reception.
3. The Council is also marking the Armistice centenary by giving packets of Flanders poppy seeds to local organisations including Town and Parish Councils, schools and care homes in North Norfolk. The organisations are being invited to sow the poppy seeds as a symbol of remembrance and respect for all those whose lives have been impacted by war. Once sown the number of poppies should increase year on year and will provide an annual glorious display of colour and a visible lasting legacy across North Norfolk.

Address issues leading to ill health and improve the quality of life for all our residents (04 B)

1. The Council has always been a big supporter of Break given its local roots and the fantastic work it does with children and young people across the district and the wider region. Two GoGo hares have remained within the area thanks to the Council. The hares were part of the very popular 2018 Break GoGo trail that took place over the summer. The Council bought and sponsored both the hares for the summer event, which raised £400,000 for the charity Break. The hares named, A Hare Through The Seasons and Lepus were installed at Holt Country Park and North Walsham for key Christmas events.








Encourage participation in a range of sports and activities (04 C)


Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Participation at Council-owned sporting facilities (monthly cumulative) LE 004		409,874 (Dec 2017)	406,412 (Dec 2018)		383,487	550,245 (annual)




Action	Status		Progress/ Action Note
Deliver new leisure management contract to commence April 2019. 04 C 01	On Track		Procurement now complete and contract awarded to SLM (Everyone Active). Mobilisation has now commenced ready for the contract start date of 1 April 2019.
Continue to work on project to deliver new leisure centre at Sheringham to replace Splash. 04 C 02	On Track		Construction works have now commenced. Skatepark on track to be completed by March 2019, and enabling works on track to be complete by mid-April 2019.
Deliver new Community Sports Hub at Cromer and other tennis facility upgrades at Fakenham, Wells and North Walsham. 04 C 03	Some Problems		Still some uncertainty regarding funding. Decision to be made at a Full Council meeting.


Delivering Service Excellence

Help you to get what you need from the Council easily (05 A)



Key Performance Indicators		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Transactions made via the Council's website (monthly) IT 002		196 (Dec 2017)	1,917 (Dec 2018)		-	Monitor and review in line with Customer Service Strategy.
Average time for processing new claims (housing benefit and council tax support) (monthly cumulative) RB 027		20.0 (Dec 2017)	18.0 (Dec 2018)		20.0	20 calendar days (amber boundary 22)
Speed of processing: change in circumstances for housing benefit and council tax support claims (average calendar days) (monthly cumulative) RB 028		14.0 (Dec 2017)	14.0 (Dec 2018)		14.0	14 days (amber boundary 16 days)
Number of Disabled Facilities Grants completed (monthly cumulative) HW 003		92 (Dec 2017)	94 (Dec 2018)		-	Review, report and recommend action where appropriate


Action	Status		Progress/ Action Note
Maintain progress on all projects within the Council's Digital Transformation Programme including implementing; Document Management System, Management Information System, Server Replacement Scheme, completion of the Planning BPR projects and starting the implementation of Phase 2 of the programme. 05 A 01	On Track		Digital Transformation Programme Phase 1 is approaching completion with all projects either completed or in the implementation/roll out phase. Improvements in customer service and efficiency savings have exceeded expectations. Planning for Phase 2 of the DTP is advanced with early projects ready for initiation in April 2019. These will include: 2019 Members cohort IT refresh and ModernGov Committee and Papers management system, Phase 2 of the EH BPR, further rollout of the Council Wide Management Information and Documents Management systems.


Action	Status	Progress/ Action Note
<p>Progress HR Business Process Review. 05 A 02</p>	On Track	<p> ONLINE RECRUITMENT Web based application form is almost ready to pilot with internal applicants. Work to map the fields of the form to fields of our HRIS should commence shortly.</p> <p>APPRAISALS Work yet to commence on Appraisal process but will commence shortly on the basis of SFG feedback document. As before we have committed to reviewing the process and changing the timescales by Sept 19.</p> <p>INTRANET Work to implement a revised structure and manager's information section has begun to improve content and lay out for HR information. Work ongoing to improve tagging to make search function more efficient.</p> <p>HR METRICS Feedback from HR team and Managers has been sought as to what information they want/need in the next month. Next step is to compare this against existing MI to ensure no duplication in design of new metrics structure.</p>
<p>Progress Environmental Health Business Process Review to redesign services to meet customer needs and use technology as a driver for efficiency. 05 A 03</p>	On Track	<p> Whilst there remain some minor processing issues for a small number of areas and some processes take longer to perform than under the old system the ability to automate tasks and the use of mobile technology demonstrates the benefits of the system over the longer term.</p> <p>Officers in the Commercial Team are undertaking food hygiene inspections using a mobile system on tablet devices. This removes the need for rekeying of information once officers return to the office and also improves the speed with which businesses get letters etc. associated with that visit.</p> <p>The annual fee letters for Licensing have now been automated using the system so that they are generated automatically as opposed to the previous requirement for an officer to run a report and generate letters.</p> <p>The introduction of an API which allows data entered into web forms to be transferred directly into the back office system greatly enhances the ability to interact with customers through the website.</p> <p>The Commercial Manager is due to retire in the new year and his post will be deleted as result of the savings and efficiencies delivered through BPR.</p>
<p>Rollout of Universal Credit in the District, working closely with the Department for Work and Pensions. 05 A 04</p>	On Track	<p> The Council continues to work closely with the Department of Work and Pensions and Citizens Advice to roll out the transition of working age benefits to the Universal Credit scheme. Implementation planning is being revised in accordance with recent DWP/Central Government timescale changes.</p>

Action	Status	Progress/ Action Note
<p>Review our use of assets through the One Public Estate programme including completing the Options Appraisal and Master Plan exercise for future development of the Kelling Hospital campus.</p> <p>05 A 05</p>	On Track	 <p>Norfolk Community Health and Care are developing a Masterplan for the Kelling Hospital Site.</p>


Ensure the Council's finances continue to be well managed and inform our decision making (05 B)

Key Performance Indicators	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
<p>Percentage of council tax collected (monthly cumulative)</p> <p>RB 009</p>	82.94% (Dec 2017)	82.77% (Dec 2018)		82.90%	98.4%
<p>Council Tax collection is slightly down on the target set. This equates to £89K which is 0.13%. There has been a number of Single Person Discount cancellations following the review that has just been completed.</p>					
<p>Percentage of non-domestic rates collected (monthly cumulative)</p> <p>RB 010</p>	84.63% (Dec 2017)	84.68% (Sep 2018)		85.55%	99.1%
<p>NNDR Collection is below target this month by 0.87% which equates to £236k. There has been a number of debit increases received from the VOA Schedules that has increased the NDR debit that needs to be collected. There also more 12 monthly payers compared to last year which means that there is more to collect over the remaining instalments.</p>					

Action	Status	Progress/ Action Note
<p>Establish a £2m Property Investment Fund with any spend being dependent on agreement of the Asset Management Plan. To be funded from the New Homes Bonus reserve (£1m) and the Invest to Save reserve (£1m).</p> <p>05 B 01</p>	On Track	 <p>Cabinet agreed a £2m local property fund for the acquisition of assets for income generation. Officers continue to monitor the local property commercial market for opportunities. A modern industrial property became available for sale, however was sale agreed within a few days. Officers have also viewed a terrace of industrial units that have come up for sale and reviewing the leases around the existing tenants. This property has already received a number of offers from other interested parties.</p>

Action	Status	Progress/ Action Note
Consider a business plan for provision of solar panels on the Council offices. 05 B 02	On Track	 Following recommendations from Cabinet the report on the provision of PV panels on the Cromer officer roof was considered at the Full Council meeting of 21 November 2018. The works are currently ongoing in tandem with the window replacements and glulam beam repairs and the panels are expected to be in place by the end of March.



Value and seek to develop the Council's staff and Members (05 C)




Action	Status	Progress/ Action Note
Facilitate the Investors in People re-assessment – winter 2018. 05 C 01	On Track	 IIP Assessment has been undertaken, we are now awaiting the final report.




In addition


1. Emma Duncan, head of eastlaw, beat off competition in the Local Government Awards from the City of Wolverhampton Legal Team in a category that was open to both individuals and teams. The entire eastlaw team was also shortlisted in the Legal Team of the Year category alongside six other local authorities.





Appendix 1 - Management Indicators








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Grants awarded (£) (quarterly cumulative) J 025	01 A	-	1,381,234 (Q3 18/19)	-	-	Monitor and report
Number of businesses engaged via events (quarterly cumulative) J 021	01 A, 01 B	373 (Q3 17/18)	249 (Q3 18/19)		150	200
Number of businesses supported (quarterly cumulative) J 022	01 A, 01 B	150 (Q3 17/18)	181 (Q3 18/19)		-	200
Numbers on the housing waiting list (monthly) HO 006	02 B	2,474 (Dec 2017)	3,167 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Housing Register (monthly) HO 007	02 B	307 (Dec 2017)	355 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Housing Options Register (monthly) HO 008	02 B	1,696 (Dec 2017)	2,261 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Numbers on the Transfer Register (monthly) HO 009	02 B	471 (Dec 2017)	543 (Dec 2018)	-	-	Review, report and recommend action where appropriate





Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Non-Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) DM 024	02 B, 03 D, 02 A, 01 D, 01 A	92.9% (Dec 2017)	96.3% (Dec 2018)		80%	80%
Non-Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) DM 025	02 B, 03 D, 02 A, 01 D, 01 A	0.6% (Dec 2017)	0.7% (Dec 2018)		10.0%	Less than 10%
Non-Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) DM 025a	02 B, 03 D, 02 A, 01 D, 01 A	13.0 (Dec 2017)	15.0 (Dec 2018)	-	-	Not applicable
Major - Speed: Percentage of Applications Determined within the statutory determination period or such extended period as has been agreed in writing with the applicant (24 month cumulative) MJ 001	02 B, 03 D, 02 A, 01 D, 01 A	91.3% (Dec 2017)	92.5% (Dec 2018)		60%	60%




Indicator	Objective		Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Major - Quality: Percentage of the total number of decisions allowed on appeal (24 month cumulative) MJ 002	02 B, 03 D, 02 A, 01 D, 01 A		0.0% (Dec 2017)	0.0% (Dec 2018)		10%	Less than 10%
Major - Quality: Number of the total number of decisions allowed on appeal (24 month cumulative) MJ 002a	02 B, 03 D, 02 A, 01 D, 01 A		0.0 (Sep 2017)	0.0 (Dec 2018)	-	-	Not applicable
Income from events organised at Country Parks (quarterly cumulative) LE 012	03 B, 05 B		-	6,394.50 (Q3 18/19)		4,510.00	£6,340 (annual)
We had to cancel one large event due to a member of staff leaving the team leaving us unable to run this event. Christmas event was better than expected and helped boost numbers.							
Number of pollution enforcement interventions (quarterly cumulative) C 008	03 B, 03 D		14 (Q3 17/18)	16 (Q3 18/19)	-	-	Review, report and recommend action where appropriate
Number of fixed penalty notices issued (quarterly cumulative) C 009	03 B, 03 D		17 (Q3 17/18)	1 (Q3 18/19)	-	-	Review, report and recommend action where appropriate
Amount of funding investment in community projects (from the Big Society Fund) (£) (quarterly cumulative) L 006	04 A, Equality		122,606.07 (Q3 17/18)	211,351.88 (Q3 18/19)	-	-	Review, report and recommend action where appropriate


Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of Disabled Facilities Grants approved (monthly cumulative) HW 004	04 B	99 (Dec 2017)	94 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Average Disabled Facilities Grant spend (£) (monthly snapshot) HW 005	04 B	77,952 (Dec 2017)	78,663 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Percentage of people active in North Norfolk (annual) W 001	04 C	62.1% (2016/17)	64.9% (2017/18)	-	-	Review, report and recommend action where appropriate
Percentage of Freedom of Information (FOI) Requests responded to within the statutory deadline of 20 working days (monthly cumulative) LS 004	05 A	95.0% (Nov 2017)	94.0% (Nov 2018)		90%	90%
Number of Freedom of Information (FOI) Requests (monthly cumulative) LS 004b	05 A	431 (Nov 2017)	525 (Nov 2018)	-	-	Not applicable
Number of Ombudsman referral decisions (monthly cumulative) PA 001	05 A	2 (Dec 2017)	4 (Dec 2018)	-	-	Not applicable
Number of Ombudsman referral decisions successful outcomes for the Council (monthly cumulative) PA 003	05 A	-	3 (Dec 2018)	-	-	Review, report and recommend action where appropriate

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Number of compliments (monthly cumulative) CS 050	05 A	6 (Dec 2017)	14 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Number of complaints (monthly cumulative) CS 051	05 A	117 (Dec 2017)	125 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Number of MPs letters (monthly cumulative) CS 052	05 A	227 (Dec 2017)	220 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Average wait time (minutes) - Customer Services (monthly) CS 057	05 A	6.56 (Dec 2017)	3.33 (Dec 2018)		10.0	10.0
Average transaction time (minutes) - Customer Services (monthly) CS 058	05 A	10.34 (Dec 2017)	11.57 (Dec 2018)		10.0	10.0
Increased levels of absenteeism. 66.49% of customer transactions lasted less than 10 minutes with 40.56% of transactions lasting under 5 minutes.						
Average wait time (minutes) - Housing Options (monthly) CS 059	05 A	17.16 (Dec 2017)	5.02 (Dec 2018)		10.0	10 minutes (low is good). With the introduction of the Homelessness Reduction Act 2017 this target may need to be reviewed.
Percentage of customers who were quite or extremely satisfied they were dealt with in a helpful, pleasant and courteous way (quarterly) CS 053	05 A	100.00% (Q3 17/18)	95.0% (Q3 18/19)		95%	95%








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Percentage of customers who were quite or extremely satisfied they were dealt with in a competent, knowledgeable and professional way (quarterly) CS 054	05 A	100.00% (Q3 17/18)	95.0% (Q3 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied with the time taken to resolve their enquiry (quarterly) CS 055	05 A	100.00% (Q3 17/18)	95.00% (Q3 18/19)		95%	95%
Percentage of customers who were quite or extremely satisfied they got everything they needed (quarterly) CS 056	05 A	100.00% (Q3 17/18)	100.0% (Q3 18/19)		95%	95%
Planning income (£) (monthly cumulative) DM 023	05 B	664,671 (Dec 2017)	653,278 (Dec 2018)		-	Review, report and recommend action where appropriate
Building Control income (£) (monthly cumulative) BC 001	05 B	275,837 (Dec 2017)	302,055 (Dec 2018)		190,000	380,000
Legal Services fee income (£) (monthly cumulative) LS 003	05 B	183,844 (Dec 2017)	195,380 (Dec 2018)		54,000	72,000
PM 32 Average number of days revenue outstanding (Debtor Days) (monthly) RB 029	05 B	47.0 (Dec 2017)	56.0 (Dec 2018)		41.0	41

Indicator	Objective	Same period last year	Latest data	Latest Data Target	Annual Target/ Direction of Travel
		£8k Invoice disputed with Estates & Assets - BLOO0013 £14k 3 Invoices disputed with Estates & Assets - RNLI0013 £6k various invoices for Service Charges with Estates & Assets DWPX0003			
Occupancy rate of Council-owned rental properties – Industrial (monthly) PS 009	05 B	94.7% (Dec 2017)	89.5% (Dec 2018)	 85%	85%
Occupancy rate of Council-owned rental properties –Retail (monthly) PS 010	05 B	71.4% (Dec 2017)	78.6% (Dec 2018)	 78%	78%
Occupancy rate of Council-owned rental properties – Concessions (monthly) PS 011	05 B	64.3% (Dec 2017)	71.4% (Dec 2018)	 90%	90%
		Licence for East Runton ended, tenant decided not to renew.			
Percentage of rent arrears on all debts 90 days and over (monthly) PS 008	05 B	-	8.3% (Dec 2018)	 5%	5%
		Total Debt: £30,972.09 Debt Over 90 Days: £2,560.36 £2000.00 of the remaining debt relates to one tenant who has agreed a payment plan to clear his debt and is keeping up to date with payments with monthly instalments. The remaining £560.36 is an outstanding fee that the DWP have disputed.			
Rate of Return – Industrial (annual) PS 012	05 B	-	10.58% (2017/18)		New indicator. Interim target of 4% will be reviewed after six months
Rate of Return – Retail (annual) PS 013	05 B	-	0.34%	-	New indicator. Interim target of 4% will be reviewed after six months








Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Percentage of assets that have a Stock Condition Survey rating of A-B (annual) PS 014	05 B	-	Data not yet available.	-	-	80%
Number of defaults issued to the waste and related services contractor (monthly cumulative) C 010	05 B, 03 D	852 (Dec 2017)	130 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Number of rectifications issued to the waste and related services contractor (monthly cumulative) ES 015	05 B, 03 D	762 (Dec 2017)	557 (Dec 2018)	-	-	Review, report and recommend action where appropriate
Percentage of Priority 2 (Important) audit recommendations completed on time (quarterly cumulative) V 001	05 B	83.0% (Q3 17/18)	29.0% (Q3 18/19).		70%	70%.
Two out of seven outstanding in quarter 3 have been completed. The remaining recommendations have been given extensions						
Percentage of Priority 1 (Urgent) audit recommendations completed on time (quarterly cumulative) V 002	05 B	100.0% (Q3 17/18)	100.0% (Q3 18/19)		100.0%	100%
No urgent (Priority 1) recommendations were made						
Percentage of audit days delivered (quarterly cumulative) V 004	05 B	72.0% (Q3 17/18)	66.0%		32.0%	100%

Indicator	Objective	Same period last year	Latest data		Latest Data Target	Annual Target/ Direction of Travel
Working days lost due to sickness absence (whole authority days per Full Time Equivalent members of staff) (quarterly cumulative) V 007	05 C	4.50 (Q3 17/18)	3.86 (Q3 18/19)		4.50	6

Targets Key

<p>For performance measures, where the Council has a high degree of control over the outcome and achieving a target will help to achieve an objective, a numerical target is set. This symbol shows whether the quarterly target has been achieved and we are therefore on course to meet the annual target.</p>		<p>For performance measures, where the Council has a low degree of control and moving the indicator in a positive direction will help to achieve an objective, a numerical target is not set but a direction of travel is the aim. This symbol shows whether the measure is moving in the desired direction.</p>	
	Target achieved or exceeded		Improving compared to the same period last year
	Close to target		Close to the same period last year's result
	Below target		Worse compared to the same period last year
-	These are measures listed that show levels of activity of services delivered by the Council, provide context, or which have not yet had a target set. These measures are included here for monitoring and information purposes. No symbol is shown for these. E.g. Number of settlements that have had Broadband upgraded.		
	Signifies a target achieved that has an outcome which meets our equalities objectives.		

Actions Key

Activity Status	Symbol	Description
Completed Successfully/ On Track		Activity has started on schedule, and is on track to be completed by the predicted end date, to budget and will deliver the expected outputs and outcomes/ impacts or already has.
Not Started		This is for activities that are not programmed to start yet.
Cancelled		The activity is no longer required. Reasons for the cancellation are given.
Postponed, Delayed or On Hold		This is for activities that should have started by now but have not or activities that have started but have had to pause or are taking longer than expected.
Some Problems		Lead officers should have described the problems and the action being taken to deal with them.
Needs Attention/ Off Track/ Failed		Activity is off track (either by starting after the predicted start date or progress slower than expected), and it is anticipated that it will not be completed by the predicted end date. Attention is needed from the lead officer and others to get this activity back on track. Failed - Activity not delivered and there is no way that it can be.
		Signifies an action achieved that has an outcome that meets our equalities objectives for specified groups e.g. children etc.

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