

Cabinet



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Friday, 24 February 2023

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 6 March 2023 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting so that the Chairman can re-order the agenda if necessary.

Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516010, Email: emma.denny@north-norfolk.gov.uk. Please note that this meeting is livestreamed: <https://www.youtube.com/channel/UCsShJeAVZMS0kSWcz-WyEzq>

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

Emma Denny
Democratic Services Manager

To: Mrs W Fredericks, Ms V Gay, Mr R Kershaw, Mr N Lloyd, Mr E Seward, Miss L Shires, Mr T Adams and Mr A Brown

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

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. MINUTES

1 - 6

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 6th February 2023.

3. PUBLIC QUESTIONS AND STATEMENTS

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

4. DECLARATIONS OF INTEREST

7 - 12

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

5. ITEMS OF URGENT BUSINESS

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

6. MEMBERS' QUESTIONS

To receive oral questions from Members, if any

7. RECOMMENDATIONS FROM CABINET WORKING PARTIES

The following recommendations were made at the meeting of the Planning Policy and Built Heritage Working Party held on 20th February 2023:

Item 8 – Norfolk Coast AONB Updated Management Plan (2019-2024), revised 2022

RESOLVED to recommend to Cabinet that the contents of the updated Norfolk Coast AONB Management Plan (2019-2024) are endorsed for use as a material planning consideration in the determination of planning applications.

Item 9 – National Planning Policy Framework – Consultation on proposed changes

RESOLVED to recommend to Cabinet that the Authority respond to the consultation as outlined in the report.

8. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

To consider any recommendations referred to the Cabinet by the Overview & Scrutiny Committee at the meeting held on 15th February 2023.

9. BUDGET MONITORING 2022-2023 PERIOD 10

13 - 42

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2023.

Options considered: Not applicable

Conclusions: The overall position at the end of January 2023 shows a £3.022m underspend for the current financial year on the revenue account. However, this is currently expected to deliver a full year overspend of £0.603m. At the end of 2021/22 £0.616m was added to the General Fund Reserve to help offset the impacts of pay and inflation in this current year.

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

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

2) Recommend to full Council that any outturn deficit is funded by using the General Fund Reserve.

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, which do not contain exempt information, and which are not published elsewhere)

System Budget monitoring reports

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
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Contact Officer, telephone number and email: Tina Stankley 01263 516439 Tina.Stankley@north-norfolk.gov.uk

10. MANAGING PERFORMANCE QUARTER 3 2022/2023

43 - 90

Summary: The Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the third quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

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

Conclusions: Overall good progress has continued to have been made over the third quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

Recommendations: That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.

That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.

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

Cabinet Member(s) Ward(s) affected
Cllr Tim Adams All

11. UK SHARED PROSPERITY FUND (UKSPF) AND RURAL ENGLAND PROSPERITY FUND (REPF)

91 - 96

Summary: UK Shared Prosperity Fund (UKSPF)

The UKSPF is a central pillar of the UK government's Levelling Up agenda and is the successor funding model to the former EU Structural Funds. It will provide £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding

formula rather than via competitive bidding.

NNDC has been allocated £1,238,269 from this fund which is to be delivered over three financial years (22/23-24/25). The intention of the fund is to invest in local priorities, targeted towards a number of areas: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances. There are three UKSPF investment priorities: communities and place; supporting local business; and people and skills.

Rural England Prosperity Fund (REPF)

The Rural England Prosperity Fund (REPF) is a top-up to the UKSPF and is available to eligible local authorities in England where communities and businesses face specific rural challenges. It succeeds EU funding from LEADER and the Growth Programme which were part of the Rural Development Programme for England. Nationally, a total of up to £110 million is available for financial years 2023 to 2024 and 2024 to 2025.

North Norfolk District Council have been conditionally allocated £1,457,851. To secure this allocation, an addendum to the UKSPF Investment Plan was submitted to DEFRA in November for approval.

Conclusions:

The allocation of UKSPF and REPF funding, subject to approval of the REPF Addendum, will support businesses and communities in North Norfolk to address a number of identified local challenges. This will be achieved through the development of a number of business and community support programmes and grants and will seek to complement existing business and community advice and funding support.

Recommendations:

1. To note the contents of the report.
2. To confirm Cabinet's support for the anticipated approach to the delivery of a range of programmes/grants that will be delivered by this funding and to delegate the establishment and processes for their delivery, including the commission and procurement of delivery partners, to the Portfolio

Reasons for
Recommendations:

Holder for Sustainable Growth and the
Assistant Director for Sustainable
Growth.

This recommendation is being made in order
to deliver the UKSPF and REPF schemes
within the timescales of the funding
programmes.

Cabinet Member(s) Cllr Richard Kershaw	Ward(s) affected All North Norfolk
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Contact Officer, telephone number and email:

Jenni Jordan, 01263 516076 jenni.jordan@north-norfolk.gov.uk

Stuart Quick, 01263 516263, stuart.quick@north-norfolk.gov.uk

12. EMPLOYER DEFENCE RECOGNITION SCHEME

97 - 100

Summary: North Norfolk District Council (NNDC) signed
the Norfolk Armed Forces Covenant at an
official ceremony on 7 March 2012.

To further demonstrate the Council's
commitment to the Armed Forces, NNDC
published its own Armed Forces Covenant
Pledge in February 2022. The pledge included a
commitment to achieve the Bronze, Silver and
Gold Defence Employer Recognition Scheme
(DERS) awards.

The Defence Employer Recognition Scheme
(DERS) encourages employers to support
defence and the Armed Forces Community and
inspire others to do the same. The scheme
encompasses bronze, silver and gold awards for
employer organisations that pledge,
demonstrate or advocate support to defence
and the armed forces community, and align their
values with the Armed Forces Covenant.

NNDC successfully achieved the DERS Bronze
Award in 2022.

Registration for Expressions of Interest in
respect of the DERS Silver Award opened on
10th January 2023. The closing date for
completed applications is 19th April 2023.

To achieve the DERS Silver Award, eight
essential criteria must be met.

The achievement of at least one of the essential
criteria will require a change in policy as it

requires a commitment to provide at least five days additional leave for Reservist training. This can be paid or unpaid.

Options considered: The North Norfolk District Council Armed Forces Covenant Pledge included a commitment to obtain the DERS Bronze, Silver and Gold Awards.

Therefore no other options have been considered.

Conclusions: The achievement of the DERS Silver Award will further demonstrate NNDC's gratitude, support for and commitment to defence and to the residents of the Armed Forces Community that live in or visit North Norfolk.

Recommendations: To give authority to the Lead Officer and the Armed Forces member Champion to liaise with HR and other relevant internal services to identify and implement any relevant changes to policy and process to ensure the achievement of at least the eight essential criteria.

To agree to the submission of the DERS Silver Award application by the application closing date of 19th April 2023.

Reasons for Recommendations: To enable NNDC to successfully obtain the DERS Silver Award.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

North Norfolk Armed Forces Covenant Pledge DERS Silver Award – essential and desirable criteria.

Cabinet Member(s) Cllr. John Toye	Ward(s) affected All wards in North Norfolk
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Contact Officer, telephone number and email:
Sonia Shuter 01263 516173 sonia.shuter@north-norfolk.gov.uk

13. LOCAL AUTHORITY HOUSING FUND GRANT OPPORTUNITY

101 - 110

Summary: On 21st December 2022 the District Council was advised by Government that it would be awarded grant monies of £1,245,210 through the Local Authority Housing Fund (LAHF) to provide 11 additional affordable homes in the district by December 2023 – initially to house Ukrainian and Afghan refugee households. This report recommends that the Council works with the Flagship Housing Group (Flagship) to deliver the 11 homes. Long-term these homes would be available to households on the Council's housing list either as temporary accommodation for homeless households or as a long-term affordable home.

Options considered:

To accept the LAHF grant and deliver the 11 homes directly, with the Council providing the match funding and staffing resources to undertake the purchase and necessary repairs to the properties by December 2023.

To not accept the LAHF grant funding offered and forego the opportunity to provide an additional 11 affordable homes in the District.

Conclusions: The Local Authority Housing Fund provides grant to enable North Norfolk District, working in partnership with Flagship, to provide 11 additional affordable homes in the district. These homes will help address immediate housing pressures which exist nationally in the accommodation of displaced refugee households to whom the UK has offered refuge and sanctuary and provide longer-term good quality affordable homes in the District.

Recommendations: Cabinet agrees that:

- The Council accepts the Local Authority Housing Fund grant funding in full and commits to the delivery of 11 homes.
- The source of the homes is from market sales – including new-build when available (and if affordable).
- The Council delivers the new homes in partnership with Flagship. The Council will pass the grant on to Flagship, who will provide the match funding and own the homes, in return the Council will have nomination rights to the homes in

perpetuity.

Reasons for Recommendations: To seek approval for the Council to accept the LAHF grant and agree the delivery option recommended.

Cabinet Member(s) Cllr Wendy Fredericks	Ward(s) affected District-wide (potentially)
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Contact Officer, telephone number and email:
Nicky Debbage/Graham Connolly, Housing Strategy & Delivery Manager, 01263 516027

14. ESTABLISHING A JOINT VENTURE WITH ANGLIAN WATER AND NORFOLK AUTHORITIES TO PROVIDE ENVIRONMENTAL CREDITS 111 - 122

Summary: Currently planning applications for new overnight accommodation are on hold in many parts of the district due to the nutrient neutrality constraints that were imposed by Natural England in March 2022.

The report contains details of how this constraint will be overcome through establishment of a Joint Venture which will source the mitigation that is required to get the housing market moving and sell credits to developers to enable them to demonstrate housing schemes are nutrient neutral.

The Joint Venture would be established with the potential to provide a range of environmental credits, initially focussing on nutrient neutrality.

Options considered: Not engaging with Joint Venture, relying on Developer Lead / Natural England Mitigation.

Conclusions: The Joint venture will support SME builders in North Norfolk who are unable to access viable mitigation due to economies of scale. Natural England have no currently available mitigation within North Norfolk. This project enables unlocking of up to 100 applications paused by natural England Guidance in the Wensum and Broads catchment areas.

Reason for the Recommendations:

To provide a means of mitigation to get the housing market moving and sell credits to developers to enable them to demonstrate housing schemes are nutrient neutral.

Cabinet Member(s) Cllr Andrew Brown	Ward(s) affected All
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Contact Officer: Phillip Rowson, Phillip.rowson@north-norfolk.gov.uk

15. THE REEF SOLAR CAR PORT

123 - 130

Summary: The Corporate Plan and Net Zero Action Plan both required the exploration of the deployment of solar PV on the Council's car parks. This report summarises this possibility on the Council's Car Park at the Reef Leisure Centre, Sheringham in terms of sustainability, climate action and return on investment for the Council. It proposes a scheme that it is considered brings multiple benefits and will serve as a demonstration project and pilot for potential further schemes of a similar nature.

Options considered:

1. To build a 2 bay solar car port at the Reef. Reducing the Council's carbon footprint, supplying the Reef with renewable energy and providing a return on investment for the Council
2. To build a 3 bay solar car port at the Reef. Reducing the Council's carbon footprint, supplying the Reef with renewable energy and providing a return on investment for the Council
3. To not build a solar car port at the Reef. Not contributing to our Net Zero Strategy and Action plan or protecting against the fluctuations in energy prices to the leisure centre.

Conclusions: It is recommended that the scheme is approved for the project to construct a two bay solar array (option 1) on the Reef Car Park as outlined in the business case and that supplier A is appointed as the contractor.

Recommendations: It is recommended:

- To appoint supplier A to design and build a solar car port at the Reef, in accordance with the costs and specifications for two rows of photo voltaic arrays as set out in the business case (confidential appendix A) within the allocated budget for this scheme
- To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Climate Change

and Environment, agreement on the detailed design of the scheme

- To delegate to the Assistant Director for Environmental and Leisure Services to negotiate a suitable agreement with Sports Leisure Management Ltd. (Everyone Active) for matters relating to the electricity supply and any operational matters relevant to the site and the leisure contract
- To delegate to the Environment and Climate Policy Manager to explore options for further installations at other Council-owned assets (e.g. other leisure centres) as soon as this project is successfully underway

Reasons for Recommendations:

- To generate renewable energy to supply the Reef Leisure Centre and aid the Council's transition to Net Zero, reducing carbon and producing an associated cost saving from carbon avoided
- To provide a return on investment reducing the Council's and/or its contractor's energy costs
- To help protect the electricity supply to the Reef against ongoing energy price increases thus helping secure the use of the asset for the District
- To demonstrate the viability, acceptability, desirability and deliverability of this renewable technology to inform decisions about its potential roll-out on other parts of the Council's estate
- To showcase the scheme to inspire landowners, businesses and the wider community to embrace renewable energy generation

Cabinet Member(s) Cllr Nigel Lloyd	Ward(s) affected Sheringham South
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Contact Officer, telephone number and email:

Kate Rawlings, kate.rawlings@north-norfolk.gov.uk 01263 516174

16. LEASE OF PREMISES AT NORTH LODGE PARK, CROMER

131 - 138

Summary:

The District Council owns a premises, formerly used as café/tea room and nursery along with adjoining public toilets at North Lodge Park, Cromer.

The premises were advertised to let during

2022 and a number of bids have been received. These bids have been reviewed and assessed and recommendations are now made to Cabinet regarding a lease proposal.

Options considered:

A variety of bids with different use options have been received and considered in detail.

As this asset is an integral part of North Lodge Park and its rental income supports Council services an alternative option to dispose of the premises was considered and discounted.

1. Proposal ref 1 outlined in the exempt Appendix A would demonstrate best financial consideration in accordance with s.123 Local Government Act 1972 and is the option recommended by officers
2. Proposals 2, 3, 4 and 5 in Appendix A may be considered where Members are satisfied that such bid promotes or improves social well-being in the whole or part of its area to such an extent that the general rule of best financial value should be departed from.*
3. The remaining proposals are of significantly lower financial value and these proposals are unlikely to meet best value consideration

Where departing from the best financial value option set out at option 1 above, any reason for the decision would need to detail that the lease disposal is likely to contribute to the promotion or improvement of social, economic or environmental well-being.

Conclusions:

Following advertising of the vacant premises on the open market, ten bids were received for the lease of the Seaview buildings at North Lodge Park. Due diligence has been undertaken on each of these bids as outlined in section 2 of the report. Recommendation 1 is the officer recommendation on the basis of best financial value, but an alternative option, above, is provided for Members to consider where they are satisfied that another bid promotes the improvement of social well-being to such an extent that the general rule of best financial value, should be departed from.

Recommendations: It is recommended that Cabinet:

Approve proposal ref: 1 as outlined in the exempt appendix A which demonstrates best financial consideration, in accordance with s123 of the LGA Act 1972

Reasons for Recommendations: A lease of the premises which brings the building back into use and will see an improvement in the Park through tenant investment. The proposal will generate income that will be used to fund Council services.

Where departing from the best financial value, if a bid in option 2 above is approved, the reasons for disposal will need to have regard to the contribution of that bid to the promotion or improvement of social, economic or environmental well-being.

Cabinet Member(s) Cllr. E Seward	Ward(s) affected Suffield Park and Cromer Town wards
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Contact Officer, telephone number and email:
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17. EXCLUSION OF PRESS AND PUBLIC

139 - 182

To pass the following resolution:

- a. 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 & 5 of Part I of Schedule 12A (as amended) to the Act.”
- b. That the public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

Agenda Item Numbers	Paragraphs of Part 1 Schedule 12A
14	3, 5
15	3
16	3

Information relating to the financial or business affairs of any particular person (including the authority holding that information). The appended report contains commercially confidential information.

18. PRIVATE BUSINESS

CABINET

Minutes of the meeting of the Cabinet held on Monday, 6 February 2023 at the Council Chamber - Council Offices at 10.00 am

Committee

Members Present:

Cllr W Fredericks	Cllr V Gay
Cllr R Kershaw	Cllr N Lloyd
Cllr E Seward	Cllr T Adams (Chair)
Cllr A Brown	

Members also attending:

Cllr Cushing
Cllr N Dixon
Cllr J Rest

Officers in Attendance:

Chief Executive, the Monitoring Officer, the S151 Officer, the Director for Communities and Democratic Services Manager

Apologies for Absence:

Cllr A Fitch-Tillett
Cllr L Shires

105 MINUTES

The minutes of the meeting held on 3rd January were agreed as a correct record and signed by the Chairman.

106 PUBLIC QUESTIONS AND STATEMENTS

None received.

107 ITEMS OF URGENT BUSINESS

108 DECLARATIONS OF INTEREST

None received.

109 MEMBERS' QUESTIONS

The Chairman advised members that they could ask questions as matters arose.

110 RECOMMENDATIONS FROM CABINET WORKING PARTIES

Cllr A Brown, Portfolio Holder for Planning and Chairman of the Working Party introduced this item. He explained that the focus was on site allocations and there was a robust debate concentrating on the development in North Walsham and although the recommendation was accepted, he said he wished to propose the

following amendment (in italics) to Recommendation 2:

‘To delegate minor amendments (*with the exception of the North Walsham Scheme*) in the finalisation of the submission version and schedules and associated documents, to the Planning Policy Manager in conjunction with the Planning Policy Team Leader and the Portfolio Holder’

Cllr Brown said that Members did not agree that the North Walsham scheme could be considered to have any minor amendments. It was a flagship scheme for the District and it was imperative that the infrastructure to support it was carefully considered and was not a minor matter. The amendment was seconded by Cllr E Seward.

It was proposed by Cllr A Brown, seconded by Cllr E Seward and

RESOLVED

Local Plan Submission: Proposed Modifications (Site Allocations)

1. To agree that the appended Schedules of proposed modifications along with the Proposed Submission version of the Local Plan be submitted for independent examination.
2. To delegate minor amendments (with the exception of the North Walsham scheme) in the finalisation of the submission version & Schedules and associated documents to the Planning Policy Manager in conjunction with the Planning Policy Team Leader and the Portfolio Holder.

111 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman invited Cllr N Dixon, Chairman of the Overview & Scrutiny Committee to speak. Cllr Dixon said that the Committee had made two recommendations to Cabinet at the meeting held on 25th January. Both related to the Medium Term Financial Strategy (MTFS):

1. To recommend to Cabinet that financial modelling of inflationary costs of up to 5% for staff and fees be included in the report to identify potential risks.
2. To recommend to Cabinet that, in recognition of the increasing risks of deficits arising, robust savings and income generation contingency plans need to be developed soonest in FY 23/24 to ensure that financial risks can be adequately mitigated for 2024-25 and onwards

He explained that the Committee had been concerned that the modelling of inflationary costs for staff was too low at 2% and recommended that this should be increased to 5%. Regarding the second recommendation, he said that there had been consensus that the gaps in coming years were concerning and this should be looked at carefully as soon as possible. He added that the Portfolio Holder had already acknowledged his own concerns about this.

Cllr Seward replied that the 5% increase for staff costs was now included in the report. He added that the Director for Resources had already agreed to start work early on addressing the deficit in future years.

112 DELEGATED DECISIONS - SEPTEMBER 2022 ONWARDS

The Democratic Services Manager explained that this was a statutory report to inform Members of any delegated decisions taken by officers. It would go to the next meeting of the Overview & Scrutiny Committee and then go on to the Council's website. She added that there were fewer decisions to report as emergency powers were no longer being used now that the pandemic had effectively ended.

RESOLVED

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

113 CAPITAL STRATEGY 2023 - 2024

The Portfolio Holder for Finance & Assets, Cllr Seward, informed members that this report had been considered by the Overview & Scrutiny Committee.

It was proposed by Cllr E Seward, seconded by Cllr T Adams and

RESOLVED

To recommend to Full Council:

That the Capital Strategy and Prudential Indicators for 2023 – 2024 are approved

Reason for the recommendation:

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

114 INVESTMENT STRATEGY 2023 - 2024

The Portfolio Holder for Finance & Assets, Cllr Seward, informed members that this report had been considered by the Overview & Scrutiny Committee.

It was proposed by Cllr E Seward, seconded by Cllr T Adams and

RESOLVED

To recommend to Full Council that the Investment Strategy 2023 – 2024 is approved

Reason for the recommendation:

The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

115 TREASURY MANAGEMENT STRATEGY STATEMENT 2023 - 2024

The Portfolio Holder for Finance & Assets, Cllr Seward, informed members that this report had been considered by the Overview & Scrutiny Committee. He added that with interest rates rising, there was no intention to engage with any borrowing, including short term borrowing in the next year.

RESOLVED

To recommend to Full Council that the Treasury Management Strategy Statement

2023 – 2024 is approved.

Reason for the decision:

The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions and ensures the Council complies with CIPFA guidance.

116 FEES & CHARGES 2023 - 2024

The Portfolio Holder for Finance & Assets, Cllr Seward, introduced this item. He explained that this report was coming back to Cabinet, following a decision to withdraw it at the Full Council meeting on 20th December, to allow additional time to explore any possible increases to fees and charges to maximise income. He said that the revised report included an increase to garden bin charges.

The Leader then spoke about an amendment to enable the provision of the Holt Market fees to be more in line with the emerging Street Trading Policy. As it currently stood, each individual stall holder had to pay a fee and this was not facilitating the holding of the market in a cost-effective way. He therefore proposed that a temporary change was made to the fees for Holt, until the Street Trading Policy was in place.

Cllr Cushing asked for more detail. The Chairman replied that an appropriate charging framework was not in place yet for specialist local markets such as the one in Holt. It was proposed that there was a single fee for the whole event rather than a charge to individual stall holders.

Cllr J Rest referred to Fakenham market, which was run by the Town Council under a charter. The Chairman replied that this was the case and attempts had been made to see if Holt was a charter town but so far no evidence for this had been found. It was proposed by Cllr E Seward, seconded by Cllr T Adams and

RESOLVED

To agree and recommend to Full Council:

- a. The fees and charges from 1 April 2023 as included in Appendix A.
- b. That Delegated Authority be given to the Section 151 Officer, in consultation with the Portfolio Holder for Finance and relevant Heads of Service, to agree those fees and charges not included within Appendix A as required, as outlined within the report
- c. That there be added to Appendix A, a provision to permit the Holt Market to operate with a single Street Market fee at such amount delegated to the Director for Communities until such time as the Street Trading Policy is approved.

Reasons for the recommendations

To approve the fees and charges as set out in the report that will have been used to support the 2023/24 budget process.

117 DRAFT MEDIUM TERM FINANCIAL STRATEGY 2023/2024 - 2026/2027 INCLUDING BASE BUDGET PROJECTIONS 2023/ 2024

The Portfolio Holder for Finance & Assets, Cllr Seward, introduced this item. It had been considered by the Overview & Scrutiny Committee and he thanked them for their comments and recommendations.

He went onto say that when he spoke at the Overview & Scrutiny Committee meeting, he reminded members of his prediction a year ago about 'gathering storm clouds', adding that there had been a huge change in the financial situation between the setting of the Budget last February and now. At the time of setting the Budget last year, inflation was predicted to be between 2-3%. It was currently above 10%. This had led to an increase in capital costs, with most materials now costing more than double than a year ago. Consequently, there was often only one expression of interest when the Council went out to tender for projects.

Cllr Seward referred members to section 3.10 of the report which set out in more detail the impact of inflationary pressures on certain areas of expenditure, totalling £2.947m (13.7%)

He said that the Council had limited options to raise income. In terms of council tax, any increase was limited to 1.99%. In addition, there had been no increase in the amount of business rates retention and in fact, due to the way that grants had been provided during Covid, the Council was having to take money from reserves in order just to maintain income. Regarding Government support, although the Council welcomed the 3% guarantee for inflation but legacy payments on the New Homes Bonus had been lost, so the result was an overall increase £135k. Consequently, the rate of inflation and the impact on the Council's costs were not being compensated for. This meant that the Council had to start making some savings and these were set out at sections 3.8 and 3.9 of the report. There was some additional income that could be generated on commercial waste charges and on planning advice fees. There was also anticipated growth in car parking income.

Cllr Seward said in spite of all the financial challenges, the Council was able to maintain its services and there were currently no proposed cuts.

Regarding any increase to council tax, Cllr Seward made reference to the request made at Full Council in October, to consider a freeze. He said that regardless of the approach taken by NNDC, the County Council was proposing an increase of 4.99% (between £50 and £150 depending in the band) and the Police Authority had already agreed an increase of £14.94 for Band D council tax payers. He explained that the maximum increase that NNDC could make was £5, making it one of the lowest council tax precepts amongst District Councils in the country. Almost 70% of properties in North Norfolk were below Band D, so it would be less than £5.00.

Cllr Seward then spoke about the Medium Term Financial Strategy and forecasts for future years. He said that the Council had a balance budget for 2023/2024 and reserves of over £15m which was higher than the minimum required. In addition, there were a number of financial property investments which were not at risk. However, as stated earlier, it was imperative that the Council began to make contingency plans in terms of further savings to address future gaps. He said that the general fund summary (Appendix A) sets out the presumption that the level of Government support remained at the current level. In terms of the wider economy, whilst it was expected that inflation would fall in the next year, it was difficult to forecast what would happen. He referenced any possible increase in staff salaries which could equate to £450k. Regarding Business Rates, under the current formula, they were forecast to go back to £7.2m but could then reduce again. He said all of this was important as it highlighted the uncertainty and the considerations that

needed to be factored in when looking at council tax increases. He concluded by reminding members that the Council had still not received the final local government financial settlement, although it was anticipated that it would not change.

Cllr Seward said that he wanted to propose recommendations 1 – 4 and 6 – 7 but that recommendation 5, which related to capital bids, still needed additional work to ascertain the most appropriate means of funding. He therefore proposed that this was amended to state:

‘To note the capital bids contained within Appendix C’

RESOLVED

To agree and where necessary recommend to Full Council:

- 1) The 2023/24 revenue budget as outlined at appendix A;
- 2) The demand on the Collection Fund for 2023/24, subject to any amendments as a result of final precepts still to be received be:
 - a. £6,879,503 for District purposes
 - b. £2,800,000 (exact figure not yet available and subject to confirmation of the final precepts) for Parish/Town Precepts;
- 3) The statement of and movement on the reserves as detailed at appendix D;
- 4) The updated Capital Programme and financing for 2022/23 to 2026/27 as detailed at Appendix C;
- 5) To note the Capital Bids contained within Appendix C1.
- 6) That Members note the current financial projections for the period to 2026/27 as shown in Appendix A;
- 7) That Members note the results of the consultation as shown in Appendix F.

Reason for the recommendation:

To recommend a balanced budget for 2023/24 for approval by Full Council.

118 EXCLUSION OF PRESS AND PUBLIC

119 PRIVATE BUSINESS

The meeting ended at 10.32 am.

Chairman

Registering interests

Within 28 days of becoming a member or your re-election or re-appointment to office you must register with the Monitoring Officer the interests which fall within the categories set out in **Table 1 (Disclosable Pecuniary Interests)** which are as described in "The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012". You should also register details of your other personal interests which fall within the categories set out in **Table 2 (Other Registerable Interests)**.

"Disclosable Pecuniary Interest" means an interest of yourself, or of your partner if you are aware of your partner's interest, within the descriptions set out in Table 1 below.

"Partner" means a spouse or civil partner, or a person with whom you are living as husband or wife, or a person with whom you are living as if you are civil partners.

1. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer.
2. A 'sensitive interest' is as an interest which, if disclosed, could lead to the councillor, or a person connected with the councillor, being subject to violence or intimidation.
3. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Non participation in case of disclosable pecuniary interest

4. Where a matter arises at a meeting which directly relates to one of your Disclosable Pecuniary Interests as set out in **Table 1**, you must disclose the interest, not participate in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted in limited circumstances, to enable you to participate and vote on a matter in which you have a disclosable pecuniary interest.
5. Where you have a disclosable pecuniary interest on a matter to be considered or is being considered by you as a Cabinet member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it

Disclosure of Other Registerable Interests

6. Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (as set out in **Table 2**), you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

Disclosure of Non-Registerable Interests

7. Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a Disclosable Pecuniary Interest set out in Table 1) or a financial interest or well-being of a relative or close associate, you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to disclose the nature of the interest.
8. Where a matter arises at a meeting which **affects** –
 - a. your own financial interest or well-being;
 - b. a financial interest or well-being of a relative, close associate; or
 - c. a body included in those you need to disclose under Other Registrable Interests as set out in **Table 2**

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied

9. Where a matter **affects** your financial interest or well-being:
 - a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
 - b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

If it is a 'sensitive interest', you do not have to disclose the nature of the interest.

10. Where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must make sure that any written statement of that decision records the existence and nature of your interest.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the [Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012](#).

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
Sponsorship	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the

	<p>councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the council.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licenses	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the councillor's knowledge)—</p> <p>(a) the landlord is the council; and</p> <p>(b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the councillor's knowledge) has a place of business or land in the area of the council; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were</p>

	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registrable Interests

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"> a) any body of which you are in general control or management and to which you are nominated or appointed by your authority b) any body <ul style="list-style-type: none"> (i) exercising functions of a public nature (ii) any body directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
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Budget Monitoring Report 2022/23 – Period 10

Summary: This report summarises the budget monitoring position for the revenue account and capital programme to the end of January 2023.

Options considered: Not applicable

Conclusions: The overall position at the end of January 2023 shows a £3.022m underspend for the current financial year on the revenue account. However, this is currently expected to deliver a full year overspend of £0.603m. At the end of 2021/22 £0.616m was added to the General Fund Reserve to help offset the impacts of pay and inflation in this current year.

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

- 1) Note the contents of the report and the current budget monitoring position.**
- 2) Recommend to full Council that any outturn deficit is funded by using the General Fund Reserve.**

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, which do not contain exempt information, and which are not published elsewhere)

System Budget monitoring reports

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Tina Stankley 01263 516439 Tina.Stankley@north-norfolk.gov.uk	

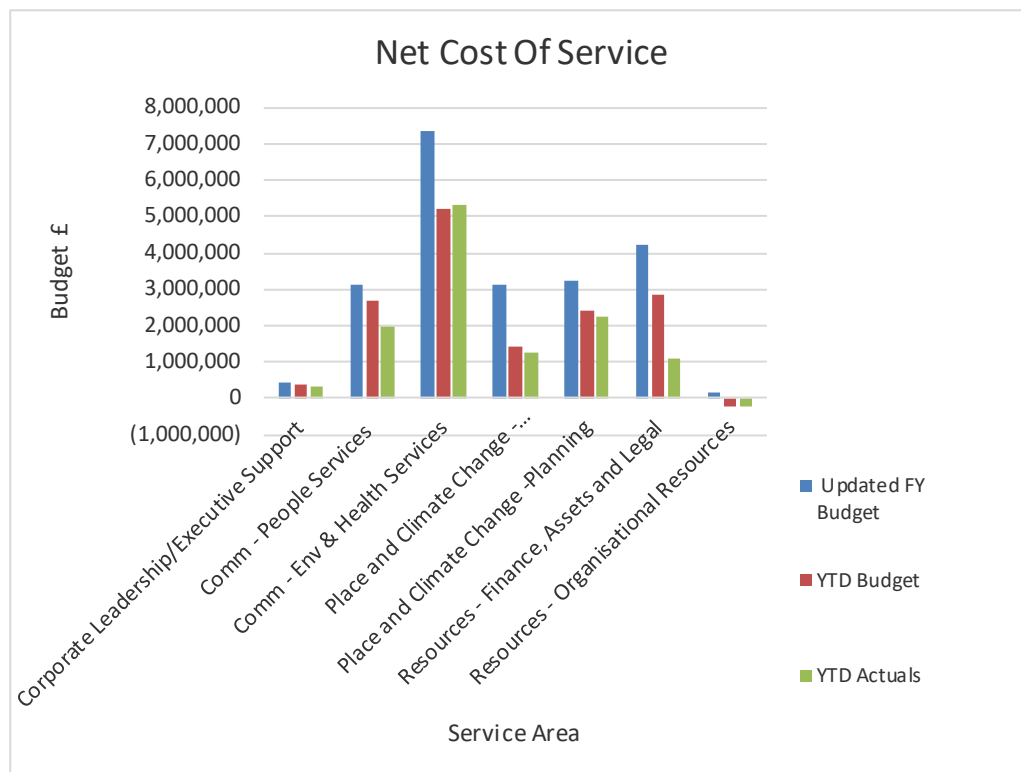
1. Introduction

1.1 This report compares the actual expenditure and income position at the end of January 2023 to the Updated Budget for 2022/23. The original Base Budget as agreed by Full Council in February 2022 has been updated to reflect approved budget virements.

2. Revenue

2.1 The General Fund Summary at Appendix A shows the high-level budget monitoring position as at 31 January 2023 and highlights a year-to-date underspend of £3.022m against the profiled updated budget. There is an underspend of £2.729m in relation to the service variances with the remainder relating to non-service specific budgets.

2.2 The Chart below illustrates these variances per service area and Appendix B provides further details of the individual service variances. Variances are reported against the updated budget in the Council's General Fund summary as shown in Appendix A. There has been movement within the service areas between the Base Budget approved by full Council and the current updated budget position, this reflects changes in service budget allocation including the transfer of the car park budget and management. From 1 June 2022 this budget transferred from Communities to Resources.



2.3 A significant part of the year-to-date surplus is in relation to additional grant funding received which was not budgeted for. This includes funding in relation to the UK Shared Prosperity Fund (UKSPF), additional Contain Outbreak Management Fund (COMF), COVID recovery fund and Ukraine funding. These additional grants are being used to fund additional resources, staffing and community support costs. In addition (£1.759m) relates to accruals made in respect of COVID business grant balances that have not yet been repaid to Central Government. We have yet to be notified of when final reconciliation

work will be required, but it is anticipated that this reconciliation work and any repayment due will be completed before the end of the financial year.

- 2.4 At Period 6, estimates were prepared to inform members of the likely impacts of current economic pressures on the Council's finances. These have continued to be reviewed and a revised position has been prepared as to the likely impacts on the full year position.
- 2.5 Within the period 6 budget monitoring statement, a favourable variance of (£146,918) was forecast from our investment activities. This estimated surplus has increased due to the increase in interest rates and at P10, we are anticipating a surplus of (£263,245). Further analysis can be found within section 3 of this report.
- 2.6 The previously estimated overspend that relates to the employee pay award was thought to be in the region of £0.474m for the full year. The pay award was agreed and paid to employees in November 2022. This, along with other variances, has led to the estimated overspend at the full end of £0.198m, this anticipates £72,810 redundancy and associated pension costs being funded from the Invest to Save/Restructuring reserve.
- 2.7 In calculating this year end position the following adjustments were taken into account
- Grant funding that covers staff pay and oncosts
 - staff turnover savings adjusted where vacant posts were budgeted to be funded from reserves.
 - £0.149m of Planning staff savings that have been put forward as a savings within the 2023/24 budget setting process.
- 2.8 There is an overspend on fuel costs. Energy prices have increased significantly, due to the Russian invasion of Ukraine and the subsequent global shortages in energy supplies. The current year-to-date overspend when compared against budget is £0.130m. It is currently estimated the overspend at the year-end will be £0.270m above budget.
- 2.9 The leisure contract has been renegotiated will result in a net £0.114m increase in 2022/23. Following these contract renegotiations, a five-year extension has been agreed with the current provider. The outcome of which was not forecast as part of the budget setting process. For 2023/24 onwards a profit share arrangement has been budgeted for.
- 2.10 The Serco Waste Contract is complex and there are several elements where there are variances against budget. These are shown in the table below:

Serco Waste Contract Area	Variance £m
Increased inflation	0.250
2021/22 variable contract payments	0.160
Trade waste income anticipated over budget	(0.210)
Revised NEWS gate fee	(0.030)
Total net overspend compared to budget	0.170

- 2.11 Table 1 below shows the overspends and (underspends) to date for the more significant variances, this is compared to the updated budget. The estimated full year variance is what the likely financial position will be at the end of the

financial year. Full Year effects that have been separately reported above within this report have not been included here.

Table 1 – Service Variances	Over/(Under) spend to date against updated budget +/- £20k As per General Fund Summary £	Estimated Full Year Variance Against Updated Budget £
Corporate		
Corporate Leadership and Executive support Additional employee costs including recruitment for Director of Resources and interim Section 151 cover.	71,781	Included within Employee FYE
Human Resources and Payroll - £33,329 Additional employee costs. £19,266 Unplanned professional advice fees. £12,400 Recruitment costs for HR Manager from prior year. (£47,021) Underspend in common training budget of which £30,000 is an agreed saving towards 2023/24 budget.	13,087	30,000
Registration Services - (£25,477) Employee saving due to vacant posts. (£5,922) Postage costs and (£2,246) Professional fees, both due to be used in later periods. (£21,285) Electoral Integrity New Burdens Funding. (£11,730) Additional 2019 General Election Grant.	(72,561)	(11,730)
Communications - £28,750 Employee costs re maternity cover costs. (£5,833) Graphics/Photographs. (£6,881) Marketing.	19,465	Included within Employee FYE
Corporate Delivery Unit - (£36,626) Staff turnover saving due to vacant posts. (£11,391) Subscriptions.	(47,653)	(10,000)
Communities – Environment & Leisure		
Parks and Open Spaces – £12,728 Higher R&M costs. £7,447 Higher utility costs; £4,579 Surveyor fees at various sites; £5,949 Higher Serco contract costs for Cleansing and Grounds Maintenance.	27,248	20,000
Leisure Complexes – (£77,507) Accruals brought forward from 2021/22 for the hire of school halls; £37,854 Higher running costs; £4,226 Consultancy fees in connection with the negotiation of management fees; £132,670 Higher management fees (new contracts). This will lead to a potential full year overspend of circa. £120k.	96,176	See 2.9
Other Sports –Net costs associated with the Mammoth Marathon.	16,335	5,000
Cromer Pier - Higher insurance premium offset by lower R&M costs.	64,662	60,000
Waste Collection and Disposal – £179,577 Serco variable billing contract invoices; (£81,781) NEWS contractor payments - change in price per tonne; £16,525 Consultancy costs	53,248	See 2.10

associated with legal advice. £8,831 Bad debt written off. The balance consists of minor misc. variances. (£191,423) Additional fee income; £92,551 Recycling credit income - claims awaited; £31,003 Outstanding debtor provisions for costs relating to a Deed of Variation and clinical waste disposal.		
Cleansing – (£124,442) Variable billing contract invoices not received from Serco. (£13,461) Additional income from recharging for dog and litter bins; (£4,895) Sale of vehicle.	(148,703)	(20,000)
Communities – Peoples Services		
Benefits Administration – £54,079 overspend in employee costs - to be funded from grant/reserve; £7,641 Higher costs relating to annual billing (some of which will be recharged out); £32,346 Professional fees and consultancy costs - to be funded from grant/reserve. (£123,386) Grants received from the Department for Works and Pensions (DWP) to offset additional costs of legislative changes and service improvements.	(29,132)	0
Homelessness - Increased Bed and Breakfast accommodation charges offset by subsidy and client contributions. Additional grant funding to be allocated to staffing and service provision.	(422,125)	0
Housing Options – (See Homelessness) – Additional grant income to be allocated to staffing budgets.	117,962	0
Community – This significant variance is mostly made up of grants and contributions drawn down which were not budgeted for, this is being used to fund additional staffing and partnership payments.	(355,789)	0
Place and Climate Change – Planning		
Development Management – (£119,474) Employee savings due to vacant posts. (£26,063) Employee training. (£18,271) Employee travel. £25,332 Computer software. £24,200 Legal fees. £20,000 Pending S106 virement. £13,729 Recruitment costs. £7,727 Professional fees. £5,834 Consultancy fees. £4,638 Subscriptions.	(17,676)	40,000
Planning Policy – Staff turnover savings due to vacant posts.	(26,547)	Included within Employee FYE
Conservation, Design & Landscape – (£88,576) Employee savings due to vacant posts. (£3,021) Employee Travel. £12,639 Enforcement board works.	(90,564)	(10,000)
Building Control – Staff turnover due to vacant posts. Fee income over the profiled budget - as this is a self-financing service any surplus/deficit position on the fee earning element of the service will be met with a corresponding earmarked reserve movement at the year end.	(16,344)	0
Place and Climate Change – Sustainable Growth		

Economic Growth – £9,003 Sheringham Little Theatre boiler repairs. £6,796 Consultancy fees. £5,180 Insurance premiums. (£7,247) Computer software. (£4,387) Grant payments funded from reserves. (£170,275) UK Shared Prosperity Fund to be assigned to various in-year projects. (£10,782) 21/22 Norfolk County Council business rates pool claim not accrued. (£6,000) Visitor Economy Network Initiative project income not budgeted for.	(160,125)	0
Coast Protection – £48,469 Sea defences - overspend in year to be covered by reserve funds.	47,405	0
Business Growth Staffing – (£32,459) Employee savings due to vacant posts, this will not result in a Full year variance as this was funded from earmarked reserves.	(34,904)	
Coastal Management – Employee variances due to vacant posts - this will be partially offset by adjustments to the use of reserves.	72,245	0
Resources – Finance, Assets and Legal		
Industrial Estates - £22,013 Insurance costs due to revaluations, £10,298 Other professional fees. £24,719 Reduction in rental income received.	57,865	30,000
Parklands – This asset has now been sold; we are expecting some final account adjustments to be made.	(5,756)	(15,000)
Revenue Services – (£1,759,283) Covid -19 Grant accruals b/f from 2021/22 awaiting final reconciliation work and repayment to Department for Business, Energy & Industrial Strategy (BEIS). New burdens funding not budgeted for.	(1,819,420)	0
Non-Distributed costs – Overspend in relation to superannuation act strain.	43,465	Included within Employee FYE
Admin Buildings – £36,717 Repairs and Maintenance, £62,108 Utility costs, £17,980 Premises insurances, £29,376 Serco Contract cleaning, £17,980 Premises insurance, (£72,246) Income from DWP relating to Covid Cleaning costs at the Cromer & Fakenham offices, (£37,506) Capital repayment costs.	51,179	50,000
Corporate Finance – Staff Turnover savings due to vacant posts have been offset by one off staffing costs including temporary agency support costs. The net impact has been included within the Employee FYE outlined at 2.6. FYE relates to the Subscription budget, which was not included in the base budget.	47,429	15,000
Insurance & Risk Management – Underspend in insurance premiums, mainly in relation to the Public Liability element. Although there could be further spend a full year saving is currently predicted.	(59,088)	(40,000)
Internal Audit – Invoices outstanding in relation to current year contract.	(53,814)	0
Chalets/Beach Huts – Additional income and	(19,220)	(20,000)

savings in supplies and services budgets.		
Investment properties – Additional Repair and Maintenance costs, Overspends in Utility costs and premises insurance.	81,399	50,000
Central Costs – Staffing cost savings, these have been included in the Employee full year effect estimate.	(24,079)	Included within Employee FYE
Corporate and Democratic Core – (£191,499) External audit fees, accruals in respect of previous years not yet offset by expenditure. Unbudgeted grants of (£125,000) received from Central Government for consultancy, admin and support costs relating to the Levelling Up Bid process, partially offset by expenditure of £38,446. £218,427 Enterprise zone contribution to be met for the business rates reserve. £14,492 relates to higher subscriptions and miscoded employee costs.	(37,549)	0
Legal – (£8,688) Vacant post, partly offset by other professional fees. Reduction in income forecast due to reduction in work carried on behalf of BCKLWN.	6,969	51,000
Resources – Organisational Resources		
Car parking – Higher than anticipated R & M costs of £144,038 and Business Rates £37,829. (£303,172) Car park income is up against the profiled budget. This budget will continue to be monitored.	(149,477)	(200,000)
ICT Support Services – Underspends relating to employees and computer software costs. No FYE has been anticipated due to some of this expenditure being funded from earmarked reserves.	(55,905)	0
Property Services – The majority of this overspend is in relation to employee inflation. The Full year effect estimated is in relation to Repairs and maintenance.	65,155	10,000
Public Conveniences - £27,619 R&M Buildings Overspend due to unbudgeted vandalism and arson costs. £14,620 overspend in relation to toilet hire at Weybourne. £66,893 in relation to utility costs. £25,129 Serco Costs re contract cleaning. £14,676 Premises insurance.	142,345	80,000
Customer Services - Corporate – The year to date variance is largely due to employee savings, these savings have been included within the Employee FYE calculated at 2.6 above.	(41,964)	Included within Employee FYE
Net Position	(2,592,975)	114,270

2.12 Table 2 below summarises the bottom-line position of all the current Full Year effects.

Table 2 – Full Year Effects

	Budget YTD £	Actuals YTD £	YTD Variance £	Estimated FYE £
Net Cost of Service (para 2.10)	14,699,215	11,970,664	(2,728,551)	114,270
Employee Variances /Inflation (para 2.6)				197,617*
Energy Costs (para 2.8)				270,000
Leisure Contract (para 2.9)				114,150
Serco Waste Contract (para 2.10)				170,000
External interest – Received/Paid (para 2.5)				(263,245)
Income from Government Grant and Taxpayers				0
Total FYE				602,792

2.14 This report recommends funding any out-turn deficit from the general reserve. At the end of 2021/22 £0.616m was added to this reserve to help offset the national impacts of additional costs such as pay inflation, contract inflation and energy price increases.

3. Non-Service Variances to period 10 2022/23

Investment And Borrowing Interest

3.1 The interest budget for 2022/23 anticipates that a total of £1.149m will be earned from treasury investments and loans made for service purposes. Overall, an average balance of £42.8m is assumed, at an average interest rate of 2.68%.

3.2 At the end of period 10, a total of £1.235m has been earned, resulting in a favourable variance against the year-to-date budget of £0.288m. The average rate of interest achieved was 3.19% from an average balance available for investment of £46.2m. At the end of the year a favourable variance against the budget of £0.413m is anticipated as the Monetary Policy Committee continue to increase the base rate resulting in increasing interest rates. This is beneficial for the Council's investment returns. A total of £32.0m has been invested in pooled funds which are valued at £34.1m at the end of period 10. Capital values which dropped during the turmoil of 2022 are now starting to steadily recover to positive values. These external factors are outside the Council's control but will have a direct impact in the total investment return (both negatively and positively).

3.3 The Council can expect the valuation of its pooled investments to become less volatile with the economic situation reaching more certainty than in the prior couple of years. These short-term fluctuations were expected as these sorts of investments are long-term investments which over their long duration tend to result in capital growth. Any investments that are withdrawn will be balanced to reduce any capital loss to a minimum during any financial year.

- 3.4 Borrowing interest rates remain higher than investment interest rates and so to avoid borrowing costs investment cash will be used instead of borrowing whilst this situation continues. As outlined in the Council's 2023-24 Treasury Strategy (presented for approval by full Council on 22 February 2024), £10m of long-term Pooled Fund investments will be withdrawn in February/March 2023 and used to manage the Council's cashflow position rather than borrowing. This will result in a net saving for the Council.
- 3.5 The budget for 2022/23 anticipates that £2,000 would be paid in short-term borrowing interest for cash flow purposes.
- 3.6 At period 10, actual borrowing totalled £0.115m against a budget of £0.113m. At the end of the year an adverse variance against the budget of £0.149m is anticipated. This is due to the rising costs of borrowing that have come about because of the global and national events of the last year.

Retained Business Rates

- 3.7 There is currently no variance showing against Non-Domestic Rates income for the financial year at this stage of the year. The final variance will not be known until the NNDR3 form is completed at the end of the financial year and the grant due to the authority has been determined. Any large value appeals or anything which may significantly affect the NNDR income will be reported in future reports as required.

4. Capital

- 4.1 Total Capital expenditure amounted to £4.435m (excluding budgeted capital salaries of £0.123m which are not allocated to individual capital schemes until after the year end when the Out-turn position is calculated) across all projects up to 31 January 2023. The budget for these schemes is £13.985m. There is an underspend of £9.550m as at 31 January 2023. The details of the spend against budget is shown in Appendix C. The capital financing of the capital programme is not calculated until the final outturn position is known so that the best use of resources can be achieved. However the funding sources for all capital expenditure is determined prior to it being put forward for Member approval.

5. Corporate Plan Objectives

- 5.1 Corporate Plan objectives are supported by the Councils allocated budgets

6. Medium Term Financial Strategy

The report provides an update on the budget monitoring position to the end of January 2023, which is used to update the Medium Term Financial Strategy.

7. Financial and Resource Implications

The report is financial in nature and financial implications are included within the content of the report.

8. Legal Implications

None as a direct consequence of this report

9. Risks

- 9.1 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.

- 9.2** The estimated outturn will continue to be monitored during the year.
- 10. Sustainability**
None as a direct consequence of this report
- 11. Climate / Carbon impact**
None as a direct consequence of this report
- 12. Equality and Diversity**
None as a direct consequence of this report
- 13. Section 17 Crime and Disorder considerations**
None as a direct consequence of this report
- 14. Conclusion and Recommendations**
- 14.1 The revenue budget is showing an estimated full year overspend for the current financial year of £0.603m. The overall financial position continues to be closely monitored.
- 14.2 The capital programme shows an underspend position of £9.550m against a budget of £13.985m. The position will be monitored during the rest of the year.
- 14.3 The Council will continue to take measures to reduce the forecast deficit of £0.602m during the remainder of the financial year. The Finance Team will work with Service Managers to identify where any savings can be made and where resources can be reallocated to reduce the deficit. The reserves are a one-off source of funding and using them routinely is not sustainable in the medium term. Should the Council not be able to make these adjustments in year then reserves will be required to fund the deficit.

General Fund Summary P10 2022/23

	2022/23 Base Budget £	2022/23 Updated Budget £	2022/23 YTD Budget £	2022/23 YTD Actuals £	2022/23 YTD Variance £	Commitment s £	Remaining Budget £
Directorate							
Corporate Leadership/Executive Support	350,720	421,717	349,120	328,730	(20,390)	28,115	64,872
Communities	9,765,875	10,512,392	7,922,858	7,308,324	(614,534)	732,686	2,471,382
Place and Climate Change	5,530,289	6,368,062	3,811,116	3,462,485	(348,631)	195,318	2,710,260
Resources	5,967,695	4,393,405	2,616,121	871,114	(1,745,007)	380,680	3,141,611
Net Cost of Services	21,614,579	21,695,576	14,699,215	11,970,653	(2,728,562)	1,336,800	8,388,124
Parish Precepts	2,724,873	2,724,873	2,724,873	2,724,972	99	0	(99)
Capital Charges	(2,456,953)	(2,456,953)	(2,047,470)	(2,047,470)	0	0	(409,483)
Refcus	(1,677,167)	(1,677,167)	0	0	0	0	(1,677,167)
Interest Receivable	(1,136,652)	(1,136,652)	(947,210)	(1,235,440)	(288,230)	0	98,788
External Interest Paid	145,532	145,532	121,280	115,660	(5,620)	0	29,872
Revenue Financing for Capital:	1,173,426	1,413,426	0	0	0	0	1,413,426
MRP Waste Contract	562,500	562,500	0	0	0	0	562,500
IAS 19 Pension Adjustment	265,496	265,496	0	0	0	0	265,496
Net Operating Expenditure	21,215,634	21,536,631	14,550,688	11,528,374	(3,022,314)	1,336,800	8,671,457
Contribution to/(from) the Earmarked Reserves							
Asset Management	5,466	(24,534)	0	0	0	0	(24,534)
Benefits	(32,303)	(32,303)	0	0	0	0	(32,303)
Business Rates	(18,000)	(18,000)	0	0	0	0	(18,000)
Coast Protection	(62,422)	(62,422)	0	0	0	0	(62,422)
Communities	(275,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	(2,117,608)	(2,117,608)	0	0	0	0	(2,117,608)
Elections	50,000	50,000	0	0	0	0	50,000
Environmental Health	0	0	0	0	0	0	0
Grants	(51,476)	(131,476)	0	0	0	0	(131,476)
Housing	(544,192)	(544,192)	0	0	0	0	(544,192)
Legal	(29,612)	(29,612)	0	0	0	0	(29,612)
Major Repairs Reserve	280,000	150,000	0	0	0	0	150,000
New Homes Bonus Reserve	(160,000)	(160,000)	0	0	0	0	(160,000)
Organisational Development	(12,446)	(59,156)	0	0	0	0	(59,156)
Planning Revenue	0	0	0	0	0	0	0
Restructuring/Invest to save	130,453	130,453	0	0	0	0	130,453
Treasury Reserve	0	0	0	0	0	0	0
Contribution to/(from) the General Reserve	(76,043)	(110,330)	0	0	0	0	(110,330)
Amount to be met from Government Grant and Local Taxpayers	18,302,451	18,302,451	14,550,688	11,528,374	(3,022,314)	1,336,800	5,437,277
Collection Fund – Parishes	(2,724,873)	(2,724,873)	(2,179,982)	(2,179,982)	0	0	(544,891)
Collection Fund – District	(6,513,398)	(6,513,398)	(5,210,720)	(5,210,720)	0	0	(1,302,678)
Retained Business Rates	(7,206,520)	(7,206,520)	(4,652,593)	(4,652,593)	0	0	(2,553,927)
Revenue Support Grant	(93,540)	(93,540)	(71,090)	(71,090)	0	0	1,680,017
New Homes bonus	(886,575)	(886,575)	(886,575)	(886,575)	0	0	0
Rural Services Delivery Grant	(507,661)	(507,661)	(507,661)	(507,661)	0	0	0
Lower Tier Services Grant	(147,545)	(147,545)	(122,950)	(122,950)	0	0	(24,595)
Services Grant	(222,339)	(222,339)	(185,280)	(185,280)	0	0	(37,059)
Income from Government Grant and Taxpayers	(18,302,451)	(18,302,451)	(13,816,851)	(13,816,851)	0	0	(2,783,133)
(Surplus)/Deficit	0	0	733,837	(2,288,477)	(3,022,314)	1,336,800	2,654,144

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Service Area Summaries P10 2022/23

Communities

Ad Environment & Leisure Servs

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Budget Remaining	Explanation For Major Variances
	£	£	£	£	£	£	
Commercial Services							
Gross Expenditure	516,783	423,470	389,327	(34,143)	146	127,310	(£3,872) Lower employee costs; £3,457 Higher travelling costs; (£35,577) Professional fees not spent but offset by lower income generation.
Gross Income	(24,500)	(18,474)	(3,011)	15,463	0	(21,489)	Reduction in fee income (partially offset by lower costs)
	492,283	404,997	386,317	(18,680)	146	105,820	
Internal Drainage Board Levies							
Gross Expenditure	432,450	432,410	439,036	6,626	0	(6,586)	Higher inflation than budgeted.
	432,450	432,410	439,036	6,626	0	(6,586)	
Travellers							
Gross Expenditure	79,714	67,746	57,941	(9,805)	0	21,773	Invoices outstanding for Lease rental payment at the Fakenham site offset by costs for portable toilet services.
Gross Income	(2,000)	(1,670)	(440)	1,230	0	(1,560)	No Major Variances.
	77,714	66,076	57,501	(8,575)	0	20,213	
Public Protection							
Gross Expenditure	329,099	268,020	280,783	12,763	4,504	43,812	£9,993 Higher employee costs (to include travel and training). The balance consists to minor variances for misc. supplies and services.
Gross Income	(202,100)	(167,188)	(219,929)	(52,741)	0	17,829	See Note A below:
	126,999	100,832	60,854	(39,978)	4,504	61,641	

Note A: (£4,110) Grant income relating to Pavement licences; (£11,753) Misc. fee income including street trading fees; (£45,455) General and Taxi licencing income higher than profiled budget; £8,330 Legal fee income - budget of £10k will not be achieved in year.

Street Signage

Gross Expenditure	33,040	23,540	20,467	(3,073)	0	12,573	Signs to be installed before year end.
Gross Income	0	0	0	0	0	0	No Major Variances.
	33,040	23,540	20,467	(3,073)	0	12,573	

Environmental Protection

Gross Expenditure	962,860	783,792	800,189	16,397	14,008	148,663	See Note A below:
Gross Income	(45,000)	(35,263)	(59,050)	(23,787)	0	14,050	See Note B below:
	917,860	748,530	741,139	(7,390)	14,008	162,713	

Note A: £26,344 Higher employee costs; £3,400 Higher travel and vehicle costs; £2,275 Subscriptions; (£16,622) Lower professional fees in respect of Private Water Sampling, Stray dog contract, Rechargeable works and The Answering Service (coded to Env. Health Service Management and to be transferred before year end).

Note B: (£16,720) Housing Act Fixed Penalty Charge - to be ringfenced and used to offset staffing costs in 2023/24; (£16,318) Rechargeable works; £14,294 LAPPC income and Private Water Sampling fee income lower. The balance consists of minor variances.

Environmental Health

Gross Expenditure	0	0	28,270	28,270	0	(28,270)	Cost centre now obsolete - expenditure to be allocated to various Environmental Health services.
Gross Income	0	0	0	0	0	0	No Major Variances.
	0	0	28,270	28,270	0	(28,270)	

Environmental Contracts

Gross Expenditure	409,630	337,920	356,031	18,111	1,382	52,217	Higher employee and travelling costs.
Gross Income	(409,630)	(341,360)	(341,380)	(20)	0	(68,250)	No Major Variances.
	0	(3,440)	14,651	18,091	1,382	(16,033)	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Budget Remaining	Explanation For Major Variances
Markets							
Gross Expenditure	78,930	51,616	47,611	(4,005)	0	31,319	Staffing costs.
Gross Income	(40,000)	(40,000)	(35,306)	4,694	0	(4,694)	Charges for facilities.
	38,930	11,616	12,304	688	0	26,626	

Parks & Open Spaces

Gross Expenditure	454,849	353,886	382,066	28,180	11,300	61,483	See Note A below:
Gross Income	(8,500)	(420)	(1,352)	(932)	0	(7,148)	No Major Variances.
	446,349	353,466	380,714	27,248	11,300	54,335	

Note A: £12,728 R&M costs - this includes the upgrade of the Marrams footpath; £7,447 Higher utility costs; £4,579 Surveyor fees at various sites; £5,949 Higher Serco contract costs for Cleansing and Grounds Maintenance.

Foreshore

Gross Expenditure	269,903	218,550	219,111	561	577	50,215	See Note A below:
Gross Income	0	0	(1,063)	(1,063)	0	1,063	Quarterly rent.
	269,903	218,550	218,049	(501)	577	51,277	

Note A: £5,808 Employee costs - to be transferred to Markets; (£16,236) Lower R&M costs; £14,875 Higher electricity and insurance premiums. The balance relates to underspends on misc. supplies and services.

Leisure Complexes

Gross Expenditure	724,555	602,840	702,511	99,671	756	21,287	See Note A below:
Gross Income	0	0	(3,496)	(3,496)	0	3,496	Charges for facilities.
	724,555	602,840	699,016	96,176	756	24,783	

Note A: (£8,576) Insurance claim; £9,778 Higher R&M costs - roof repairs at the Reef; (£77,507) Accruals brought forward from 2021/22 and no invoices paid for 2022/23 for the hire of school halls; £2,344 Higher grounds maintenance costs; £30,532 Higher insurance premiums; £4,080 Purchase of portable floodlights; £4,226 Consultancy fees in connection with the negotiation of management fees; £132,669 Higher management fees (new contracts). This will lead to a potential full year overspend of c. £120k.

Other Sports

Gross Expenditure	141,269	117,338	175,979	58,641	22,113	(56,822)	Costs associated with the Mammoth Marathon - partially offset by fee income.
Gross Income	0	0	(42,305)	(42,305)	0	42,305	Fees for Mammoth Marathon.
	141,269	117,338	133,673	16,335	22,113	(14,517)	

Recreation Grounds

Gross Expenditure	21,442	16,838	18,573	1,735	0	2,869	No Major Variances.
Gross Income	(1,000)	(830)	(915)	(85)	0	(85)	No Major Variances.
	20,442	16,008	17,658	1,650	0	2,784	

Pier Pavilion

Gross Expenditure	51,790	43,160	45,873	2,713	0	5,917	£7,291 R&M costs relating to fixed wire testing and servicing of pumps; (£5,000) Lower utility costs.
Gross Income	0	0	0	0	0	0	
	51,790	43,160	45,873	2,713	0	5,917	

Beach Safety

Gross Expenditure	486,920	396,522	384,240	(12,282)	2,936	99,744	See Note A below:
Gross Income	0	0	0	0	0	0	
	486,920	396,522	384,240	(12,282)	2,936	99,744	

Note A: (£7,026) Lower R&M costs; (£14,019) Lower contractor costs relating to variable billing for the Serco cleansing contract; £5,349 Higher Lifeguard contract costs; £4,437 Signage and inspection costs.

Woodlands Management

Gross Expenditure	368,329	306,750	324,464	17,714	17,689	26,176	£12,260 Tree safety works and signage at Pretty Corner Woods - this is offset by income from Woodland Trust. £5,883 Higher employee costs.
Gross Income	(33,960)	(28,290)	(44,663)	(16,373)	0	10,703	(£4,264) Community Tree Nursery; (£3,121) Sale of firewood; (£10,878) Grant and contribution from Woodland Trust.
	334,369	278,460	279,801	1,341	17,689	36,880	

Cromer Pier

Gross Expenditure	244,597	220,740	285,402	64,662	200	(41,005)	Higher insurance premium offset by lower R&M costs.
	244,597	220,740	285,402	64,662	200	(41,005)	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Budget Remaining	Explanation For Major Variances
Waste Collection And Disposal							
Gross Expenditure	5,399,281	3,741,523	3,860,864	119,340	32,250	1,506,168	See Note A below:
Gross Income	(3,824,500)	(3,260,935)	(3,326,991)	(66,056)	0	(497,509)	See Note B below:
	1,574,781	480,588	533,872	53,284	32,250	1,008,659	
Note A: £179,577 Serco variable billing contract invoices; (£81,781) NEWS contractor payments - change in price per tonne; £16,525 Consultancy costs associated with legal advice. £8,831 Bad debt written off. The balance consists of minor misc. variances.							
Note B: (£191,423) Additional fee income; £92,551 Recycling credit income - claims awaited; £31,003 Outstanding debtor provisions for costs relating to a Deed of Variation and clinical waste disposal.							
Cleansing							
Gross Expenditure	850,040	643,032	517,024	(126,008)	0	333,016	Serco cleansing contract variable billing invoices yet to be received.
Gross Income	(60,000)	(60,000)	(82,695)	(22,695)	0	22,695	(£4,895) Sale of a vehicle; (£17,800) Additional income from dog/litter bin recharges.
	790,040	583,032	434,329	(148,703)	0	355,711	
Leisure							
Gross Expenditure	342,542	285,470	276,468	(9,002)	0	66,074	Employee savings following restructure.
Gross Income	(342,542)	(280,540)	(280,555)	(15)	0	(61,987)	No Major Variances.
	0	4,930	(4,087)	(9,017)	0	4,087	
Community Safety							
Gross Expenditure	48,093	40,740	43,460	2,720	0	4,633	No Major Variances.
Gross Income	0	0	0	0	0	0	No Major Variances.
	48,093	40,740	43,460	2,720	0	4,633	
Civil Contingencies							
Gross Expenditure	125,451	103,940	102,610	(1,330)	2,386	20,455	No Major Variances.
Gross Income	0	0	(2,520)	(2,520)	0	2,520	Sale of vehicle.
	125,451	103,940	100,090	(3,850)	2,386	22,975	
Ad Environmental & Leisure Svs							
Gross Expenditure	83,880	69,900	72,257	2,357	0	11,623	Higher employee costs.
Gross Income	(83,880)	(69,900)	(69,900)	0	0	(13,980)	No Major Variances.
	0	0	2,357	2,357	0	(2,357)	
Total Environment and Leisure	7,377,835	5,244,874	5,314,985	70,111	110,246	1,952,603	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Budget Remaining	Explanation For Major Variances
Ad People Services							
	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Commitments	Budget Remaining	Explanation For Major Variances
	£	£	£	£	£	£	
Health							
Gross Income	0	0	(253)	(253)	0	253	No Major Variances.
	0	0	(253)	(253)	0	253	
Benefits Administration							
Gross Expenditure	1,414,331	1,175,788	1,270,042	94,254	14,847	129,442	See Note A below:
Gross Income	(350,000)	(22)	(123,408)	(123,386)	0	(226,592)	Grants received from the Department for Works and Pensions (DWP) to offset additional costs of legislative changes and service improvements.
	1,064,331	1,175,766	1,146,635	(29,132)	14,847	(97,150)	
Note A: £54,079 overspend in employee costs - to be funded from grant/reserve; £32,346 Professional fees and consultancy costs - to be funded from grant/reserve. £9,271 Computer software/subscriptions; £7,641 Annual billing costs - to be shared with Revenues. The balance consists of minor misc. variances.							
Homelessness							
Gross Expenditure	1,992,856	1,643,832	1,826,066	182,234	594,119	(427,329)	See Note A below:
Gross Income	(998,392)	(823,908)	(1,428,267)	(604,359)	0	429,875	See Note B below:
	994,464	819,924	397,799	(422,125)	594,119	2,546	
Note A: £139,166 B&B charges and rent deposits - offset by subsidy and client contributions; £26,233 Bad debts written off; (£11,574) Communications and computing costs; £59,992 Higher R&M costs; (£33,052) Lower running costs - invoices not received for some utilities.							
Note B: (£306,265) Additional grant funding received over and above the Homeless Prevention grant - to be used to fund various posts; (£298,168) Rent collections and service charges for temporary accommodation.							
Housing Options							
Gross Expenditure	754,873	629,080	747,072	117,992	26	7,775	Additional employee costs - to be allocated from grants.
Gross Income	(754,873)	(629,060)	(629,090)	(30)	0	(125,783)	No Major Variances.
	0	20	117,982	117,962	26	(118,008)	
Community							
Gross Expenditure	1,231,847	815,670	1,204,294	388,624	13,449	14,104	See Note A below:
Gross Income	(156,085)	(133,407)	(877,819)	(744,412)	0	721,734	See Note B below:
	1,075,762	682,263	326,475	(355,789)	13,449	735,838	
Note A: £264,805 Employee costs- to be funded by grants; (£7,397) Lower R&M costs; £114,976 Health & Community grant payments; £11,247 Professional fees - includes "Your Own Place" course costs.							
Note B: (£35k) Contribution from NHS for the Community Transformation Fund (Waiting Well); (£36k) Contribution from NCC for Secondary Care Social Prescribing; (£54k) Contributions from Primary Care Trust; Grants of (£347k) Covid Recovery Fund, (£125k) Contain Outbreak Management Fund (COMF) and (£245k) Ukraine Funding - received against a budget of £98k - to be used for staffing and partnership payments.							
Ad People Services							
Gross Expenditure	80,504	67,100	71,790	4,690	0	8,714	Higher employee costs.
Gross Income	(80,504)	(67,090)	(67,090)	0	0	(13,414)	No Major Variances.
	0	10	4,700	4,690	0	(4,700)	
Total People Services	3,134,557	2,677,984	1,993,338	(684,645)	622,440	518,526	
Total Communities	10,512,392	7,922,858	7,308,324	(614,534)	732,686	2,471,129	

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Corporate Directorship

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Human Resources & Payroll							
Gross Expenditure	519,646	422,265	439,621	17,356	10,750	69,275	See Note A below:
Gross Income	(472,936)	(394,130)	(398,398)	(4,268)	0	(74,538)	(£3,000) Apprenticeship Grant. Other minor variances.
	46,710	28,135	41,223	13,087	10,750	(5,263)	

Note A: £33,329 Unplanned employee costs including job evaluation/regrading. £19,266 Unplanned professional advice fees. £12,400 Recruitment costs for HR Manager from previous year. (£47,021) Underspend in common training budget of which £30,000 is an agreed saving towards 2023/24 budget.

Registration Services

Gross Expenditure	352,220	298,903	260,560	(38,343)	17,365	74,294	(£25,477) Employee saving due to vacant posts. (£5,922) Postage costs (£2,246) Professional fees, both due to be used in later periods.
Gross Income	(1,500)	(1,250)	(35,468)	(34,218)	0	33,968	(£21,285) Electoral Integrity New Burdens Funding. (£11,730) Additional 2019 General Election Grant.
	350,720	297,653	225,092	(72,561)	17,365	108,262	

Corporate Leadership Team

Gross Expenditure	859,883	716,651	792,215	75,563	0	67,668	Employee costs including redundancy & recruitment for the Director of Resources and Interim Section 151 cover.
Gross Income	(835,596)	(696,330)	(700,113)	(3,783)	0	(135,483)	Kickstart funding to cover fixed term staff member.
	24,287	20,321	92,102	71,781	0	(67,815)	

Communications

Gross Expenditure	349,911	292,310	308,307	15,997	0	41,604	£28,750 Employee maternity cover costs. (£5,833) Graphics/ Photographs. (£6,881) Marketing.
Gross Income	(349,911)	(287,800)	(288,842)	(1,042)	0	(61,069)	No Major Variances.
	0	4,510	19,465	14,955	0	(19,465)	

Corporate Delivery Unit

Gross Expenditure	201,262	166,230	118,577	(47,653)	0	82,685	(£36,626) Employee savings due to vacant posts. (£11,391) Subscriptions.
Gross Income	(201,262)	(167,730)	(167,730)	0	0	(33,532)	No Major Variances.
	0	(1,500)	(49,153)	(47,653)	0	49,153	

Total Corporate Directorship

	421,717	349,120	328,730	(20,391)	28,115	64,872	
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Service Area Summaries P10 2022/23

Place And Climate Change

Planning

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Development Management							
Gross Expenditure	2,420,041	2,037,067	1,976,889	(60,178)	6,947	436,204	See Note A below:
Gross Income	(858,216)	(782,164)	(739,662)	42,502	0	(118,554)	(£3,893) Legal fee's. £46,461 Planning fee income.
	1,561,825	1,254,903	1,237,227	(17,676)	6,947	317,650	
Note A:	(£119,474) Employee savings due to vacant posts. (£26,063) Employee training. (£18,271) Employee travel. £25,332 Computer software. £24,200 Legal fee's. £20,000 Pending S106 virement. £13,729 Recruitment costs. £7,727 Professional fee's. £5,834 Consultancy fee's. £4,638 Subscriptions.						
Planning Policy							
Gross Expenditure	881,317	518,640	492,115	(26,525)	11,293	377,909	Employee savings due to vacant posts.
Gross Income	0	0	(22)	(22)	0	22	No Major Variances.
	881,317	518,640	492,093	(26,547)	11,293	377,930	
Conservation, Design & Landscape							
Gross Expenditure	505,376	372,830	292,323	(80,507)	0	213,053	(£88,576) Employee savings due to vacant posts. (£3,021) Employee Travel. £12,639 Enforcement board works.
Gross Income	0	0	(10,057)	(10,057)	0	10,057	DEFRA Grant not budgeted for.
	505,376	372,830	282,266	(90,564)	0	223,110	
Building Control							
Gross Expenditure	671,139	554,820	550,173	(4,647)	7,824	113,142	(£6,506) Employee savings due to vacant posts. Other minor variances.
Gross Income	(429,000)	(357,510)	(369,207)	(11,697)	0	(59,793)	(£77,924) Influx of building regulation plan income due to regulation change. £63,072 lower inspection fee income. £3,964 Energy assessment income.
	242,139	197,310	180,966	(16,344)	7,824	53,349	
Combined Enforcement Team							
Gross Expenditure	300,208	250,180	234,165	(16,015)	350	65,693	(£32,140) Employee savings due to vacant posts. £13,937 Agency staff fee.
Gross Income	(300,208)	(250,170)	(250,170)	0	0	(50,038)	No Major Variances.
	0	10	(16,005)	(16,015)	350	15,655	
Property Information							
Gross Expenditure	219,358	175,647	171,685	(3,962)	14,673	33,000	Search fees.
Gross Income	(182,190)	(131,000)	(127,356)	3,644	0	(54,834)	Search fee income.
	37,168	44,647	44,329	(318)	14,673	(21,834)	
Ad Planning							
Gross Expenditure	98,603	82,190	85,391	3,201	0	13,212	Employee costs due to inflation.
Gross Income	(98,603)	(82,170)	(82,170)	0	0	(16,433)	No Major Variances.
	0	20	3,221	3,201	0	(3,221)	
Total Planning	3,227,825	2,388,360	2,224,098	(164,262)	41,088	962,639	See Note B below:

Note B: £148,965 of this underspend has been agreed as a roll forward saving towards the 23/24 budget.

Service Area Summaries P10 2022/23

Place And Climate Change

Sustainable Growth

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Economic Growth							
Gross Expenditure	353,757	268,564	276,284	7,720	19,042	58,431	£9,003 Sheringham Little Theatre Boiler repairs. £6,796 Consultancy fees. £5,180 Insurance premium missed on ZBB. (£7,247) Computer software. (£4,387) Grant payments funded from reserves.
Gross Income	(27,000)	(27,000)	(194,844)	(167,844)	0	167,844	See Note A below:
	326,757	241,564	81,440	(160,125)	19,042	226,275	

Note A: (170,275) UK Shared Prosperity Fund to be assigned to various in year projects. (£10,782) 21/22 Norfolk County Council business rates pool claim not accrued. (£6,987) Repaid Market Town Initiative (£6,000) Visitor Economy Network Initiative project income not budgeted for. £27,000 Historic England grant yet to be received.

Tourism							
Gross Expenditure	208,630	174,747	174,552	(195)	27,750	6,328	No Major Variances.
Gross Income	0	0	0	0	0	0	No Major Variances.
	208,630	174,747	174,552	(195)	27,750	6,328	
Coast Protection							
Gross Expenditure	1,484,851	869,070	916,475	47,405	107,438	460,938	Sea defences - overspend in year to be covered by reserve funds.
Gross Income	(405,000)	(405,000)	(405,000)	0	0	0	No Major Variances.
	1,079,851	464,070	511,475	47,405	107,438	460,938	
Business Growth Staffing							
Gross Expenditure	447,941	373,320	338,426	(34,894)	0	109,515	(£32,459) Employee savings due to vacant posts. Other minor variances.
Gross Income	(447,941)	(334,920)	(334,930)	(10)	0	(113,011)	No Major Variances.
	0	38,400	3,496	(34,904)	0	(3,496)	See Note B below:

Note B: £34,800 of this underspend has been agreed as a roll forward saving towards the 23/24 budget.

Housing Strategy							
Gross Expenditure	1,213,353	351,557	344,218	(7,339)	0	869,135	Professional fees underspend.
Gross Income	(187,020)	(154,100)	(154,300)	(200)	0	(32,720)	No Major Variances.
	1,026,333	197,457	189,918	(7,539)	0	836,415	
Environmental Strategy							
Gross Expenditure	513,666	206,529	203,251	(3,278)	0	310,415	Employee savings due to vacant posts.
Gross Income	(15,000)	0	(1,000)	(1,000)	0	(14,000)	No Major Variances.
	498,666	206,529	202,251	(4,278)	0	296,415	
Coastal Management							
Gross Expenditure	596,049	496,708	378,285	(118,423)	0	217,764	Employee savings due to vacant posts.
Gross Income	(596,049)	(396,708)	(306,040)	90,668	0	(290,009)	Reduced income covered by above savings.
	0	100,000	72,245	(27,755)	0	(72,245)	
Ad Sustainable Growth							
Gross Expenditure	98,174	81,810	84,849	3,039	0	13,325	Employee costs due to inflation.
Gross Income	(98,174)	(81,820)	(81,840)	(20)	0	(16,334)	No Major Variances.
	0	(10)	3,009	3,019	0	(3,009)	
Total Sustainable Growth	3,140,237	1,422,756	1,238,385	(184,371)	154,230	1,747,622	
Total Place and Climate Change	6,368,062	3,811,116	3,462,483	(348,633)	195,318	2,710,261	

Service Area Summaries P10 2022/23

Resources

Ad Finance, Assets & Legal

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Industrial Estates							
Gross Expenditure	153,186	124,868	158,014	33,146	100	(4,928)	See Note A.
Gross Income	(191,000)	(174,840)	(150,121)	24,719	0	(40,879)	Lower rental income due to vacant units.
	(37,814)	(49,972)	7,893	57,865	100	(45,807)	
Note A: £5,585 Overspend on Repairs and Maintenance. £22,013 Insurance cost increase due to revaluations. £10,298 Other professional fees overspend in relation to Legal fees and marketing for lease of Industrials units. (£3,330) Underspend in relation to Rent/Hire of Buildings at Catfield.							
Surveyors Allotments							
Gross Expenditure	21,660	18,050	15,350	(2,700)	0	6,310	Underspend in relation to Repairs and Maintenance.
Gross Income	(100)	(88)	(50)	38	0	(50)	No Major Variances.
	21,560	17,962	15,300	(2,662)	0	6,260	
Parklands							
Gross Expenditure	84,328	69,999	67,025	(2,974)	0	17,303	Parklands has now been sold, we are expecting electrical charges to come through and other final payments to be made.
Gross Income	(66,160)	(66,160)	(68,942)	(2,782)	0	2,782	Parklands has now been sold, income may slightly increase between now and the end of March 2023, due to some customers paying annual rent on a monthly basis.
	18,168	3,839	(1,917)	(5,756)	0	20,085	
Revenue Services							
Gross Expenditure	1,535,738	1,265,282	1,251,719	(13,563)	41,990	242,029	See Note A.
Gross Income	(513,882)	(290,707)	(2,096,564)	(1,805,857)	0	1,582,682	Covid-19 B/f accruals from 2021/22 awaiting final reconciliation work and repayment to Department for Business, Energy & Industrial Strategy (BEIS).
	1,021,856	974,575	(844,845)	(1,819,420)	41,990	1,824,711	
Note A: Overspends in £3,604 employee costs, £3,004 Bailiff fees, £8,818 Computer Purchases - Software and £2,978 Postage costs direct. Underspends in (£3,572) Advertising, (£24,146) Hybrid mail and (£5,019) Annual billing. Note: Council Tax billing and the set-up of new energy scheme means that the underspends in Annual Billing and Hybrid Mailing are unlikely to show as a full year effect.							
Benefits Subsidy							
Gross Expenditure	19,857,260	72,690	182,063	109,373	0	19,675,197	£40,383 additional Household Support funded grants. Contributions in relation to £55,000 Post Office funding and £14,526 Test and Trace payments.
Gross Income	(19,857,260)	(72,690)	(236,918)	(164,228)	0	(19,620,342)	Household Support Fund allocation Two Funding which is higher than budget.
	0	0	(54,855)	(54,855)	0	54,855	
Non Distributed Costs							
Gross Expenditure	0	0	43,465	43,465	0	(43,465)	Overspend in relation to Superannuation - Act. Strain.
Gross Income	0	0	0	0	0	0	No Major Variances.
	0	0	43,465	43,465	0	(43,465)	
Estates							
Gross Expenditure	337,736	278,760	270,922	(7,838)	1,150	65,664	Underspend in relation to employee costs (vacant post earlier in year which has now been filled). No other major variances.
Gross Income	(337,736)	(271,700)	(270,607)	1,093	0	(67,129)	No Major Variances.
	0	7,060	314	(6,746)	1,150	(1,464)	
Admin Buildings							
Gross Expenditure	815,046	597,140	714,166	117,026	112,087	(11,207)	See Note A.
Gross Income	(747,786)	(530,952)	(596,799)	(65,847)	0	(150,987)	See Note B.
	67,260	66,188	117,367	51,179	112,087	(162,194)	

Note A: £36,717 overspend on Repairs and Maintenance, mainly in relation to various repairs at Cromer and Scaffolding at Fakenham. £58,929 in relation to Electricity charges. £3,179 in relation to Gas charges. £29,376 SERCO contract cleaning costs. £17,980 Premises insurance overspend. £3,146 overspend in relation to Material Purchases. (£7,500) Rent/Hire of land in relation to N.Walsham Kings Arms street that has not yet been charged (due to be paid this financial year). (£6,831) underspend on Business Rates. (£13,305) Health and Safety underspend. (£3,750) Marketing underspend. (£4,170) Other Professional fees underspend.

Note B: There was an error in the Zero Based Budgeting where a £19,508 Rental income budget was set against North Walsham Kings Arms Street that is not going to be achievable. £11,716 Service Charge income not yet received. £12,681 Rental income not yet received. (£37,506) Income in relation to Fakenham DWP capital repayment costs. (£72,246) income from DWP in relation to COVID cleaning costs at Cromer and Fakenham.

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Corporate Finance							
Gross Expenditure	694,671	578,930	626,409	47,479	55,155	13,107	See Note A.
Gross Income	(694,671)	(578,970)	(579,020)	(50)	0	(115,651)	No Major Variances.
	0	(40)	47,389	47,429	55,155	(102,544)	

Note A: (£19,572) Employee underspend, however there will be no full year effect due to costs of Interim Accountant and additional hours being worked by exchequer team in relation to system replacement. £11,116 overspend in relation to subscriptions, no budget set for this during Zero Based Budgeting. £5,625 Consultancy Fees - General overspend in relation to Interim Accountant. £47,528 Computer costs overspend mainly in relation to CIVICA and Iken. Other minor overspends totalling £2781.

Insurance & Risk Management

Gross Expenditure	247,629	237,269	177,814	(59,455)	0	69,815	See Note A.
Gross Income	(247,629)	(206,340)	(205,973)	367	0	(41,656)	No Major Variances.
	0	30,929	(28,159)	(59,088)	0	28,159	

Note A: (£9,945) Underspend in relation to Employers' Liability, (£7,627) Vehicle Insurance and (£53,412) Public Liability. £2,312 overspend in relation to All Risks Insurance and £8,710 Other Professional Fees.

Internal Audit

Gross Expenditure	94,450	70,139	16,325	(53,814)	0	78,125	Waiting on final invoices, there will not be a full year effect.
Gross Income	(94,450)	(78,710)	(78,710)	0	0	(15,740)	No Major Variances.
	0	(8,571)	(62,385)	(53,814)	0	62,385	

Chalets/Beach Huts

Gross Expenditure	153,359	129,280	128,109	(1,171)	600	24,650	See Note A.
Gross Income	(236,300)	(203,420)	(221,469)	(18,049)	0	(14,831)	(£8,470) Unbudgeted storage cost income. (£11,574) Beach hut income.
	(82,941)	(74,140)	(93,360)	(19,220)	600	9,819	

Note A: £12,544 overspend in relation to Repairs and Maintenance, of which £7,200 is to be funded from Major Repairs Reserve. Other minor variances totalling an overspend of £2,836. (£6,952) Equipment Purchases underspend. (£9,600) Other Professional Fees underspend.

Investment Properties

Gross Expenditure	396,167	331,391	434,675	103,284	10,038	(48,545)	See Note A.
Gross Income	(192,676)	(161,186)	(183,070)	(21,884)	0	(9,606)	See Note B.
	203,491	170,205	251,604	81,399	10,038	(58,151)	

Note A: £72,639 overspend in relation to repairs and maintenance, mainly in relation to damp inspections, service of lifts and lift repairs at the Rocket House, the removal of internal walls at Cromer Melbourne, R&M Service Charge at Rocket House Communal Areas (alarm testing, alarm call outs, window cleaning, flash tests, legionella testing and drain down of water), reactive repairs such as fencing support and supply of barriers. £8,680 of repairs and maintenance overspend to be covered by Major Repairs Reserve (roller shutter doors). Overspends of £3,575 water charges across all properties, £17,583 Electricity Charges across all Other Lettings, £15,127 Premises insurance due to increased premiums and £17,219 Other Fees & Services, mainly in relation to Fakenham Travellers Site Rent and insurance appraisals. Underspends of (£4,317) Grounds Maintenance, (£2,147) Council Tax - Empty Properties, (£4,662) Refuse Collection and (£11,910) in relation to Marketing.

Note B: £5,056 Service charge income. (£9,843) Income in relation to Other Recoverable Charges. (£16,261) Income in relation to Other Commercial Premises rental income.

Central Costs

Gross Expenditure	234,970	192,832	168,753	(24,079)	0	66,217	(£15,123) Employee underspend. (£9,671) Other Professional Fees underspend.
Gross Income	(234,970)	(195,840)	(195,840)	0	0	(39,130)	No Major Variances.
	0	(3,008)	(27,087)	(24,079)	0	27,087	

Corporate & Democratic Core

Gross Expenditure	2,405,240	1,257,578	1,344,641	87,063	12,751	1,047,848	See Note A.
Gross Income	0	0	(124,613)	(124,613)	0	124,613	Unbudgeted income from DCLG - Support for Levelling Up bid process.
	2,405,240	1,257,578	1,220,029	(37,549)	12,751	1,172,460	

Note A: £5,952 Miscoded employee costs which need to be journalled to Planning, IT and Environmental Services. £2,228 Overspend on Fixture & Fittings, in relation to decoration of Pier for the Queens Jubilee celebrations. £25,246 Other Professional Fees overspend, mainly in relation to levelling up expenditure for Cromer and Fakenham. £13,200 Overspend on consultancy fees, in relation to feasibility study & support for levelling up bid. £5,350 Overspend on Bank Charges. £218,427 Overspend in relation to Contribution to Scottow Enterprise Park, Pot A, Pot B and Pot C funding. £8,540 Overspend on Subscriptions. (£191,499) Variance on Audit Fees due to Creditor provision for 20/21 and 21/22.

Members Services

Gross Expenditure	606,663	503,170	514,624	11,454	0	92,039	See Note A.
Gross Income	0	0	0	0	0	0	No Major Variances.
	606,663	503,170	514,624	11,454	0	92,039	

Note A: £2,896 Overspend on employee costs. £9,376 Unbudgeted costs in relation to Youth Council Support. £7,588 Overspend in relation to Members Basic Allowance. (£6,705) Underspend in relation to travel expenses. (£1,700) Other minor variances underspend.

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Legal Services							
Gross Expenditure	737,901	617,660	605,501	(12,159)	547	131,853	See Note A.
Gross Income	(737,901)	(649,680)	(630,552)	19,128	0	(107,349)	See Note B.
	0	(32,020)	(25,051)	6,969	547	24,504	

Note A: £12,324 Overspend on Other Professional Fees, mainly in relation to a legal case and fees for additional Solicitor. Underspends of (£8,688) Employee costs, (£4,309) Books, (£3,451) Travelling Allowance and (£6,642) Underspend on Client Disbursements.

Note B: Due to staffing vacancies/capacity issues Legal are unable to continue to do some of the additional work outside of/in addition to SLA for extra income. It is therefore likely that this will impact on any further income achieved in 2022/23. Also, due to a further member of the legal team has taken up post with BCKLWN, there is a possibility of the Council having to pay back some of the SLA income due to not having the staff to fulfil that area of work. Potential Year end Effect of being £51,000 under budget.

Ad Finance, Assets & Legal

Gross Expenditure	95,588	79,680	100,100	20,420	375	(4,887)	Employee costs in relation to unbudgeted supplement.
Gross Income	(95,588)	(79,670)	(79,670)	0	0	(15,918)	No Major Variances.
	0	10	20,430	20,420	375	(20,805)	
Total Finance and Assets	4,223,483	2,863,765	1,100,756	(1,763,009)	234,793	2,887,934	

Service Area Summaries P10 2022/23

Resources

Ad Organisational Resources

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Car Parking							
Gross Expenditure	1,208,510	841,865	995,206	153,342	50,925	162,379	See Note A.
Gross Income	(2,792,799)	(2,478,716)	(2,781,535)	(302,819)	0	(11,264)	See Note B.
	(1,584,289)	(1,636,851)	(1,786,328)	(149,477)	50,925	151,114	

Note A: £144,038 overspend in relation to Repairs and Maintenance, mainly in relation to Flowbird smart city pay and display machine service contract, and reactive repairs at Cromer - Runtun Road, North Walsham - Mundesley Road, Sheringham - Chequers and Weybourne - Beach Road. £37,829 Business Rates. £3,048 Grounds Maintenance. £11,210 Electricity. £5,281 Consultancy Fees. £13,671 Advertising. £4,312 Cleansing. Underspends of (£35,187) Rent/Hire/Purchase of land, (£3,383) Other Professional Fees, (£26,734) Credit Card charges, and (£2,500) Tickets & Receipts.

Note B: Increased income in relation to (£5,000) Other Contributions, (£4,315) Fees General Services, (£33,614) Fees/Commission Earned, (£106,423) Charges - Car Parking (Cash), (£2,986) Charges - Insurance Recovered, (£43,325) Charges - Season Tickets, (£114,810) Charges - Car Park (Credit Card), and (£2,224) increased income in relation to other minor variances. £9,820 Reduction in income in relation to Rents - Other Commercial Premises.

ICT - Support Services

Gross Expenditure	2,088,516	1,714,630	1,663,815	(50,815)	22,295	402,406	See Note A.
Gross Income	(2,088,516)	(1,740,520)	(1,745,610)	(5,090)	0	(342,906)	Income from Local Government Authority (LGA), to be spent on Cyber training.
	0	(25,890)	(81,795)	(55,905)	22,295	59,500	

Note A: Underspends in relation to (£27,840) Staff vacancies, (£4,340) Generic training and (£53,479) Computer Costs. £3,786 Mobile phone rentals. £29,303 various costs that have been miscoded to capital that need moving to revenue.

Poppyfields

Gross Expenditure	44,634	35,940	32,053	(3,887)	8,584	3,997	(£2,206) Underspend in relation to Equipment purchases.
Gross Income	0	0	0	0	0	0	No major variances.
	44,634	35,940	32,053	(3,887)	8,584	3,997	

Property Services

Gross Expenditure	988,128	817,240	876,881	59,641	23,210	88,037	See Note A.
Gross Income	(988,128)	(822,610)	(817,097)	5,513	0	(171,031)	Due to budget setting error in Zero Based Budgeting (ZBB).
	0	(5,370)	59,785	65,155	23,210	(82,995)	

Note A: Overspends in relation to £38,637 Employee costs, £7,750 Repairs and Maintenance, £8,035 Diesel costs due to inflation, £11,483 Materials Purchases, £3,973 Other Fees & Charges and £2,399 Postage Costs Direct. Underspends in relation to (£4,565) Vehicle repairs, (£3,871) Equipment purchases and (£5,483) Other Professional Fees.

Playgrounds

Gross Expenditure	136,540	111,724	131,654	19,930	24,200	(19,314)	Overspends in relation to £7,973 Repairs and Maintenance and £14,682 Equipment purchases. Underspends of (£3,290) Playgrounds - Repair.
Gross Income	0	0	0	0	0	0	No Major Variances.
	136,540	111,724	131,654	19,930	24,200	(19,314)	

Community Centres

Gross Expenditure	21,810	19,102	30,308	11,206	0	(8,498)	£6,855 Overspend on Repairs and Maintenance due to roof repairs at Fakenham. £4,383 Premises Insurances.
Gross Income	0	0	0	0	0	0	No Major Variances.
	21,810	19,102	30,308	11,206	0	(8,498)	

Tourist Information Centres

Gross Expenditure	153,170	128,493	159,855	31,362	4,988	(11,673)	Overspends of £9,806 Employee costs, £15,318 Electricity and £5,841 Other minor variances in relation to premises costs.
Gross Income	(30,170)	(27,220)	(29,429)	(2,209)	0	(741)	(£2,204) Increased Sales - Goods Income.
	123,000	101,273	130,426	29,153	4,988	(12,414)	

Public Conveniences

Gross Expenditure	875,462	698,076	840,574	142,498	8,354	26,535	See Note A.
Gross Income	0	0	(153)	(153)	0	153	No Major Variances.
	875,462	698,076	840,421	142,345	8,354	26,688	

Note A: £27,619 Repairs and Maintenance overspend, unbudgeted vandalism, arson costs and programmed maintenance. £14,620 Toilet Unit Hire at Weybourne. £35,910 water charges (includes draining down for most public conveniences). £30,983 Electricity costs. £25,129 SERCO costs in relation to Contract Cleaning. £14,676 Premises insurance. £4,824 Sanitary & Nappy waste collection service. £3,174 Materials Purchases. Underspends of (£11,212) NNDR/Business Rates and (£5,250) Equipment & Tools - R&M.

	Full Year Budget £	YTD Budget £	YTD Actuals £	YTD Variance £	Commitments £	Budget Remaining £	Explanation For Major Variances
Digital Transformation							
Gross Expenditure	552,765	460,650	453,380	(7,270)	0	99,385	See Note A .
Gross Income	0	0	0	0	0	0	No Major Variances.
	552,765	460,650	453,380	(7,270)	0	99,385	
Note A: (£7,270) Vacant Systems Administration Officer, however it has been agreed that this budget can be moved to IT infrastructure to create a new Technical Support Officer Level 1 post.							
Reprographics							
Gross Expenditure	105,769	87,120	83,275	(3,845)	3,031	19,463	£3,744 Employee costs. Underspends in relation to (£4,774) Stationery and (£2,818) Other minor variances.
Gross Income	(105,769)	(88,140)	(84,271)	3,869	0	(21,498)	Reduction in income from external clients since COVID.
	0	(1,020)	(996)	24	3,031	(2,035)	
Customer Services - Corporate							
Gross Expenditure	1,295,590	1,076,642	1,041,093	(35,549)	300	254,197	See Note A .
Gross Income	(1,295,590)	(1,081,920)	(1,088,151)	(6,231)	0	(207,439)	(£7,770) Service Charge income. £2,132 income not received in relation to Charges - Other Recoverable.
	0	(5,278)	(47,058)	(41,780)	300	46,758	
Note A: Overspends in relation to £2,530 Travelling Allowance and £2,733 Legal Fees. Underspends of (£16,625) Employee costs - staff vacancies, (£4,500) Generic Training, (£9,887) Stationery - Paper, (£4,366) Postage Costs Direct and (£5,529) Other minor variances.							
Ad Organisational Resources							
Gross Expenditure	83,955	69,960	78,478	8,518	0	5,477	Employee being paid on a higher spinal point than budgeted.
Gross Income	(83,955)	(69,960)	(69,960)	0	0	(13,995)	No Major Variances.
	0	0	8,518	8,518	0	(8,518)	
Total Organisational Resources	169,922	(247,644)	(229,634)	18,011	145,887	253,668	
Total Resources	4,393,405	2,616,121	871,122	(1,744,999)	380,680	3,141,603	

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Capital Programme - Budget Monitoring 2022/23

<u>Scheme</u>	Scheme Total Current Estimate £	Updated Budget 2022/23 £	Actual Expenditure as at Pd 10 £
Boosting Business Sustainability and Growth			
Rocket House	1,039,619	39,619	0
Collectors Cabin	24,408	24,408	0
Cornish Way	161,857	161,857	2,655
Fakenham Connect	96,062	96,062	969
North Walsham Heritage Action Zone	2,375,612	1,697,276	1,260,943
Public Convenience Improvements	535,362	535,362	448,627
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	55,000	0
Purchase of Property Services Vehicles	25,000	25,000	0
Car Park Ticket Machine Replacement Programme	140,572	140,572	6,669
Fakenham Urban Extension	1,800,000	1,800,000	0
Public Convenience Improvements Sheringham & North Walsham	500,000	500,000	0
Weybourne Car Park Public Conveniences	0	0	9,985
Property Acquisitions	710,000	0	0
Chalet Refurbishment	125,000	0	0
Marrams Roof Repair	50,000	0	0
Red Lion Roof	30,000	0	0
Car Parks refurbishment	311,000	0	115,978
Morris Street Car Park Boundary	0	0	21,170
Changing Places Toilets	360,000	0	0
Loans to Housing Providers	450,000	150,000	0
Public Conveniences	99,000	99,000	66,801
	8,888,492	5,324,156	1,933,797
Local Homes for Local Need			
Disabled Facilities Grants	3,000,000	1,000,000	950,708
Compulsory Purchase of Long Term Empty Properties	184,823	184,823	0
Shannoeks Hotel	0	0	5,216
Community Housing Fund	1,585,160	1,335,160	0
Provision of Temporary Accommodation	1,086,038	336,038	254,162
S106 Enabling	2,200,000	1,425,000	0
	8,056,021	4,281,021	1,210,086

Capital Programme - Budget Monitoring 2022/23

<u>Scheme</u>	Scheme Total Current Estimate £	Updated Budget 2022/23 £	Actual Expenditure as at Pd 10 £
Climate, Coast and the Environment			
Cromer Coast Protection Scheme	3,516,184	0	0
Coastal Erosion Assistance	45,366	45,366	10,414
Sandscaping Monitoring	0	0	26,760
Windblown Sand Reimbursement	0	0	2,719
Coastal Adaptations	247,493	247,493	0
Mundesley - Refurbishment of Coastal Defences	2,959,860	0	164,924
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	881,994	881,994	222,525
Pavilion Theatre Bar Upgrade	46,000	46,000	92,518
Sea Palling Ramp	9,651	9,651	8,240
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,000	45,000	0
Countryside Machinery	27,704	0	0
Pier Bar Refurbishment	45,000	45,000	0
Crinkle Crankle Wall	130,000	130,000	0
Coastal Management Fund	700,000	100,000	103,000
Holt Country Park	150,000	150,000	0
Pier Theatre Drainage	200,000	200,000	6,003
	9,004,252	1,900,504	637,103
Quality of Life			
Steelwork Protection to Victory Pool and Fakenham Gym	27,467	27,467	0
Fakenham Gym	62,500	62,500	0
The Splash Gym Equipment	161,834	161,834	0
North Walsham Artificial Grass Pitch	848,868	848,868	0
The Reef Leisure Centre	147,640	147,640	37,907
Sheringham Enabling Land	99,034	99,034	17,539
Green Road Football Facility	50,223	50,223	0
	1,397,566	1,397,566	55,446
Customer Focus and Financial Sustainability			
Administrative Buildings	10,103	10,103	0
Purchase of Bins	68,780	8,780	108,804
Environmental Health IT Equipment	0	0	4,950
User IT Hardware Refresh	311,065	131,065	81,423

Capital Programme - Budget Monitoring 2022/23

<u>Scheme</u>	Scheme Total Current Estimate £	Updated Budget 2022/23 £	Actual Expenditure as at Pd 10 £
Storage Hardware	17,567	17,567	0
Members IT	48,543	23,543	0
Council Chamber and Committee Room Improvements	0	0	7,819
Electric Vehicle Charging Points	87,975	87,975	0
Waste vehicles	32,601	32,601	0
Backup Network Upgrade	14,000	14,000	0
Cromer Office LED Lighting	60,000	60,000	50,902
Fire Wall Replacements	3,512	3,512	0
Refurbishment of IT Training Room	15,000	15,000	0
Financial Management System	75,000	75,000	136,600
S106 System - Exacom	0	0	40,125
Property Services Electric	0	0	7,658
The Reef Solar Carport	0	0	13,800
Planning S106 Software	40,000	40,000	0
Citizen App	1,000	1,000	3,400
Server Replacement	160,000	60,000	0
Long Income Family Track (LIFT) Dashboard	23,426	23,426	0
Civica Revenues System	11,090	11,090	0
Recruitment Software	35,034	35,034	0
Printer Replacement	48,000	48,000	45,497
Network Hardware Replacement	100,000	100,000	91,119
Folding Machine Laminator	24,500	24,500	6,003
LED Lighting Programme	90,000	90,000	0
Fire Sensors	150,000	150,000	0
Digital Mailroom Scanners	20,000	20,000	0
	1,447,196	1,082,196	598,100
TOTAL EXPENDITURE	28,793,528	13,985,444	4,434,532
<u>Capital Programme Financing</u>			
Grants		2,332,568	
Other Contributions		2,325,000	
Asset Management Reserve		294,022	
Revenue Contribution to Capital (RCCO)		0	
Capital Project Reserve		212,057	
Reserves		2,786,561	
Capital Receipts		6,035,236	
Internal / External Borrowing		0	
TOTAL FINANCING		13,985,444	

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Managing Performance Quarter 3 2022/23

Summary: The Managing Performance Report attached, as Appendix A, enables the Council to assess delivery against objectives detailed in the Corporate Plan Delivery Plan 2019-2023 and operational service performance. It gives an overview of progress towards achieving the objectives in the Corporate Plan, assesses the achievements and issues identified in the third quarter of 2022/23, and the actions being taken to address these issues and proposes any further action needed.

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

Conclusions: Overall good progress has continued to have been made over the third quarter of 2022/23 in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

Recommendations: That Cabinet resolves to note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.

That Cabinet asks for further information or action where they consider it necessary regarding performance as outlined in Appendix A.

To ensure the objectives of the Council are achieved.

Reasons for
Recommendations:

Cabinet Member(s) Cllr Tim Adams	Ward(s) affected All
-------------------------------------	-------------------------

Contact Officer, telephone number and email: Helen Thomas, Policy, Performance and Risk Manager
Email:- helen.thomas@north-norfolk.gov.uk
Tel:- 01263 516214

1.0 Introduction

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

2.0 Changes to the report

- 2.1 Overview and Scrutiny Committee requested that benchmarking information be integrated into the performance report to enable assessment of performance against other, similar councils. This information has been added to the report and will be included from this quarter onwards where benchmarking comparisons can be made. The benchmarking data is generally one period behind the performance data being reported but should give an idea of the comparison of NNDC performance against the CIPFA nearest neighbours.
- 2.2 In addition, the new Key Priorities list, agreed at Cabinet on 7 November 2022, has been integrated into the report.

3.0 Overview

- 3.1 The Managing Performance report (Appendix A) covers the third quarter of the 2022/23 reporting year – i.e. the period covering October, November and December 2022. It presents progress in delivering the Corporate Plan and Delivery Plan and reports management measures, all by exception. Also presented (as Appendix B) is benchmarking using the Headline Report for local authorities from LG Inform comparing value for money and performance measures for the Council compared to the CIPFA nearest neighbours data.
- 2.2 Good progress has continued to have been made over the third quarter of 2022/23 in main areas of core service delivery and in respect of key Corporate Plan projects and objectives.

3.0 Quarter 3 - 2022/23 - Managing Performance Report

- 3.1 The Quarter 3 2022/23 Managing Performance Report is attached as Appendix A to this Cabinet report. It covers the period 1 October to 31 December 2022 and is a summary report with more detailed information and context available through the In-Phase system.
- 3.2 The report provides focus on Achievements and Issues. Progress updates are still being collected for all measures and actions and these can be viewed on the InPhase Hub on the Intranet and for the public on our website. <https://www.north-norfolk.gov.uk/tasks/performance-and-risk/view-performance-information/>
- 3.3 The report takes the following format:-

Chief Executive’s Overview	Overview of the Chief Executive outlining the progress in achieving the Corporate Plan and managing services
Key	Key to Delivery Plan action symbols and performance measure symbols
Key Priorities Overview	Graphic and table showing the number of Key Priorities actions for each RAG status (Red, Amber, Green). Table showing the number of actions that are at each of the stages possible for actions (Not Started, InProgress, Completed, Blocked, Parked, Cancelled).

<p>Pages for each of the Corporate Plan Themes</p> <p>Local Homes for Local Need</p> <p>Boosting Business Sustainability and Growth</p> <p>Customer Focus</p> <p>Climate, Coast and the Environment</p> <p>Quality of Life</p> <p>Financial Sustainability and Growth</p>	<p>Key Performance Indicators.</p> <p>Graphic and table showing the number of actions for each RAG status (Red, Amber, Green).</p> <p>Final progress reports for Delivery Plan actions completed during the quarter (if any).</p> <p>Exceptions reports – progress reports for those actions that:</p> <ul style="list-style-type: none"> • Have been identified by the lead officer as Red or Amber, or • Have a planned start date that is in the past but is still in the Not Started stage, or • Have a planned due date that is in the reporting quarter or before but the action has not yet reached the Completed stage.
<p><i>Note on Key Performance Indicators</i></p>	<p><i>Shows performance for the Corporate Plan Key Performance Indicators (KPIs). The performance levels shown are the year-to-date figures for monthly, quarterly and annual figures.</i></p>
<p>Performance Focus</p>	<p>This section of the report shows operational performance measures that are not achieving target, the explanation for that level of performance and any actions being taken. The performance levels shown are the year-to-date figures for monthly, quarterly measures.</p>

3.4 In terms of the Council's performance relative to similar authorities, comparative data is now being measured using the LG Inform tool. Please see the most recent benchmarking headline report comparing North Norfolk District Council to other councils at Appendix B. Please note the benchmarking information relating to services provided by Norfolk County Council has been removed as requested. The report including these pages can be viewed on our website.

4.0 Delivery against the key priority objectives for the period 1 October to 31 December 2022

4.1 Local Homes for Local Need

- 4.1.1 The Council working with Norfolk Warm Homes is in the process of finalising our bid for grant funding under the Homes Upgrade Grant 2. If successful, it will provide grant funding to improve the energy efficiency of 'off gas' homes in the district, targeting homes of EPCs of E and below.
- 4.1.2 The Homelessness and Rough Sleeper Strategy has been reviewed and an updated action plan produced with delivery of actions ongoing. The strategy is

due to be fully revised and updated in 2024 and further consultations will be undertaken to help inform and shape the strategy going forward.

4.1.3 The intention is to continue to focus on early interventions and strengthening partnerships.

4.1.4 A number of sites have been identified for new extra care schemes.

4.2 Boosting Business Growth and Sustainability

4.2.1 A number of new investment opportunities continue to be explored, including: the development of the former RAF Neatishead to include Academy of Robotics; supporting the development of Anglian Film Studios proposals and the Bacton Gas / Hydrogen Energy Plan Project.

4.2.2 Work has continued and good progress made on the Place-making element of the North Walsham HAZ project – ie the traffic management and environmental improvements to the Market Place in the town.

4.2.3 Confirmation was received that our Local Investment Plan for our UK shared Prosperity Fund (UKSPF) funding allocation had been approved by Government with additional work also being carried out in expanding our delivery plan proposals in response to the Rural England Prosperity Fund (REPF) – combined these programmes will see almost £3million of investment in local economic and community development programmes over the period to March 2025.

4.3 Customer Focus

4.3.1 Work continues to promote channel shift and encourage take up of digital services with some success. A cross-council working group has been established to identify further areas to be digitally enabled and to prioritise activities to areas which will deliver the most significant improvements in Customer Services.

4.3.2 After some initial challenges in introducing the new refuse and recycling collection rounds in September 2022, improvements in service through a continued reduction in the number of missed collections was seen throughout Quarter 3.

4.4 Climate, Coast and the Environment

4.4.1 Energy assessments continue to be carried out to compile an energy audit of all our buildings by our Estates Team to prioritise works.

4.4.2 A number of buildings have been prioritised and work has begun at several locations to prepare a priority carbon reduction and energy efficiency plan.

4.4.3 A procurement exercise is underway to find an appropriate supplier to design and build a solar car port at The Reef, Sheringham.

4.4.4 The tree planting project is on track and due to be completed by March 2023.

4.4.5 The Coastal Transition Accelerator Programme for North Norfolk is progressing well and currently under development.

4.5 Quality of Life

4.5.1 A successful Cost of Living Summit was held in November 2022 at the North Norfolk District Council offices.

4.5.2 An Outlook article providing useful tips and tools was produced in the autumn edition.

4.5.3 Cost of Living web page on the NNDC website is live and an internal guide has been produced.

- 4.5.4 Works are on-going on the North Walsham Heritage Action Zone programme and is on track to be completed in March 2023.
- 4.5.5 Further progress has been made in our public convenience investment programme. The new £400,000 facilities, including a Changing Place facility, opened in Stearmans Yard, Wells during the quarter and good progress is now being made in the new facilities at Queens Road, Fakenham which is due to complete April 2023.
- 4.5.6 Changing Places facilities programme 2023 – will include: Vicarage Street, North Walsham; Albert Street, Holt and Museum of the Broads at Stalham Staithe as well as the Leas in Sheringham.

4.6 Financial Sustainability and Growth

- 4.6.1 Significant focus was given during Quarter 3 to prepare the 2023/23 budget against the background of high levels of inflation reflected in energy prices, staff salary increases and contract inflation. Once the budget for 2023/24 has been set by Full Council, work will commence on developing a Financial Sustainability Strategy and using the Medium Term Financial Strategy to inform the preparation of a new Corporate Plan post the 4th May elections.

5.0 Conclusion

- 5.1 Continued strong progress has been made over this quarter in areas of core service delivery and in respect of key Corporate Plan projects and objectives as detailed in the report.

6.0 Implications and Risks

- 6.1 Prompt action to deal with any performance issues identified by this report will reduce the risk to delivery of the Corporate Plan Delivery Plan 2019/2023 and support the continued delivery of high quality services.

7.0 Financial Implications and Risks

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

8.0 Sustainability

- 8.1 There are no negative sustainability implications of this report.

9.0 Equality and Diversity

- 9.1 There are no negative equality and diversity implications of this report.

10.0 Section 17 Crime and Disorder considerations

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

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Managing Performance

Quarterly Report Chief Executive's Overview

31 December 2022

The Managing Performance report covers the third quarter of the 2022/23 reporting year – i.e., the period covering October, November, and December 2022. It presents progress in delivering the Corporate Plan and Delivery Plan and reports management measures, all by exception.

Good progress has continued to be made over the third quarter of the 2022/23 in main areas of core service delivery and in respect of key Corporate Plan projects and objectives.

In September 2022 (i.e., the last month of Qtr2) the introduction of new refuse and recycling rounds (the first change in over ten years and implemented to reflect housing growth in the district to enable a more efficient routing of refuse vehicles) saw an unacceptable level of missed collections. This situation has been closely monitored during Qtr3 and by the end of the quarter levels of service had significantly improved as residents became more familiar with new collection days and SERCO staff gained knowledge of communities, assisted collections etc on the new rounds.

Related to the introduction of the new refuse and recycling collection rounds and the planned transfer of more benefits advice services from the back office into Customer Services in September 2022, the Council's Customer Service telephony response times increased significantly during Quarter 2, and this too has been the focus of improvement during Qtr. 3.

Local Homes for Local Need

The Council working with Norfolk Warm Homes is in the process of finalising our bid for grant funding under the Homes Upgrade Grant 2. If successful, it will provide grant funding to improve the energy efficiency of 'off gas' homes in the district, targeting homes of EPCs of E and below.

The Homelessness and Rough Sleeper Strategy has been reviewed and an updated action plan produced with delivery of actions ongoing. The strategy is due to be fully revised and updated in 2024 and further consultations will be undertaken to help inform and shape the strategy going forward.

The intention is to continue to focus on early interventions and strengthening partnerships.

A number of sites have been identified for new extra care schemes.

Boosting Business Growth and Sustainability

A number of new investment opportunities continue to be explored, including: the development of the former RAF Neatishead to include Academy of Robotics; supporting the development of Anglian Film Studios proposals and the Bacton Gas / Hydrogen Energy Plan Project.

Managing Performance

Quarterly Report Chief Executive's Overview continued

31 December 2022

Work has continued and good progress made on the Place-making element of the North Walsham HAZ project – i.e., the traffic management and environmental improvements to the Market Place in the town.

Confirmation was received that our Local Investment Plan for our UK shared Prosperity Fund (UKSPF) funding allocation had been approved by Government with additional work also being carried out in expanding our delivery plan proposals in response to the Rural England Prosperity Fund (REPF) – combined these programmes will see almost £3million of investment in local economic and community development programmes over the period to March 2025.

Customer Focus

Work continues to promote channel shift and encourage take up of digital services with some success. A cross-council working group has been established to identify further areas to be digitally enabled and to prioritise activities to areas which will deliver the most significant improvements in Customer Services.

After some initial challenges in introducing the new refuse and recycling collection rounds in September 2022, improvements in service through a continued reduction in the number of missed collections was seen throughout Quarter 3.

Climate, Coast and the Environment

Energy assessments continue to be carried out to compile an energy audit of all our buildings by our Estates Team to prioritise works.

A number of buildings have been prioritised and work has begun at several locations to prepare a priority carbon reduction and energy efficiency plan.

A procurement exercise is underway to find an appropriate supplier to design and build a solar car port at The Reef, Sheringham.

The tree planting project is on track and due to be completed by March 2023.

The Coastal Transition Accelerator Programme for North Norfolk is progressing well and currently under development.

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Managing Performance

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Further progress has been made in our public convenience investment programme. The new £400,000 facilities, including a Changing Place facility, opened in Stearman's Yard, Wells during the quarter and good progress is now being made in the new facilities at Queens Road, Fakenham which is due to complete April 2023.






Changing Places facilities programme 2023 – will include: Vicarage Street, North Walsham; Albert Street, Holt and Museum of the Broads at Stalham Staithe as well as the Leas in Sheringham.

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Significant focus was given during Quarter 3 to prepare the 2023/23 budget against the background of high levels of inflation reflected in energy prices, staff salary increases and contract inflation. Once the budget for 2023/24 has been set by Full Council, work will commence on developing a Financial Sustainability Strategy and using the Medium-Term Financial Strategy to inform the preparation of a new Corporate Plan post the 4th of May elections.

Actions and Performance Measure Keys

Actions - key to symbols

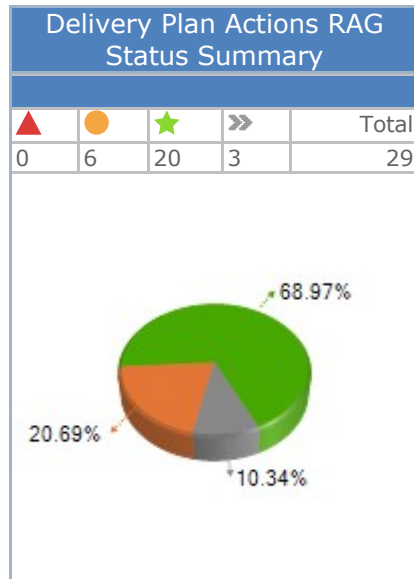
	The action may not be delivered, or may not deliver the planned outcomes, without intervention
	The action will be delivered but adjustments need to be made or the action may not be delivered as planned and/or may not deliver the planned outcomes
	The action is being delivered as planned
	The action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

Measures - key to symbols

Key

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

Key Priorities Overview




Delivery Plan Actions Summary
Actions stage
Not Started:9, In Progress:17, Completed:3, Blocked:0, Parked:0, Cancelled:0

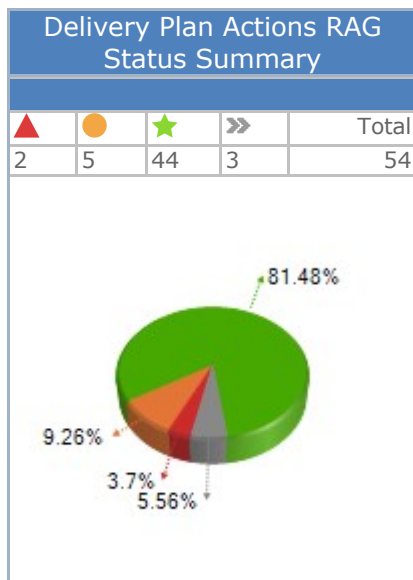
Local Homes for Local Need

Local Homes for Local Need Key Performance Indicator Update

		Dec 2022
HO 007 Numbers on the Housing Register	Performance (YTD)	n/a
	Comments	
	Actual (YTD)	503
	Target (YTD)	
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
HS 001 Number of affordable homes built	Performance (YTD)	
	Comments	
	Actual (YTD)	13
	Target (YTD)	75
	Direction of change (YTD)	
	Benchmarking Comments	<p>Additional affordable homes Actual data: The Additional affordable homes for North Norfolk was 111 dwellings in the latest recorded period of 2021/22, this was less than the previous recorded period in 2020/21 with 155 dwellings and greater than the figure 5 years ago in 2017/18 with 109 dwellings. Area comparisons: North Norfolk had less affordable homes than the mean for North Norfolk CIPFA nearest neighbours of 116 dwellings in 2021/22, the districts in this comparison group had a minimum of 15 dwellings, maximum of 291 dwellings, a 25th percentile marker of 186 dwellings and a 75th percentile marker of 54 dwellings. Ranks: North Norfolk was ranked 24th out of 39 districts in the East of England, and 91st out of 181 districts in England for the latest recorded period, rank 1 being the highest number of Additional affordable homes. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year. The Additional affordable homes provided as a percentage of all net additional homes dataset is also relevant. The Additional affordable homes provided as a percentage of all net additional homes for North Norfolk was 24% in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 23% in 2021/22.</p>




Mar 2022




CE 002 Number of long term empty homes (6 months or more as at October each year)	Performance (YTD)	n/a
	Comments	This is the yearly indicator reported in October each year to Government as part of the CTB1 Government Return and the figures have decreased from 564 in October 2020 to 477 in October 2021. The reasons for this are likely to be due, in part at least, to the market but also the financial impact of the council tax levy, amongst other things. There are a number of intervention strategies designed to prevent properties from being empty and encouraging owners to bring very long-term empties properties back into use. The Combined Enforcement Team Leader and the Revenues Manager monitors these properties. Given current capacity within the teams legal interventions are constrained not least given the time and complexity of tackling this issue. The new Housing strategy includes this issue but any resources will need to be targeted given local housing needs and recognise that there are rarely instant solutions in bringing long-term empties back into use via the corporate Enforcement board.
	Actual (YTD)	477
	Target (YTD)	
	Direction of change (YTD)	
Benchmarking Comments	Total vacant dwellings - the benchmarking data for long term empty properties is not available, this dataset shows the Total vacant dwellings. Actual data: The Total vacant dwellings for North Norfolk was 1,508 dwellings in the latest recorded period of 2021/22, this was less than the previous recorded period in 2020/21 with 1,603 dwellings and less than the figure 5 periods ago in 2017/18 with 1,559 dwellings . Area comparisons: North Norfolk had higher vacant dwellings than the mean for North Norfolk CIPFA nearest neighbours of 1,445 dwellings in 2021/22, the districts in this comparison group had a minimum of 752 dwellings, maximum of 2,452 dwellings, a 25th percentile marker of 1,780 dwellings and a 75th percentile marker of 992 dwellings. Ranks: North Norfolk was ranked 15th out of 39 districts in the East of England, and 59th out of 181 districts in England for the latest recorded period, rank 1 being the highest Total vacant dwellings. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.	




Delivery Plan Actions Summary
Actions stage
Not Started:4, In Progress:16, Completed:34

Local Homes for Local Need delivery plan actions completed this quarter					
Objective(s)/ Department	Action		31/12/2022		
<ul style="list-style-type: none"> Objective 1.3.1b: Improving Housing Stock Condition - Private - energy & fuel poverty - Improve ener Strategic Housing Key Priorities 	<input checked="" type="checkbox"/> 1.3.1b.6 Consider direct provision or guaranteeing work for energy contractors	Performance		✔	
		Comments	17/01/23 We have concluded that the Council should not deliver directly energy efficiency retro-fit works or guarantee work for contractors. For reasons see note for 05/10/22. This action is shown as complete from 31/10/22. The Council will continue to explore ways to support contractors who wish to undertake energy efficiency retro-fit works (see 1.2.2b.3)		
		Owner	Graham Connolly		
		Start Date	01/07/2022		
		Due Date	31/12/2022		
		Estimated end date/ Completion date	31/12/2022		
		Performance			✔
<ul style="list-style-type: none"> Objective 1.4.4a: Making Best Use of Existing Homes - Alternative housing options - House sharing Strategic Housing Housing Options 	<input checked="" type="checkbox"/> 1.4.4a.2 The council will investigate promotion of a scheme to facilitate multigenerational living	Performance		✔	
		Comments	17/1/23 A temporary post was created in Housing Options to progress this action. However, we have been unable to recruit to this post. This project no longer exists as a 'stand alone' and instead will now be part of a wider assessment of options to tackle housing need and provide more Temporary Accommodation for homeless households		
		Owner	Nicky Debbage		
		Start Date	01/02/2022		
		Due Date	30/04/2022		
		Estimated end date/ Completion date	30/11/2022		
		Performance			✔

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Planning Policy ■ Strategic Housing 	<input checked="" type="checkbox"/> 1.2.2a.1 Investigate option of allocating sites for affordable housing	Not Started	Performance 	
			Comments	
			Owner	Mark Ashwell
			Start Date	01/10/2022
			Due Date	31/12/2022
			Estimated end date/ Completion date	30/12/2022
<ul style="list-style-type: none"> ■ Objective 1.2.2a: Increase the Supply of Housing - Supporting delivery by others -Affordable Housing ■ Strategic Housing ■ Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2a.2 Make the planning process easier for affordable housing providers	In Progress	Performance 	
			Comments	Workload pressures from staff shortages have delayed completion of this task. Planning Service Improvement Plan will consider and review existing pre-app services and application processes designed to speed up processes and deliver better outcomes. Affordable Housing pre-apps and applications will form a key part of this. Work will realistically not commence on review till Jan 2023
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
<ul style="list-style-type: none"> ■ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ■ Place and Climate Change 	<input checked="" type="checkbox"/> 1.2.2b.4 Fakenham Roundabout	In Progress	Performance 	
			Comments	Project stall due to escalating materials and construction costs. Original cost estimate now insufficient to complete works - additional £1m required at time of writing. Landowner investigating changes to S106 agreement and draft planning conditions pursuant to current submission. Awaiting formal landowner intentions/action. Applications to NCC to extend existing Business Rates funding availability (£900k), which is to be match funded by NNDC (£900k). Earliest opportunity for works now Autumn 2023. Design works continuing.
			Owner	Martyn Fulcher
			Start Date	01/12/2021
			Due Date	31/12/2023
			Estimated end date/ Completion date	31/12/2023

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Objective 1.2.2b: Increase the Supply of Housing - Delivery by Others - De-risk Housing Development ■ Strategic Housing ■ Major Planning Projects 	<input checked="" type="checkbox"/> 1.2.2b.2 Investigate de-risking options	In Progress	Performance	
			Comments	Workload pressures from staff shortages have delayed completion of this task. Planning Service Improvement Plan will consider and review existing pre-app services and application processes designed to speed up processes and deliver better outcomes (including de-risking Affordable Housing options). Work will realistically not commence till Jan 2023.
			Owner	Geoff Lyon
			Start Date	01/01/2022
			Due Date	31/03/2022
			Estimated end date/ Completion date	31/05/2023
<ul style="list-style-type: none"> ■ Objective 1.2.3c: Increase the Supply of Housing - Supporting new types - Community-led ■ Strategic Housing 	<input checked="" type="checkbox"/> 1.2.3c.1 Help grow existing community-led organisations	In Progress	Performance	
			Comments	17/01/23 This is ongoing work which will continue for the lifetime of the current Housing Strategy which runs to 2025. The Council's Community Housing Enabler is working with the districts community-led housing groups to help deliver affordable homes. In the development pipeline are sites in Swanton Novers (seven homes) and Blakeney (also seven homes) both involving local community-led housing groups.
			Owner	Graham Connolly
			Start Date	31/03/2022
			Due Date	31/03/2025
			Estimated end date/ Completion date	31/03/2025
<ul style="list-style-type: none"> ■ Objective 1.4.3: Making Best Use of Existing Homes - Allocating affordable homes fairly ■ Strategic Housing ■ Housing Options 	<input checked="" type="checkbox"/> 1.4.3.1 Review effectiveness of current allocations agreement	In Progress	Performance	
			Comments	17/01/23 - A project team has been established, an initial project plan has been developed for this review and research has been undertaken on the housing register and allocations. A report on the findings and identification of areas we wish to consider changes (which will require wider consultation) to the allocations policy will be brought to CLT/Business Planning by March 2023
			Owner	Nicky Debbage
			Start Date	01/09/2022
			Due Date	30/11/2022
			Estimated end date/ Completion date	31/03/2023

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Objective 1.5.2b: Supporting Vulnerable Residents - Provision of Specialist Housing - Care/ Extra Ca ■ Strategic Housing ■ Key Priorities 	<input checked="" type="checkbox"/> 1.5.2b.1 Working with partners to deliver 500 units of Housing with Care / Extra Care	In Progress	Performance	
			Comments	17/01/23 A number of sites have been identified for new extra care schemes. One site in Stalham was submitted for Planning consent but is delayed as a result of nutrient neutrality requirements. We are also actively working with a housing provider on a site in North Walsham.
			Owner	Nicky Debbage
			Start Date	31/03/2021
			Due Date	31/12/2028
			Estimated end date/ Completion date	31/12/2028

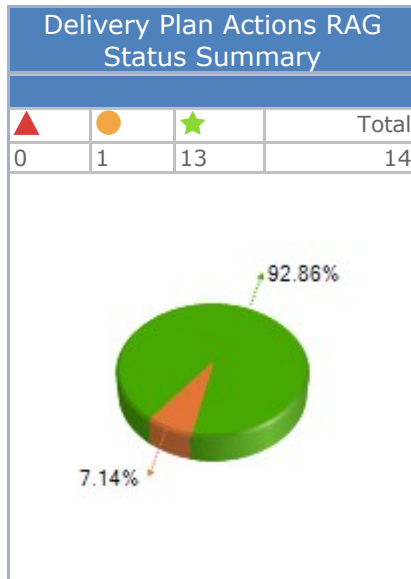
Local Homes for Local Need delivery plan actions cancelled this quarter

No entries this quarter

Boosting Business Sustainability and Growth

Boosting Business Sustainability and Growth Key Performance Indicator Update

		Dec 2022
EG 011 Number of businesses supported	Performance (YTD)	★
	Comments	
	Actual (YTD)	169
	Target (YTD)	90
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.



Delivery Plan Actions Summary
Actions stage
Not Started:2, In Progress:7, Completed:5

Boosting Business Sustainability and Growth delivery plan actions completed this quarter

No entries this quarter

Boosting Business Sustainability and Growth delivery plan actions exceptions report

Objective(s)/ Department	Action	Stage	31/12/2022
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Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Economic Growth ■ Key Priorities ■ Objective 2.3: Taking a proactive approach to unlocking development sites 	<input checked="" type="checkbox"/> 2.3.2 New investment opportunities	Not Started	Performance	★
			Comments	A number of new investment opportunities continue to be explored, presently including: <ul style="list-style-type: none"> • The development of the former RAF Neatishead to include Academy of Robotics • Supporting the development of Anglian Film Studios • Bacton Gas hydrogen energy plant project
			Owner	Stuart Quick
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> ■ Economic Growth ■ Objective 2.7: Facilitating the transition of our town centres ■ Key Priorities 	<input checked="" type="checkbox"/> 2.7.2 - Support the work of the High Street Task Force - community engagement work in Stalham	Not Started	Performance	★
			Comments	
			Owner	Stuart Quick
			Start Date	01/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Objective 2.2: Developing and implementing new Economic Growth Strategy ■ Economic Growth ■ Key Priorities 	<input checked="" type="checkbox"/> 2.2.1 Economic In Growth Strategy 2020 - 2023	Progress	Performance	
			Comments	<p>Work is presently underway to develop a new 'online' platform, which will facilitate and enable a more modern, fluid and responsive approach to economic support delivery, particularly during this challenging climate for businesses and communities.</p> <p>The intention is to maintain effective methods of supporting the local economy and responding to the existing and changing needs of local businesses through the following activities.</p> <ul style="list-style-type: none"> • Preparing and analysing evidence relating to local economic context and business needs, including contextual data and that gathered through surveys and business engagement; • Establishing a new digital 'hub' for engaging with the local business community. This will act as an interactive portal for businesses to access information and respond to relevant initiatives; • Developing schemes under the anticipated UKSPF and REPF (once established by Government) and administering the consequential business support/grant initiatives. This will also include the project development with Levelling Up Funds, if the submitted bids are successful); • Utilising, adapting and managing the Council's (business) estate (i.e. NNDC owned business premises) to help respond to demand for premises; and • Continuing to engage with the local visitor and hospitality sector via Visit North Norfolk and to develop collaborative marketing campaigns, itineraries etc. and sector support; • Liaising with, and where necessary helping to facilitate, organisations that represent commercial enterprises (chambers of trade, business forums, federations and groups) at the town, District and County level to establish and share best practice, foster collaboration and resilience.
			Owner	Stuart Quick
			Start Date	01/04/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023







Boosting Business Sustainability and Growth delivery plan actions cancelled this quarter

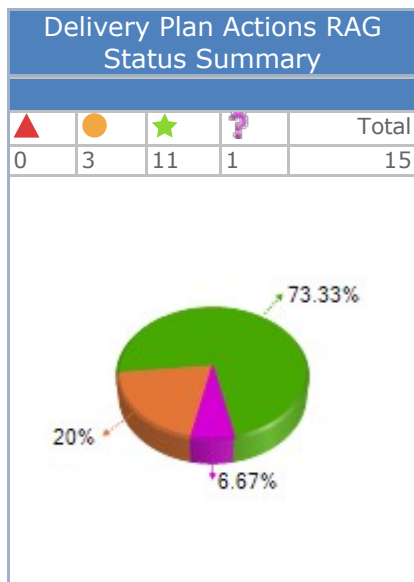
No entries this quarter

Customer Focus

Customer Focus Key Performance Indicator Update

		Dec 2022
CL 002 Number of Ombudsman referral decisions	Performance (YTD)	★
	Comments	
	Actual (YTD)	3
	Target (YTD)	27
	Direction of change (YTD)	➡
	Benchmarking Comments	<p>Number of Ombudsman complaints - referred back for local resolution Actual data: The Number of Ombudsman complaints - referred back for local resolution for North Norfolk was 3 decisions in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with 3 decisions and less than the figure 5 years ago in 2017/18 with 9 decisions. Area comparisons: North Norfolk had less Decisions than the mean for North Norfolk CIPFA nearest neighbours of 5 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 12 decisions, a 25th percentile marker of 6 decisions and a 75th percentile marker of 3 decisions. Ranks: North Norfolk was ranked 27th out of 39 districts in the East of England, and 96th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - referred back for local resolution. Source name: Local Government & Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of decisions on complaints made by the Ombudsman and Number of Ombudsman complaints datasets are also relevant. The Number of decisions on complaints made by the Ombudsman for North Norfolk was 11 decisions in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 16 decisions in 2021/22. The Number of Ombudsman complaints for North Norfolk was 15 complaints in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 15 complaints in 2021/22.</p>

		Dec 2022
CL 003 Number of Ombudsman referral decisions successful outcomes for the Council	Performance (YTD)	
	Comments	
	Actual (YTD)	3
	Target (YTD)	0
	Direction of change (YTD)	
	Benchmarking Comments	<p>Number of Ombudsman complaints - not upheld Actual data: The Number of Ombudsman complaints - not upheld for North Norfolk was 1 decisions in the latest recorded period of 2021/22, this was equal to the previous recorded period in 2020/21 with 1 decisions and less than the figure 5 years ago in 2017/18 with 4 decisions. Area comparisons: North Norfolk had less decisions than the mean for North Norfolk CIPFA nearest neighbours of 2 decisions in 2021/22, the districts in this comparison group had a minimum of 0 decisions, maximum of 4 decisions, a 25th percentile marker of 3 decisions and a 75th percentile marker of 1 decisions. Ranks: North Norfolk was ranked 22nd out of 39 districts in the East of England, and 77th out of 181 districts in England for the latest recorded period, rank 1 being the highest Number of Ombudsman complaints - not upheld. Source name: Local Government & Social Care Ombudsman, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.</p> <p>The Number of Ombudsman complaints - upheld dataset is also relevant. The Number of Ombudsman complaints - upheld for North Norfolk was 1 decisions in the latest recorded period of 2021/22. The mean for North Norfolk CIPFA nearest neighbours was 2 decisions in 2021/22.</p>
CS 001 Number of complaints	Performance (YTD)	
	Comments	
	Actual (YTD)	44
	Target (YTD)	270
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
CS 002 Number of compliments	Performance (YTD)	
	Comments	
	Actual (YTD)	23
	Target (YTD)	27
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.



Delivery Plan Actions Summary
Actions stage
 In Progress:2, Completed:12, Cancelled:1

Customer Focus actions completed this quarter

No entries this quarter

Customer Focus actions exceptions report

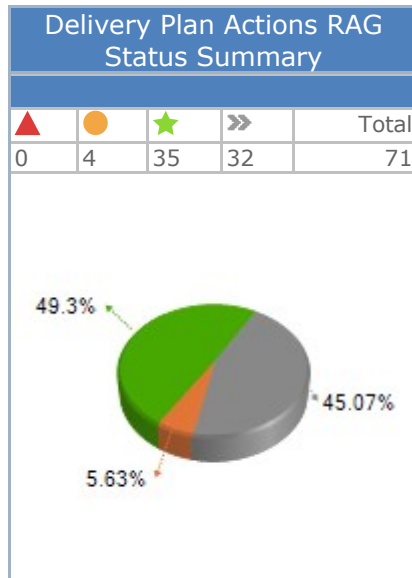
No entries this quarter

Customer Focus actions cancelled this quarter

Objective(s)/ Department	Action	31/12/2022
<ul style="list-style-type: none"> Objective 3.2: Undertaking an annual residents survey and responding to results Communications and Public Relations 	<input checked="" type="checkbox"/> 3.2.1 Undertake an annual Residents Survey	Performance
		Comments
		Owner
		Start Date
		Due Date
		Estimated end date/ Completion date
		?
		Joe Ferrari
		04/02/2020
		31/03/2022
		31/12/2022

Climate, Coast and the Environment Key Performance Indicator Update

		Mar 2022
EC 001 Council carbon footprint (tCO2e)	Performance (YTD)	!
	Comments	The carbon footprint figure for 2021/22 will be available in autumn 2022. The most recent figure (for 2020/21) is 4866 tCO2e a decrease on the previous year (5034 tCO2e).
	Actual (YTD)	2,825
	Target (YTD)	
	Direction of change (YTD)	↓
	Benchmarking Comments	Benchmarking data is not available.
EC 002 Number of trees planted	Performance (YTD)	★
	Comments	NNDC have now planted over 70,000 trees, with 50,000 trees planted in the 2021/22 planting season.
	Actual (YTD)	50,000
	Target (YTD)	40,000
	Direction of change (YTD)	↓
	Benchmarking Comments	Full benchmarking data is not available. Broadland and South Norfolk Council have pledged to plant one tree for each resident by 2025. Norfolk County Council have planted 125,578 trees so far.



Delivery Plan Actions Summary
Actions stage
Not Started:37, In Progress:19, Completed:15

Objective(s)/ Department	Action	31/12/2022	
<ul style="list-style-type: none"> Objective 4.08: Governance Climate & Environment 	<input checked="" type="checkbox"/> 4.08.G02 Complete 2021/22 footprint	Performance	
		Comments	
		Owner	Kate Rawlings
		Start Date	01/04/2022
		Due Date	04/11/2022
		Estimated end date/ Completion date	01/12/2022

Climate, Coast and the Environment actions exceptions report

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> Key Priorities Conservation, Design and Landscape Objective 4.02: Developing and implementing a new Local Plan 	<input checked="" type="checkbox"/> 4.2.3 Conclude consultation on the review of the Glaven Valley Conservation Area	Not Started	Performance	
			Comments	Public consultation on Appraisal extended to 31st of March 2023 to allow for longer period of public engagement and opportunity to attend public meetings.
			Owner	Mark Ashwell
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> Objective 4.11: Gas Climate & Environment 	<input checked="" type="checkbox"/> 4.11.G01 Develop heating decarbonisation plan for Council estate using gas	Not Started	Performance	
			Comments	Assessments continue to be carried out by our estates team to determine which properties rely on gas and alternative solutions
			Owner	Kate Rawlings
			Start Date	02/04/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
<ul style="list-style-type: none"> Objective 4.12: Transport Climate & Environment 	<input checked="" type="checkbox"/> 4.12.T02 Adopt a target for EV charge-points at Council owned carparks	Not Started	Performance	
			Comments	Options for a longer term EV strategy are being discussed by the Net Zero Board
			Owner	Kate Rawlings
			Start Date	01/07/2022
			Due Date	not set
			Estimated end date/ Completion date	not set

Objective(s)/ Department	Action	Stage		31/12/2022
<ul style="list-style-type: none"> ■ Objective 4.16: Water ■ Climate & Environment 	<input checked="" type="checkbox"/> 4.16.H2O01 Appoint a cabinet member to be responsible for cross-party work for water management	In Progress	Performance	
			Comments	Discussions have begun around the responsibilities of this role
			Owner	Kate Rawlings
			Start Date	30/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.16.H2O02 Identify priority actions for saving water at Council-owned and occupied properties	Not Started	Performance	
			Comments	No priority actions have been identified although the Property Services Team continue to investigate best practice for new builds and repairs in relation to water saving
			Owner	Kate Rawlings
			Start Date	16/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set
	<input checked="" type="checkbox"/> 4.16.H2O03 Identify priority actions for improving water management across the district	Not Started	Performance	
			Comments	Not yet started
			Owner	Kate Rawlings
			Start Date	30/10/2022
			Due Date	not set
			Estimated end date/ Completion date	not set

Climate, Coast and the Environment actions cancelled this quarter

No entries this quarter

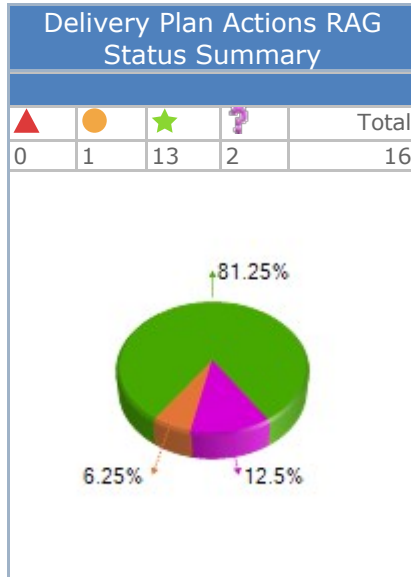
Quality of Life

Quality of Life Key Performance Indicator Update

		Dec 2022
LE 004 Participation at Council Sporting Facilities	Performance (YTD)	★
	Comments	
	Actual (YTD)	397,443
	Target (YTD)	397,443
	Direction of change (YTD)	↕
	Benchmarking Comments	Benchmarking data is not available.

		Mar 2022
AP 001 Level of investment made in upgrading public conveniences (£)	Performance (YTD)	▲
	Comments	From September 2018 through until Cabinet 29 November 2021 we have allocated £1.237m pounds for toilet improvements across the district recognising their value as key infrastructure in support of the district's visitor and town centre economies and as amenities for local residents.
	Actual (YTD)	203,642.63
	Target (YTD)	475,000.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
AP 002 Number of changing places facilities provided	Performance (YTD)	●
	Comments	Facilities are being installed at Stearmans Yard, Wells and Queen's Road, Fakenham due to be completed by June 2022..Two further facilities are to provided in North Walsham and Sheringham by March 2023.
	Actual (YTD)	0
	Target (YTD)	2
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.
LE 015 Number of Blue Flag beaches	Performance (YTD)	★
	Comments	The six Blue Flag beaches have been classified as 'excellent' again during 2021, so we are able to apply for Blue Flag awards at those locations again for 2022. Applications were submitted in January 2022.
	Actual (YTD)	6
	Target (YTD)	6
	Direction of change (YTD)	→
	Benchmarking Comments	Benchmarking data is not available.

LE 016 Number of Green Flag open spaces	Performance (YTD)	★
	Comments	All three Green Flags retained in 2021/22.
	Actual (YTD)	3
	Target (YTD)	3
	Direction of change (YTD)	➡
	Benchmarking Comments	Benchmarking data is not available.



Delivery Plan Actions Summary
Actions stage
Not Started:2, In Progress:7, Completed:6, Cancelled:1

Quality of Life actions completed this quarter

No entries this quarter

Quality of Life actions exceptions report

Objective(s)/ Department	Action	Stage	31/12/2022
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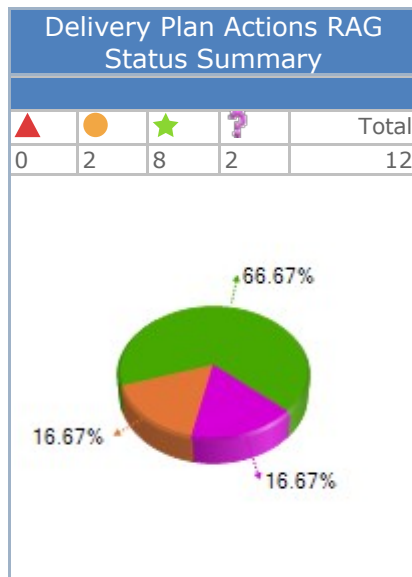
Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Leisure and Localities ■ Key Priorities ■ Objective 5.11: Development of strong, sustainable and healthy local communities 	<input checked="" type="checkbox"/> 5.11.3 Develop a new Play Strategy for the District	Not Started	Performance	●
			Comments	
			Owner	Colin Brown
			Start Date	16/11/2022
			Due Date	30/04/2023
			Estimated end date/ Completion date	30/04/2023
<ul style="list-style-type: none"> ■ Objective 5.10: Maximising the level of external funding to support community projects ■ Project Enabling 	<input checked="" type="checkbox"/> 5.10.1 Identify new opportunities for funding to implement and promote the Quality of Life Strategy	In Progress	Performance	?
			Comments	
			Owner	Karen Hill
			Start Date	04/02/2020
			Due Date	31/05/2022
			Estimated end date/ Completion date	31/12/2022

Quality of Life actions cancelled this quarter

No entries this quarter

Financial Sustainability and Growth

Financial Sustainability and Growth Key Performance Indicator Update		
		Mar 2022
AC 001 Council Tax Band D (NNDC element) (£)	Performance	n/a
	Comments	
	Actual	153.72
	Target	
	Direction of change	➔
	Benchmarking Comments	<p>Average Band D - paid by residents Actual data: The Average Band D - paid by residents for North Norfolk was 2,030 GBP in the latest recorded period of 2022/23, this was greater than the previous recorded period in 2021/22 with 1,968 GBP and greater than the figure 5 years ago in 2018/19 with 1,751 GBP. Area comparisons: North Norfolk had less Council Tax than the mean for North Norfolk CIPFA nearest neighbours of 2,071 GBP in 2022/23, the districts in this comparison group had a minimum of 1,954 GBP, maximum of 2,211 GBP, a 25th percentile marker of 2,143 GBP and a 75th percentile marker of 2,002 GBP. Ranks: North Norfolk was ranked 9th out of 39 districts in the East of England, and 91st out of 181 districts in England for the latest recorded period, rank 1 being the highest Average Band D - paid by residents. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data for solely the Local Authority element of Council Tax is not available, this dataset shows the total payment per resident (all elements).</p>



Delivery Plan Actions Summary
Actions stage
In Progress:2, Completed:7, Parked:1, Cancelled:2

Financial Sustainability and Growth actions completed this quarter

No entries this quarter

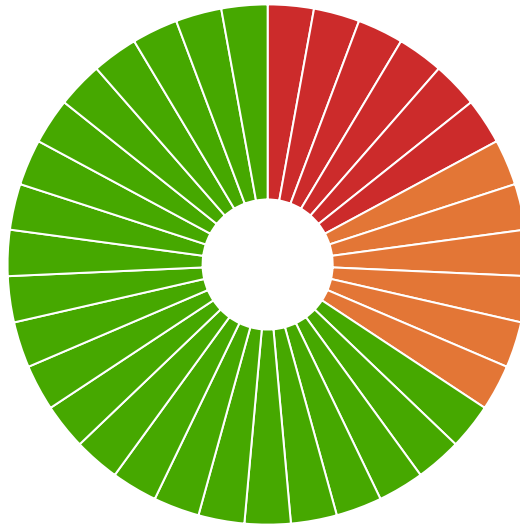
Financial Sustainability and Growth actions exceptions report

Objective(s)/ Department	Action	Stage	31/12/2022	
<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Estates and Assets 	<input checked="" type="checkbox"/> 6.2.3 Explore the opportunities to generate income from advertising and sponsorship	Parked	Performance	
			Comments	Project is under review. Feasibility study submitted to CLT and project is on hold.
			Owner	Renata Garfoot
			Start Date	04/02/2020
			Due Date	30/11/2022
			Estimated end date/ Completion date	30/11/2023
<ul style="list-style-type: none"> ■ Objective 6.2: Taking a more commercial approach to the delivery of discretionary services ■ Finance ■ Resources ■ Key Priorities 	<input checked="" type="checkbox"/> 6.2.1 Develop a Financial Sustainability Strategy	In Progress	Performance	
			Comments	Once the budget for 2023/24 has been set by full Council I will start this work, firstly by reviewing what's been done to date and then build a Strategy based on this and using the MTFs and corporate plan. I would hope to have this largely completed and ready for review and discussion by the end of the financial year. When the Corporate Plan is updated for the next 4 years the Financial Sustainability Strategy will be reviewed to make sure it is still aligned to the Corporate Plan.
			Owner	Tina Stankley
			Start Date	04/02/2020
			Due Date	31/12/2022
			Estimated end date/ Completion date	31/12/2022

Financial Sustainability and Growth actions cancelled this quarter





No entries this quarter









Performance Focus









This following section of the report shows all management performance measures that are not achieving target i.e. that are showing as red or amber year-to-date. The context and explanation for that level of performance and any actions being taken is given. The performance levels shown are the year-to-date figures for monthly, quarterly and annual measures.

		Dec 2022
AS 003 Occupancy rate of Council-owned rental properties - Concessions	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	83.33
	Target (YTD)	90.00
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.
AS 004 Percentage of rent arrears on all debts 90 days and over	Performance (YTD)	▲
	Comments	
	Actual (Period) (YTD)	26.49
	Target (YTD)	10.00
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.

BE 028 (HB2) Speed of processing: change in circumstances for housing benefit and CT support claims	Performance (YTD)	
	Comments	We are pleased to see our performance has continued to improve due to a combination of increased resources, and changes to our working practices using a systems thinking approach to claims processing. We continue to develop our best practice so that our processing times in the future will align with top benchmarked LAs.
	Actual (Period) (YTD)	24.22
	Target (YTD)	14.00
	Direction of change (YTD)	
	Benchmarking Comments	<p>Time taken to process housing benefit change events - Quarterly Actual data: The Time taken to process housing benefit change events - Quarterly for North Norfolk was 31 days in the latest recorded period of 2022/23 Q2, this was greater than the previous recorded period in 2022/23 Q1 with 24 days and greater than the figure 5 periods ago in 2021/22 Q2 with 13 days. Area comparisons: North Norfolk took more time than the mean for North Norfolk CIPFA nearest neighbours of 7 days in 2022/23 Q2, the districts in this comparison group had a minimum of 2 days, maximum of 15 days, a 25th percentile marker of 5 days and a 75th percentile marker of 10 days. Ranks: North Norfolk was ranked 39th out of 39 districts in the East of England, and 175th out of 181 districts in England for the latest recorded period, rank 1 being the quickest Time taken to process housing benefit change events - Quarterly. Source name: Department for Work and Pensions, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter. Also, the benchmarking data including Council Tax Support Claims is not available, this dataset shows the housing benefit claims only.</p> <p>The data presented illustrates speed of processing times compared to our nearest neighbours for Q2/2022. The data reflects the local position we were in at that time and the impact of reduced resources, significant loss of experienced staff, and high workloads. We are not aware if other councils have experienced similar impacts, or what local solutions and responses each LA has introduced to address such impacts. Such information is not represented in the benchmarking data. We are pleased to confirm our up-to-date position has significantly improved due to a combination of increased resources, and changes to our working practices using a systems thinking approach to claims processing. We continue to develop our best practice so that our processing times in the future will align with top benchmarked LAs.</p>
-> CS 012 Average Waiting Time Customer Services (Telephony)	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	5.5
	Target (YTD)	2.5
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.

		Dec 2022
DM 024 (24m) Percentage of non-major planning applications determined within time period	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	81.63
	Target (YTD)	90.00
	Direction of change (YTD)	
	Benchmarking Comments	% of minor planning applications (all) decided in time - Quarterly Actual data: The % of minor planning applications (all) decided in time - Quarterly for North Norfolk was 91 planning decisions (per 100 planning decisions) in the latest recorded period of 2022/23 Q2, this was greater than the previous recorded period in 2022/23 Q1 with 82 planning decisions (per 100 planning decisions) and greater than the figure 5 years ago in 2021/22 Q2 with 79 planning decisions (per 100 planning decisions) . Area comparisons: North Norfolk had more applications than the mean for North Norfolk CIPFA nearest neighbours of 83% in 2022/23 Q2, the districts in this comparison group had a minimum of 53%, maximum of 97%, a 25th percentile marker of 92% and a 75th percentile marker of 78%. Ranks: North Norfolk was ranked 13th out of 39 districts in the East of England, and 50th out of 181 districts in England for the latest recorded period, rank 1 being the highest % of minor planning applications (all) decided in time - Quarterly. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter.
EP 001a Percentage of responses to nuisance complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	79.67
	Target (YTD)	80.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
EP 001b Percentage of responses to fly-tipping (private land) complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	48.93
	Target (YTD)	80.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.
EP 001c Percentage of responses to fly-tipping (public land) complaints within 2 working days	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	27.56
	Target (YTD)	80.00
	Direction of change (YTD)	
	Benchmarking Comments	Benchmarking data is not available.

		Dec 2022
FS 001 PM 32 Average number of days revenue outstanding (Debtor Days)	Performance (YTD)	?
	Comments	The council moved to a new finance system Mid December 2022, as a result the December information is not yet available. Additional resources required to implement and test the new system has meant debt recovery and management time has been reduced. Once the new system is up and running efficiently it is anticipated that debtor days will return to within the target range.
	Actual (Period) (YTD)	
	Target (YTD)	41.0
	Direction of change (YTD)	?
	Benchmarking Comments	Benchmarking data is not available.
HS 003 Energy Efficiency - grant spent (£)	Performance (YTD)	▲
	Comments	19/01/23 The amount of grant spent in the last quarter has increased significantly but we are still well below target. We have a further £72,000 of works approved but not yet complete which we anticipate will complete by the financial year end. There are a number of barriers to delivery: 1. There are few contractors with the necessary qualifications and these lack the capacity to deliver the volumes of work needed. 2. The funding rules are complex and some applicants are rejected because the works necessary will exceed the cost limits. 3. Some approved applicants (one in three on average) withdraw usually because of concerns about disruption caused by energy efficiency retrofit works. Whilst the outturn for 2022/23 is disappointing this is common to other local authorities across the Country. Compared with peer authorities North Norfolk and the Norfolk Warm Homes Consortia is doing relatively well.
	Actual (Period) (YTD)	76,933.28
	Target (YTD)	310,000.00
	Direction of change (YTD)	n/a
	Benchmarking Comments	Benchmarking data is not available.
LS 004 Percentage of Freedom of Information (FOI) Requests responded to within 20 working days	Performance (YTD)	●
	Comments	
	Actual (Period) (YTD)	87.61
	Target (YTD)	90.00
	Direction of change (YTD)	✔
	Benchmarking Comments	Benchmarking data is not available.

		Dec 2022
MJ 001 (24m) Percentage of major planning applications determined within time period	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	85.71
	Target (YTD)	90.00
	Direction of change (YTD)	
	Benchmarking Comments	% of major planning applications (all) decided in time - Quarterly Actual data: The % of major planning applications (all) decided in time - Quarterly for North Norfolk was 100% in the latest recorded period of 2022/23 Q2, this was equal to the previous recorded period in 2022/23 Q1 with 100% and equal to the figure 5 periods ago in 2021/22 Q2 with 100% . Area comparisons: North Norfolk had more timely applications than the mean for North Norfolk CIPFA nearest neighbours of 87% in 2022/23 Q2, the districts in this comparison group had a minimum of 25%, maximum of 100%, a 25th percentile marker of 100% and a 75th percentile marker of 79%. Ranks: North Norfolk was ranked 1st out of 39 districts in the East of England, and 1st out of 181 districts in England for the latest recorded period, rank 1 being the highest % of major planning applications (all) decided in time - Quarterly. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per quarter.
PL 001 Planning income (£)	Performance (YTD)	
	Comments	
	Actual (Period) (YTD)	588,508.03
	Target (YTD)	600,003.00
	Direction of change (YTD)	
	Benchmarking Comments	
RV 009 Percentage of Council Tax collected	Performance (YTD)	
	Comments	Council Tax collection is 81.56% against a target of 81.60%. This is a minor shortfall in collection to target of 0.04% or £35k.
	Actual (Period) (YTD)	81.56
	Target (YTD)	81.60
	Direction of change (YTD)	
	Benchmarking Comments	Council tax collection rate Actual data: The Council tax collection rate for North Norfolk was 98.10% in the latest recorded period of 2021/22, this was greater than the previous recorded period in 2020/21 with 98.01% and less than the figure 5 periods ago in 2017/18 with 98.74% . Area comparisons: North Norfolk had higher percentage than the mean for North Norfolk CIPFA nearest neighbours of 97.60% in 2021/22, the districts in this comparison group had a minimum of 95.98%, maximum of 98.88%, a 25th percentile marker of 98.13% and a 75th percentile marker of 96.91%. Ranks: North Norfolk was ranked 10th out of 39 districts in the East of England, and 44th out of 181 districts in England for the latest recorded period, rank 1 being the highest Council tax collection rate. Source name: Department for Levelling Up, Housing & Communities, obtained via LG Inform Plus. Please note, the benchmarking data per month is not available, this dataset shows the data per year.

Headline Report for North Norfolk District Council - Dashboard View



Written by LGA Research from Local Government Association

[LG Inform](#)

Headline Report for North Norfolk District Council - Dashboard View

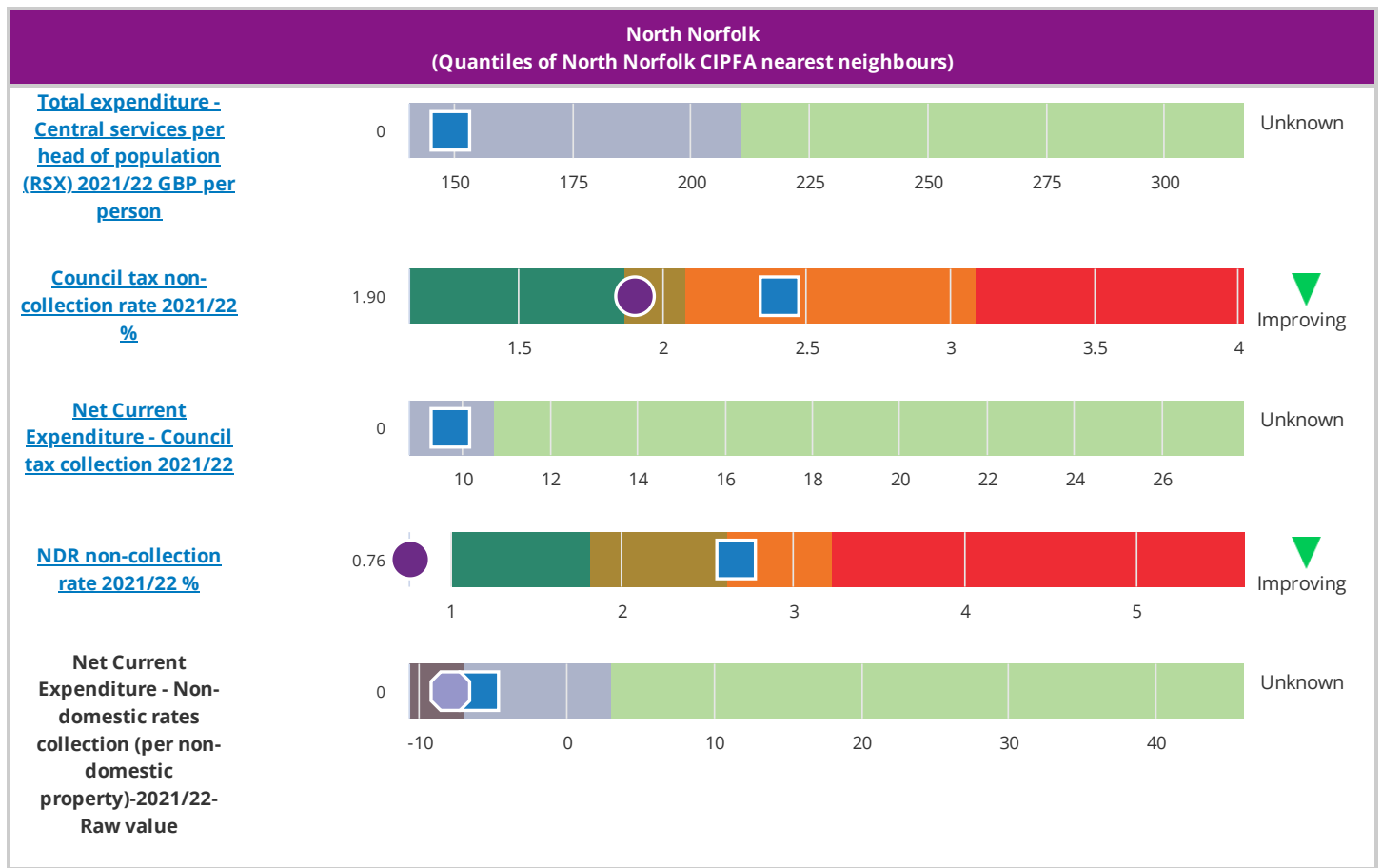
Below is a list of comparable value for money and performance data for services within the main funding streams for councils. Authorities may wish to change the metrics contained in this report or the comparator group to suit their own needs. The metrics are taken from various published national data collections; source information for each metric is listed under the detailed view. Authorities may wish to investigate the data sources further to locate other data in which they have a particular interest.

The metrics fall into the following broad funding areas: [Central Services](#), [Education, Children, Adult, Housing, Highways and Transport](#), [Planning and Development](#), [Environmental and Regulatory](#), [Cultural and Related](#) and [Public Health](#)

This report is presented in a series of dashboards, if you would like to view this report in a bar chart format please click this link: [Headline report\(Bar Charts\)](#).

All data are shown as they appear in the source publication; if your chosen authority doesn't feature in one of the charts this is because the value was either missing from the original publication or suppressed due to disclosure rules of the publication source.

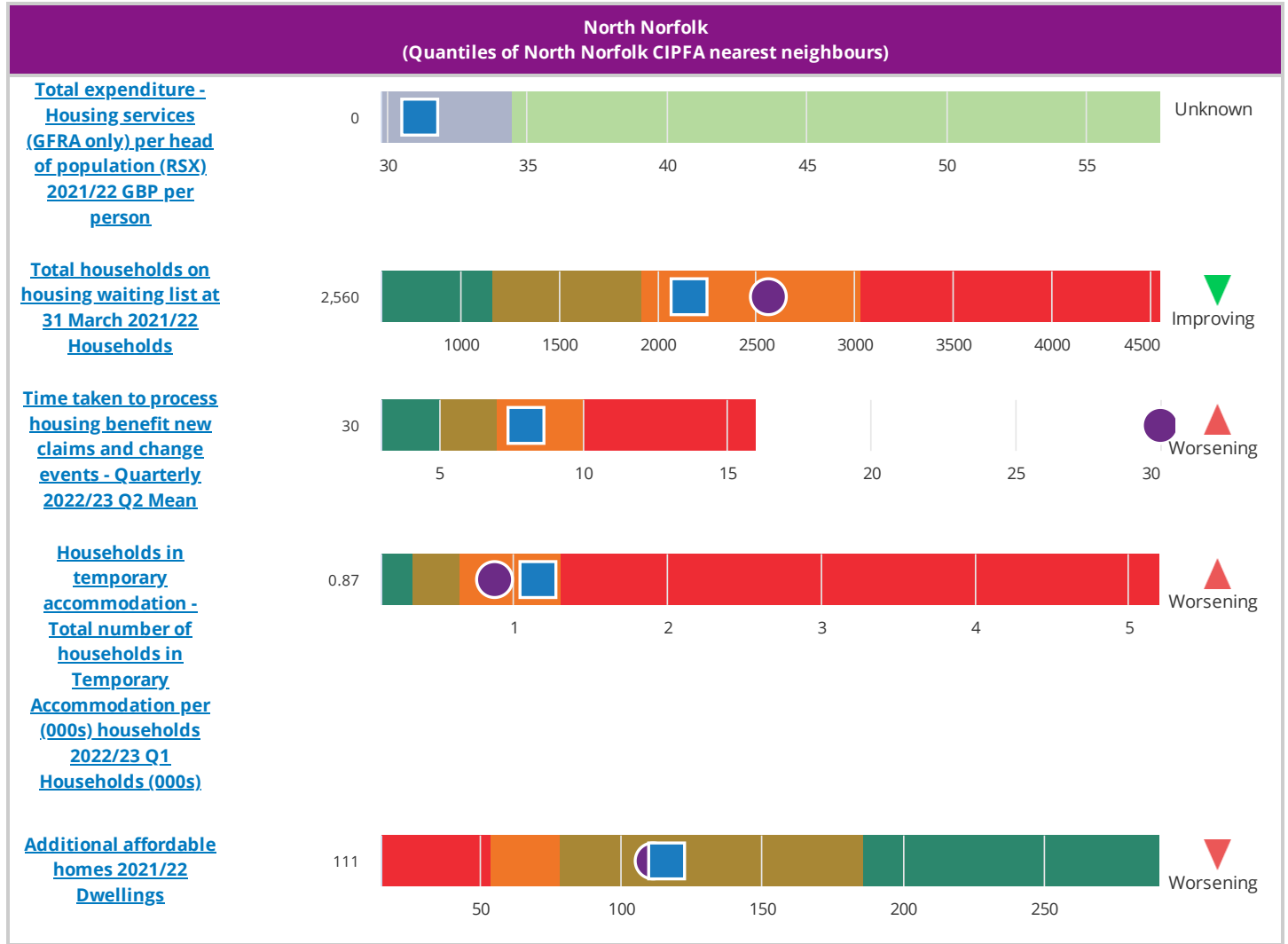
Central Services



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: **Improving, No change or Worsening**

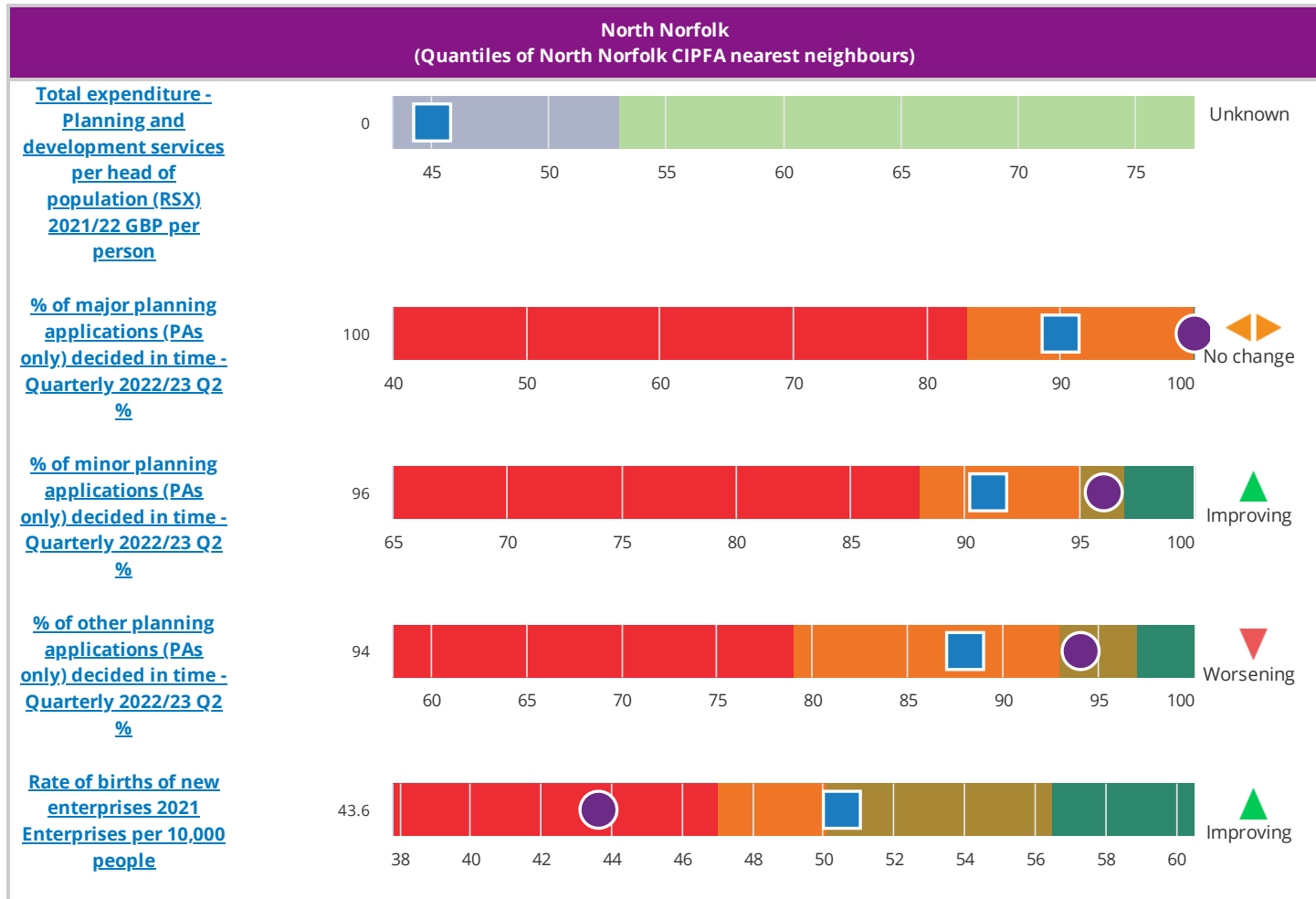
Indicators that have no polarity will show a direction of travel (D.O.T) label of: **Increasing, No change or Decreasing**



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

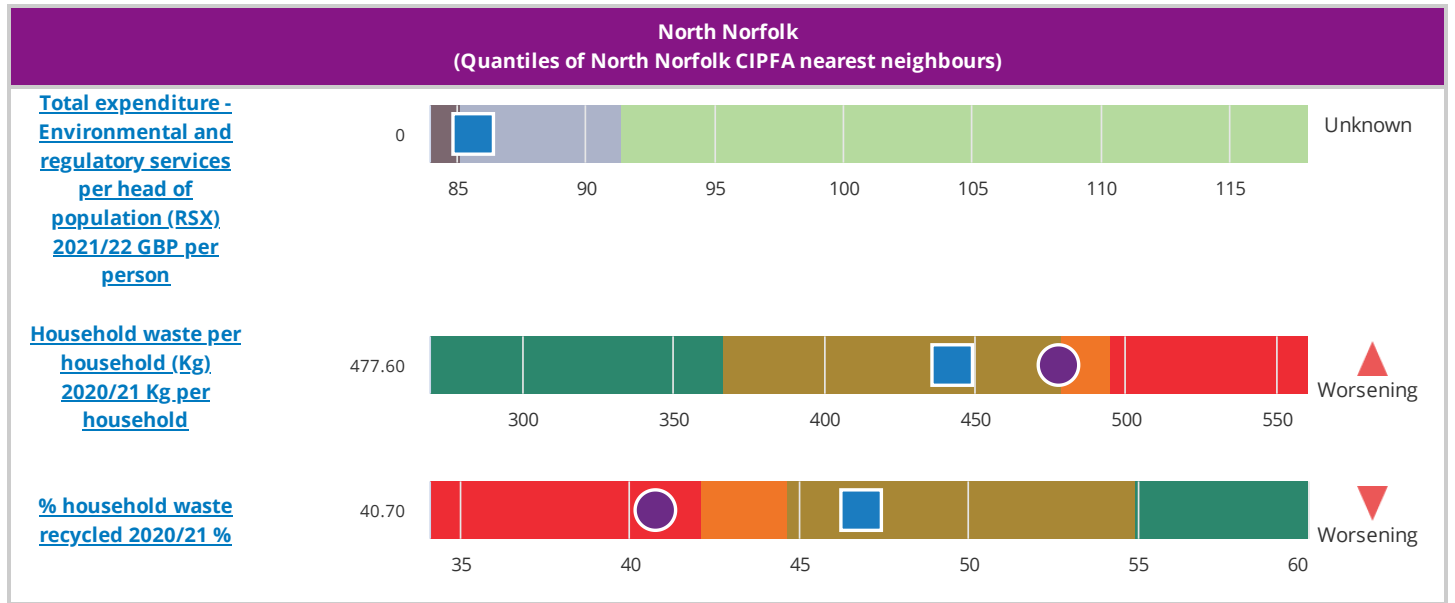


● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

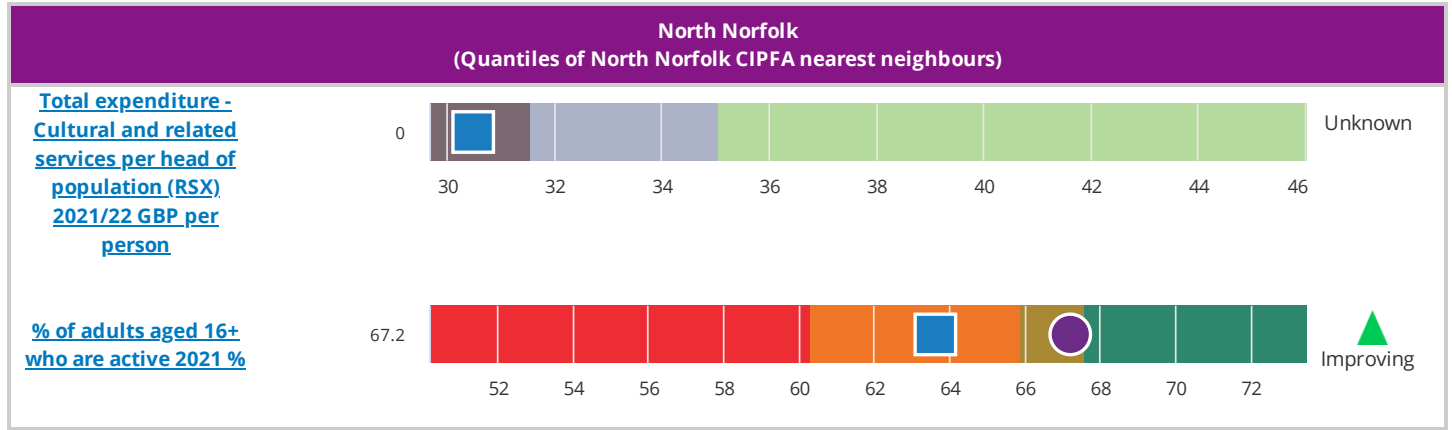
Environmental and Regulatory Services



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing



● North Norfolk ■ Mean for North Norfolk CIPFA nearest neighbours

Indicators that have a polarity will show a direction of travel (D.O.T) label of: Improving, No change or Worsening

Indicators that have no polarity will show a direction of travel (D.O.T) label of: Increasing, No change or Decreasing

References

This report was generated using data from:

- [CIPFA Statistical Information Services - Public Library Statistic](#)
- [Calculated by LGI - Calculated metric types](#)
- [Department for Education - Characteristics of Children in Need in England](#)
- [Department for Education - Children Looked After by Local Authorities in England \(including adoption and care leavers\)](#)
- [Department for Education - Key stage 4 performance](#)
- [Department for Education - NEET and participation](#)
- [Department for Education - Permanent and Fixed Period Exclusions from Schools in England](#)
- [Department for Environment, Food and Rural Affairs - Local authority collected waste management](#)
- [Department for Levelling Up, Housing & Communities - Council tax collection rates](#)
- [Department for Levelling Up, Housing & Communities - Development Control statistics](#)
- [Department for Levelling Up, Housing & Communities - Live tables 615 Vacant Dwellings by Local Authority District](#)
- [Department for Levelling Up, Housing & Communities - Live tables on affordable housing supply](#)
- [Department for Levelling Up, Housing & Communities - Local Authority Housing Statistics \(LAHS\)](#)
- [Department for Levelling Up, Housing & Communities - Revenue Outturn \(RSX\)](#)
- [Department for Levelling Up, Housing & Communities - Statutory homelessness live tables](#)
- [Department for Transport - Journey time statistics](#)
- [Department for Transport - Road conditions statistics](#)
- [Department for Work and Pensions - Housing Benefit: statistics on speed of processing \(SoP\)](#)
- [NHS Digital - Measures from the Adult Social Care Outcomes Framework, England](#)
- [NHS Digital - National Child Measurement Programme: England](#)
- [NHS England - Monthly situation Report on Acute and Non-Acute Delayed Transfers of Care by Local Authority](#)
- [Nomis - Annual Population Survey](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Alcohol Profiles for England](#)
- [Office for Health Improvement and Disparities \(OHID\) - Local Tobacco Control Profiles](#)
- [Office for Health Improvement and Disparities \(OHID\) - NHS Health Check](#)
- [Office for Health Improvement and Disparities \(OHID\) - Public Health Outcomes Framework](#)
- [Office for National Statistics - Business Demography](#)
- [Office for National Statistics - Conception Statistics, England and Wales](#)
- [Sport England - Active Lives Survey](#)

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UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF)

Summary:

UK Shared Prosperity Fund (UKSPF)

The UKSPF is a central pillar of the UK government's Levelling Up agenda and is the successor funding model to the former EU Structural Funds. It will provide £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than via competitive bidding.

NNDC has been allocated £1,238,269 from this fund which is to be delivered over three financial years (22/23-24/25). The intention of the fund is to invest in local priorities, targeted towards a number of areas: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances. There are three UKSPF investment priorities: communities and place; supporting local business; and people and skills.

Rural England Prosperity Fund (REPF)

The Rural England Prosperity Fund (REPF) is a top-up to the UKSPF and is available to eligible local authorities in England where communities and businesses face specific rural challenges. It succeeds EU funding from LEADER and the Growth Programme which were part of the Rural Development Programme for England. Nationally, a total of up to £110 million is available for financial years 2023 to 2024 and 2024 to 2025.

North Norfolk District Council have been conditionally allocated £1,457,851. To secure this allocation, an addendum to the UKSPF Investment Plan was submitted to DEFRA in November for approval.

Conclusions:

The allocation of UKSPF and REPF funding, subject to approval of the REPF Addendum, will support businesses and communities in North Norfolk to address a number of identified local challenges. This will be achieved through the development of a number of business and community support programmes and grants and will seek to complement existing business and community advice and funding support.

Recommendations:

1. To note the contents of the report.
2. To confirm Cabinet's support for the anticipated approach to the delivery of a range of programmes/grants that will be delivered by this funding and to delegate the establishment and processes for their delivery, including the commission and procurement of delivery partners, to the Portfolio Holder for Sustainable Growth and the Assistant Director for Sustainable Growth.

Reasons for Recommendations:

This recommendation is being made in order to deliver the UKSPF and REPF schemes within the timescales of the funding programmes.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Richard Kershaw	Ward(s) affected All North Norfolk
Contact Officer, telephone number and email: Jenni Jordan, 01263 516076 jenni.jordan@north-norfolk.gov.uk Stuart Quick, 01263 516263, stuart.quick@north-norfolk.gov.uk	

1. Introduction

1.1 The UKSPF and REPF will provide over £2.7 billion of new funding for local investment nationally by March 2025 and are a replacement model to the former EU funding mechanisms. As the Local Authority, NNDC has responsibility for determining the allocation of the funding and its delivery within North Norfolk. In order to help shape and determine the priorities for this funding a Local Partnership Group was formed, composed of a variety of key local stakeholders and representatives within the community, business and rural groups. Support was also provided by the two local MPs and their offices.

2. Scope of the schemes

UK Shared Prosperity Fund (UKSPF)

- 2.1 On 7 December 2022 the Council received confirmation that its Investment Plan had been approved and would receive total funding of £1,238,269, which will be provided in tranches. NNDC has recently received the first allocation of funds (£150,275) for this financial year. The indicative allocation for 2023/24 is £300,551 and £787,443 in 2024/25.

The interventions identified within the approved UKSPF Investment Plan are:

Communities and Place

1. Funding for new, or improvements to existing, community and neighbourhood infrastructure projects;
2. Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area;
3. Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change;
4. Funding to support relevant feasibility studies;

Supporting Local Business

5. Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks;
6. Supporting decarbonisation and improving the natural environment whilst growing the local economy. Taking a whole systems approach to invest in infrastructure to deliver effective decarbonisation across energy, buildings and transport and beyond, in line with our legally binding climate target. Maximising existing or emerging local strengths in low carbon technologies, goods and services to take advantage of the growing global opportunity;

People and Skills

7. Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early

Rural England Prosperity Fund (REPF)

- 2.2 In recognition of the fact that rural business and communities often experience a range of differing challenges from their urban counterparts, the Government introduced further funding for eligible rural areas. The REPF will provide funding support for rural businesses and communities. The scheme definition of 'rural' includes all of the North Norfolk district. The interventions identified within the REPF addendum plan are:

Rural businesses

- 2.3 The funding for businesses (capital grants) is for:
- i. Small scale investment in micro and small enterprises in rural areas. Including capital funding for net zero infrastructure for rural

businesses, and diversification of farm businesses outside of agriculture to encourage start up, expansion or scale up of these businesses where this involves converting farm buildings into other commercial or business uses.

Community groups

- 2.4 The funding for community groups is for:
- i. Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups.
 - ii. Funding (capital grants) for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
 - iii. Funding (capital grants) for impactful volunteering and social action projects to develop social and human capital in local places.
- 2.5 Capital grant funding scheme(s) will be established to support rural businesses and rural communities.

Local Partnership Group

- 2.6 The North Norfolk Local Partnership Group (LPG) were engaged in the identification of key local priorities and agreement for selected interventions within the Investment Plan. Key stakeholders representing rural businesses, farmers and landowners and the community, voluntary and social enterprise sectors operating in rural North Norfolk were invited to join the Local Partnership Group and to help shape and inform the development of the REPF addendum. The expanded Local Partnership Group (to include more rural representation) met to review the priorities, challenges and opportunities for businesses and communities and the focus of the REPF interventions that could best address them. The LPG will continue to meet regularly to monitor delivery and evaluate the impact of the UKSPF and REPF grant investment.

3 Funding Allocations

- 3.1 The UKSPF and REPF indicative spend profiles in the UKSPF Investment Plan and addendum are:

Year	UKSPF Allocation	REPF Allocation
2022-23	£150,275	-
2023-24	£300,551	£364,463
2024-25	£787, 443	£1,093,388
Total	£1,238,269	£1,457,851

4 Delivery

- 4.1 As the lead authority, NNDC has responsibility for the local delivery of the funds and managing the process for assessing and approving applications, processing payments and monitoring outputs. The Council has flexibility over how the funds are delivered and to consider appropriate processes for the

dissemination of the funding, which can include commissioning other appropriate delivery partners who may take on some of these functions in order to successfully deliver a single or set of priority interventions

- 4.2 NNDC will effectively be the accountable body responsible for overseeing delivery of projects and the distribution of funding in accordance with corporate policies and standards and available resources. Appropriate processes are being explored and costed currently and will be established to ensure the interventions in the UKSPF Investment Plan and REPF Addendum can be administered, monitored and delivered effectively with value for money and within the scheme deadlines. It is recommended this process is delegated to the Portfolio Holder/Assistant Director to ensure funds can be delivered from April 2023 (REPF and Y2 UKSPF). Given the limited delivery window, UKSPF funding has been committed to established projects in the current financial year (Y1 2022-23), including to the North Norfolk Sustainable Communities Fund, the Go Digital scheme (to support business digitalisation) and tourism marketing.

5 Corporate Plan Objectives

- 5.1 The matters addressed in this report relate to and support the following Corporate Plan objectives and delivery themes:
- **Boosting business sustainability and growth**
 - **Quality of life**
 - **Financial sustainability and growth**

6 Medium Term Financial Strategy

- 6.1 There are not considered to be any material impacts upon the MTFs as a result of the recommendations in this report.

7 Financial and Resource Implications

- 7.1 Funding is provided by an allocation determined by funding formulas rather than via a competitive bidding process. As such, the funding is guaranteed. Failure to not spend an annual allocation within any given year (except the final year) will not mean that funds will need to be returned. However, the Government may potentially hold back the following years allocation if a suitable plan has not been provided that provides satisfactory reassurance as to how the funds will be committed.
- 7.2 The UKSPF provides an administration allocation of 4% to support its delivery. However, no allocation was provided to support the administration of the REPF. As such, options are being explored as to how the UKSPF funds can be optimised to ensure the successful dissemination of both funds.

8 Legal Implications

- 8.1 There are no immediate legal implications thought to arise from matters outlined in this report or recommended course of action. However, during the development of the programme there will be the need to procure support or services and to deliver grant schemes. Legal advice will be sought as required and Council procurement and governance procedures will be adhered to.

9 Risks

- 9.1 The UKSPF funding awarded and the REPF funding allocated must be committed and defrayed by March 2025 as set out in the Investment Plan and Addendum. Unspent funds will need to be returned.

10 Sustainability

- 10.1 There are not considered to be any impacts upon sustainability as a result of the recommendations in this report.

11 Climate / Carbon impact

- 11.1 There are not considered to be any specific impacts on climate/carbon as a result of recommendations in this report.

12 Equality and Diversity

- 12.1 There are not considered to be any impacts upon equality and diversity as a result of the recommendations in this report.

13 Section 17 Crime and Disorder considerations

- 13.1 There are not considered to be any impacts upon crime and disorder as a result of the recommendations in this report.

Defence Employer Recognition Scheme (ERS)

Summary:

North Norfolk District Council (NNDC) signed the Norfolk Armed Forces Covenant at an official ceremony on 7 March 2012.

To further demonstrate the Council's commitment to the Armed Forces, NNDC published its own Armed Forces Covenant Pledge in February 2022. The pledge included a commitment to achieve the Bronze, Silver and Gold Defence Employer Recognition Scheme (DERS) awards.

The Defence Employer Recognition Scheme (DERS) encourages employers to support defence and the Armed Forces Community and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant.

NNDC successfully achieved the DERS Bronze Award in 2022.

Registration for Expressions of Interest in respect of the DERS Silver Award opened on 10th January 2023. The closing date for completed applications is 19th April 2023.

To achieve the DERS Silver Award, eight essential criteria must be met.

The achievement of at least one of the essential criteria will require a change in policy as it requires a commitment to provide at least five days additional leave for Reservist training. This can be paid or unpaid.

Options considered:

The North Norfolk District Council Armed Forces Covenant Pledge included a commitment to obtain the DERS Bronze, Silver and Gold Awards.

Therefore no other options have been considered.

Conclusions:

The achievement of the DERS Silver Award will further demonstrate NNDC's gratitude, support for and commitment to defence and to the residents of the Armed Forces Community that live in or visit North Norfolk.

Recommendations: To give authority to the Lead Officer and the Armed Forces member Champion to liaise with HR and other relevant internal services to identify and implement any relevant changes to policy and process to ensure the achievement of at least the eight essential criteria.

To agree to the submission of the DERS Silver Award application by the application closing date of 19th April 2023.

Reasons for Recommendations: To enable NNDC to successfully obtain the DERS Silver Award.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

North Norfolk Armed Forces Covenant Pledge
DERS Silver Award – essential and desirable criteria.

Cabinet Member(s) Cllr. John Toye	Ward(s) affected All wards in North Norfolk
--------------------------------------	--

Contact Officer, telephone number and email:
Sonia Shuter 01263 516173 sonia.shuter@north-norfolk.gov.uk

1. **Defence Employer Recognition Scheme**
 - 1.1 The Defence Employer Recognition Scheme (DERS) encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant.
 - 1.2 Following the formal adoption of North Norfolk Armed Forces Pledge at a meeting of Full Council in February 2022, NNDC successfully obtained the Bronze Award in May 2022.
 - 1.3 The eight essential criteria which must be achieved in order to obtain the DERS Silver Award are:
 - 1.31 Organisations must have signed the Armed Forces Covenant
 - 1.32 The employer must already hold a valid DERS Award at Bronze Level
 - 1.33 The employer must proactively demonstrate that Defence People are not unfairly disadvantaged as part of their recruitment and selection process.
 - 1.34 The employer must actively ensure that their workforce is aware of their positive policies towards Defence People issues and have an internally publicised and positive Human Resources (HR) policy for Reserve Forces.

- 1.35 Employers should employ at least one individual from the Armed Forces Covenant category; Veteran /Service Leaver, Reserve Forces, Spouses/ Partners or Cadet Force Adult Volunteer.
- 1.36 Within the context of Reserves the employer must have demonstrated support to mobilisations or have a framework in place.
- 1.37 The employer must provide at least 5 days additional leave for Reserve training. This can be paid or unpaid.
- 1.38 The employer must not have been the subject of any negative PR or media activity that could cause embarrassment to Defence.

- 1.4 Examples of the types of activity and evidence required to demonstrate achievement of the essential criteria have been received. It is considered that to achieve the DERS Silver Award a change in HR policy and recruitment process may be required in respect of 1.33, 1.34, 1.36 and 1.37.

- 1.5 Initial discussions have already been held with officers in HR and Communications. Following Cabinet approval there is sufficient time, to identify and implement the required actions to meet the essential criteria for the submission of the DERS Silver Award application by the deadline of 19th April 2023.

- 1.6 NNDC will receive support and guidance throughout the process from a dedicated officer from the DERS.

- 1.7 Once the DERS Silver Award application has been submitted it will be considered by a selection board at national level for gold awards and regional level for silver awards. The selection boards will be a panel chaired by a senior military officer and they will consider each nomination against the award criteria. Organisations selected for gold and silver awards will be formally notified in writing and invited to the relevant award event.

2. Conclusion

- The achievement of the DERS Silver Award will further demonstrate NNDCs gratitude, support and commitment as an employer to Defence and to residents of the Armed Forces Community that live in or visit North Norfolk.
-

3. Implications and Risks

- 3.1 Reputational risk, it is understood that North Norfolk District Council is the only Council in Norfolk that has not achieved the Silver DERS Award.

4. Financial Implications and Risks

- 4.1 A small number of activities that would be implemented to meet the essential criteria may have a financial implication such the promotion of job vacancies on the Armed Careers Transition Partnership and Forces Families for Jobs websites. Any actions with a potential financial implication, will be identified, discussed and the budget agreed prior to being submitted as evidence in the DERS Silver Award application.

5. Sustainability

5.1 Once the DERS Silver Award is achieved compliance will be monitored. It is envisaged that an application will be made for the DERS Gold Award in 2024.

6. Equality and Diversity

6.1 The achievement of the DERS Silver Award will support the Councils commitment to Equality and Diversity

7. Section 17 Crime and Disorder considerations

7.1 There are no crime and disorder considerations

Local Authority Housing Fund grant opportunity

Summary: On 21st December 2022 the District Council was advised by Government that it would be awarded grant monies of £1,245,210 through the Local Authority Housing Fund (LAHF) to provide 11 additional affordable homes in the district by December 2023 – initially to house Ukrainian and Afghan refugee households. This report recommends that the Council works with the Flagship Housing Group (Flagship) to deliver the 11 homes. Long-term these homes would be available to households on the Council's housing list either as temporary accommodation for homeless households or as a long-term affordable home.

Options considered: To accept the LAHF grant and deliver the 11 homes directly, with the Council providing the match funding and staffing resources to undertake the purchase and necessary repairs to the properties by December 2023.

To not accept the LAHF grant funding offered and forego the opportunity to provide an additional 11 affordable homes in the District.

Conclusions: The Local Authority Housing Fund provides grant to enable North Norfolk District, working in partnership with Flagship, to provide 11 additional affordable homes in the district. These homes will help address immediate housing pressures which exist nationally in the accommodation of displaced refugee households to whom the UK has offered refuge and sanctuary and provide longer-term good quality affordable homes in the District.

Recommendations: **Cabinet agrees that:**

- **The Council accepts the Local Authority Housing Fund grant funding in full and commits to the delivery of 11 homes.**
- **The source of the homes is from market sales – including new-build when available (and if affordable).**
- **The Council delivers the new homes in partnership with Flagship. The Council will pass the grant on to Flagship, who will provide the match funding and own the homes, in return the Council will have nomination rights to the homes in perpetuity.**

To seek approval for the Council to accept the LAHF

Reasons for grant and agree the delivery option recommended.
Recommendations: .

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

NA

Cabinet Member(s) Cllr Wendy Fredericks	Ward(s) affected District-wide (potentially)
Contact Officer, telephone number and email: Nicky Debbage/Graham Connolly, Housing Strategy & Delivery Manager, 01263 516027	

1. Introduction

- 1.1 Over the past two-years the UK has welcomed and provided sanctuary to around 23,000 Afghans (including 9,200 currently accommodated in bridging accommodation) who worked alongside the British Government in managing conflict in their home country over many years, and over 150,000 people from Ukraine through the Ukraine Family Scheme and Homes for Ukraine Scheme. In considering the long-term housing options for these groups Government has announced £500 million capital funding to support local authorities they assess as facing the greatest challenges in providing move-on and settled accommodation for these cohorts in the short-term. These local councils will use the grant funds to obtain and refurbish homes, and increase the provision of affordable housing available to support those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation.
- 1.2 Currently 129 adults and 62 Ukrainian children are being hosted in North Norfolk (this includes Place UK International Farm Camp accommodating 39 people). A further 31 adults and 20 children have been hosted in the District but have now moved to another local authority area, returned to the Ukraine or left the scheme. The make-up of those households currently still being hosted in North Norfolk is:
- 15 x Singles
 - 19 x Family – 1 child
 - 16 x Family – 2 children
 - 3 x Family – 3+ children
 - 4 x Other family with children (e.g. with grandparent/s)
 - 8 x All adult family
 - The make-up of the 39 adults at the Place UK is not known (i.e. whether couples or singles).
- 1.3 Six Ukrainian families have already been re-housed locally who presented to the District Council as homeless and two households are currently in temporary accommodation having been accepted as homeless. Given the insecurity of their accommodation, effectively all hosted Ukrainian households could be considered to be at risk of homelessness.

- 1.4 The Department for Levelling Up, Housing and Communities (DLUHC) has awarded North Norfolk a capital grant allocation of up to £1,245,210 through the Local Authority Housing Fund (LAHF) across two streams:
- Main element: £1,040,000 to provide a minimum of 10 homes for Ukrainian households.
 - Bridging element: £205,210 to provide a minimum of one larger 4+ bed home(s) for Afghan households in bridging accommodation.
- 1.5 DLUHC has allocated grant according to formula which takes account of the number of households hosted and the housing pressures in an area. The grant is being offered to 182 councils. DLUHC has offered four Norfolk authorities LAHF grant, these being: NNDC, Breckland, Norwich and Kings Lynn & West Norfolk. No council will be offered grant for more than 30 homes.
- 1.6 The timescales for delivery of homes are tight – it is likely that DLUHC will confirm grant in February – March 2023 with delivery expected by December 2023. DLUHC has been flexible on how funds should be used to deliver homes – although, given the tight timescales, the most realistic route is to purchase existing properties for sale on the open market. Homes could be delivered by the local authority on its own, in partnership with other councils or with another partner such as a Registered Provider.
- 1.7 Initially the homes are to be used to house households who are covered by the:
- Afghan Citizen Resettlement Scheme
 - Afghan Relocations and Assistance Policy
 - Ukraine Family Scheme
 - Homes for Ukraine
 - Ukraine Extension Scheme (UES)
- Homes should be prioritised for households in these groups who are homeless or risk of homelessness.
- 1.8 In the longer-term, when the homes are no longer required by the intended cohort, they can be used to support wider local authority housing and homelessness responsibilities for the remainder of their lifetime. This means they could be used as temporary accommodation for homeless households or as 'normal' social housing.

2. Grant levels and match funding

- 2.1 The LAHF grant can only cover part of the costs of delivering these homes. For 'main element' homes grant can cover a maximum of 40% of total capital costs plus there is an additional £20,000 per property (for associated acquisition, refurbishment, furniture, etc. costs). For the 'bridging element' homes grant can cover a maximum of 50% of total capital costs grant per property) plus the additional £20,000 per property. Grant has been allocated on the basis of average prices of £210,000 per home for the main element (1-3 bed homes) and £370,420 for the larger 4-bed home.
- 2.2 This would mean that significant match funding is required to be provided locally:
- 10 x homes would need to be delivered at £2.1m (£840,000 grant plus £1.26m match funding) with an additional £200,000 grant for associated costs.

- 1 x large home would need to be delivered at £370,420 (£185,210 grant plus £185,210 match funding) with an additional £20,000 grant for associated costs.
- Therefore, in total, to provide the 11 homes as detailed by DLUHC the delivering organisation (NNDC or a partner – see below) would be required to match fund at least £1,445,210). More expensive homes could be acquired, but there is no additional grant available so any extra costs would need to be funded by the delivering organisation.

3. Options for delivery

3.1 The issues for North Norfolk District Council accepting the L:AHF grant allocation and delivering the required 11 homes are detailed below

1. Whether the District Council resolves to take part in the LAHF scheme and if so whether we deliver 11 homes or seek to negotiate a smaller number or offer to deliver a larger number?
2. How the District Council seeks to acquire the homes? DLUHC guidance is not prescriptive, the homes could be market purchases, new development or existing properties brought back into use.
3. What is our delivery model? Does the District Council deliver the homes itself or do we work in partnership with others and if so how would the partnership work?

Number of Homes

3.2 We have the option to take up the whole allocation and deliver 11 homes or alternatively we could decline the allocation, seek to negotiate delivery of a smaller number of homes or offer to deliver more homes with additional grant. DLUHC makes clear that the 'bridging element' is a priority and not negotiable, so we must deliver at least one large 4+ bedroom home for Afghan resettlement if we are minded to accept the grant funding.

3.3 The figures in paragraphs 1.2 and 1.3 clearly demonstrate there is a need in the district for homes for Ukrainian refugees, and we must and would want to deliver at least one larger home for an Afghan refugee household. In addition, it is expected that at least some of these homes will become available in the future (when no longer required by the current cohort) as part of the District's affordable housing stock for use as temporary housing or to house waiting list applicants. For these reasons officers recommend that the District Council takes up the LAHF grant funding allocation in full.

3.4 Delivery of 11 homes by December 2023 will be challenging and so officers recommend that the authority does not seek additional grant to deliver more homes at this stage. There may be an opportunity later in the year to bid for further grant if our programme is progressing well and other local authorities are struggling to deliver.

Acquiring the Homes

3.5 Officers have considered the options open to the Council in delivering these 11 properties and believe the only realistic option, given the timescales, is market purchase. In the main, these will be re-sale properties. New build might be better as these will have modern standards and low initial maintenance costs. However, at the present time the new build supply is limited and the 'new property premium' will usually make these homes too expensive. Officers are not aware of any new sites in the District with unsold

properties where the developer may be interested in offering or negotiating a 'bulk purchase discount'. However, even if the District Council was able to identify 'bulk' new build homes, grouped homes may not be the right solution as this may serve to generate community tensions and would not provide a spread of homes to meet varying needs.

Delivery Model

- 3.6 The Council could acquire the properties itself and they would become part of the Council's housing stock, alongside the Council's 18 properties used for temporary/move-on accommodation. The Council has the skills in-house to acquire properties and to carry out necessary works and health and safety checks prior to letting. However, it is considered that there are two risks with this approach.
1. This option would put too much pressure on the Council's teams to deliver all of the homes within the time available. In particular the Property Services Team and their measured term contractors may struggle with works to 11 properties in a short space of time. In the longer term, 11 additional homes would also add pressure on Housing Options (managing the homes) and Property Services (maintaining the homes) which may have wider resource implications for the Council.
 2. The Council will need to provide match funding of at least £1,445,210. This could be from existing capital budgets or from borrowing, but in either event there is an opportunity cost to the Council. For example, we could use the budget set aside for further purchases of homes for temporary accommodation, but if we do this we would not have the additional temporary accommodation to meet rising levels of locally arising housing need. In any case this budget alone is insufficient to meet the match funding requirement.
- 3.7 The alternative delivery model would be for the District Council to work with a Registered Provider (RP). The Council would pay the DLUHC grant received to the RP who would then look to acquire the properties. The RP would match fund from their reserves or from borrowing. Under this model there would be no cost to the Council. The RP would own and manage the homes and be responsible for management and maintenance, including works prior to first let. The Council would have nomination rights in perpetuity to ensure the properties are;
- Let to the intended eligible Ukrainian/Afghan refugees at first letting, and
 - Are available at re-let for use as temporary accommodation or to house applicants from the Council's waiting list.
- 3.8 There are only two main RPs who manage significant stock in the District and who wish to expand and are building new homes in the District – Broadland and Flagship. Broadland have a very active programme of building new homes on rural Exception Housing Sites in the District, which is their priority in North Norfolk. Flagship Housing Group have more existing homes across the District and greater capacity to respond to this opportunity, with a larger development team and have the financial headroom to provide match funding. Flagship have expressed an interest in working with the Council to deliver this programme. This would be subject to confirmation by the Flagship Executive team.
- 3.9 Officers therefore recommend that the District Council looks to work with Flagship to deliver the 11 new homes. This approach passes the risks, the

match-funding requirement and the staff resourcing of delivery to Flagship but through securing nomination rights for passporting the grant monies to Flagship secures the long-term interests of the Council. The District Council can review this approach and, if Flagship are unable to deliver within the tight timescales could consider a joint approach, with some homes purchased by NNDC. If this were to be considered a further report would be brought back to Cabinet in due course detailing the options and financial implications – however, we do not envisage this situation arising.

- 3.10 NNDC officers will work with Flagship to identify and agree homes for acquisition to ensure they are the right homes to meet current (and longer-term) housing needs and that the homes are of a good standard, especially in terms of energy efficiency.

4. Next steps

- 4.1 DLUHC has set the following timetable:

- 21st December 2022 – DLUHC advise NNDC of grant offer through LAHF grant mechanism
- 25 January 2023 - Deadline to submit validation forms confirming that the Council is interested (officers have done this following briefing and informal discussion with the Cabinet).
- 1 March 2023 - Deadline for signing the Memorandum of Understanding.
- End of March 2023 - Reallocations calculated and communicated.
- February/March 2023 - Tranche one funding payment (dependent on date MOU is agreed) with payment of 30% of grant.
- May/June 2023 - Tranche two funding payment remaining 70% of grant.

- 4.2 Submission of the validation form does not commit the Council. This will happen when the Council signs the memorandum of understanding. We will then have nine months (March to November) to complete the acquisition of the 11 new homes.

5. Corporate Plan Objectives

- 5.1 This project will help deliver the Corporate Plan Objective of Local Homes for Local Need.
- 5.2 In the short-term the additional homes will provide housing for Ukrainian and Afghan refugees in support of the national response to providing refuge and sanctuary to these groups. The district is home to many Ukrainian refugees and we would allocate the 10 homes provided by the 'main element' of grant to local Ukrainian households in need of housing. We will allocate the larger 4+ bedroom home funded by the 'bridging element' of the grant to an Afghan household. This household will come from outside of the district as there is no bridging housing (temporary housing for Afghan Refugees) in North Norfolk.
- 5.3 The 11 homes will take some of the pressure away from the District's limited affordable and temporary housing.
- 5.4 In the longer-term the 11 homes will become available to re-let for use either as temporary housing or as part of the district's affordable housing stock. Our nomination agreement with Flagship will give the Council nomination rights in

perpetuity.

6. Medium Term Financial Strategy

- 6.1 If, as recommended, the District Council passports its LAHF grant to Flagship there will be no negative impact on the Council's MTFS. The provision of 11 additional properties will have no direct impact on our future income or costs.
- 6.2 If the Council chooses instead to deliver the homes directly, the ongoing management and maintenance together with any loan repayment costs will add to both the council's income and costs. The Council would therefore need to manage income and expenditure carefully to ensure the new properties were, at worst, cost neutral to the Council.

7. Financial and Resource Implications

- 7.1 If the Council works with Flagship to deliver the new homes there will be minimal long-term financial or resource implications for the authority. The only long-term implication will be the management of the nominations agreement. This will place extra work on the Housing Options team whenever a property is re-let as it will be necessary at that time to check if there is an eligible Ukrainian or Afghan household in need of the home. If not we will identify and nominate a suitable household from our waiting list. This work can be managed within existing resources.
- 7.2 In the short-term various teams within the Council will work with Flagship to help deliver the new homes. The main tasks will be:
- Agreeing the Memorandum of Understanding with DLUHC (Eastlaw and Strategic Housing).
 - Agreeing a nominations agreement and funding agreement with Flagship (Eastlaw).
 - Working with Flagship to identify suitable properties (Housing Options and Strategic Housing).
 - Identifying households for first lets (Housing Options).
 - Providing monitoring reports to DLUHC (Strategic Housing).
- Again, this work can be managed within existing resources.
- 7.3 For first-let the Council may need to provide furniture. It may be possible that this can be funded by Flagship within the allocated budget. However, this furniture may help future homeless households, so the Housing Options team could use existing temporary accommodation budgets and/or charities for this. Another option might be to liaise with Norfolk County Council on use of the Move on Framework funding (NNDC has an indicative allocation of £304,394 which could be used to purchase white goods / furniture or help fund initial repairs to the 10 Ukraine properties. A further opportunity could be to use Norfolk Assistance Scheme funding which NNDC has been allocated £100k.
- 7.4 If the Council delivered the homes directly there would be significant extra work to:
- Identify and acquire the homes (Estates and Eastlaw).
 - Carry out initial renovation works (Property Services).
 - Carry out long-term management and maintenance (Housing Options and

Property Services).

In the short-term this is likely to create issues with capacity and, as a result, our ability to deliver 11 new homes by December. In the long-term the Council may need to recruit additional staff to for management and maintenance of homes.

8. Legal Implications

- 8.1 As noted in 7.2 above Eastlaw will be involved in preparing the nomination and funding agreements. There are no other legal implications.

9. Risks

- 9.1 The Local Authority Housing Fund provides grant to provide homes for Afghan and Ukrainian refugees. The fund aims to relieve pressure on existing limited temporary and affordable housing. Long-term the homes will become available to let to households on the Council's housing list.
- 9.2 The LAHF is a national scheme which will see additional resources deployed for housing purposes in North Norfolk. In the short-term the funds will be committed to the purchase of homes which will be available to Ukrainian and Afghan households offered sanctuary in the UK. In the medium to longer terms the properties would be available as part of the North Norfolk affordable housing stock – either to meet temporary accommodation needs or as permanent social housing. There is some risk that local people in housing need might feel the Council's focus is on meeting the needs of refugees rather than existing residents and this situation would need to be sensitively managed.
- 9.3 By working in partnership with Flagship the Council passes the financial risks associated with purchasing and managing the acquired properties to Flagship. Flagship will be responsible for acquiring the properties, for long-term management and maintenance of homes and for managing the associated financial risks. If the acquisition cost of homes exceeds the 'target' prices (which is possible given the average of £210,000 per home for ten 1-3 bed homes and £370,420 for the larger home) additional match funding would be provided by Flagship.
- 9.4 Eastlaw will help with the Memorandum of Understanding with DLUHC and prepare the Nominations and Funding Agreements with Flagship. These documents will manage any legal risks to the Council.
- 9.5 There is a reputational risk with DLUHC that our partnership with Flagship fails to deliver 11 homes by December 2023. Our initial research indicates that there are suitable homes available within the price level set by DLUHC (who used lower quartile prices). We can manage this risk by identifying suitable properties early in the year, which will leave time to complete purchases and carry out any repairs and safety checks before the December 2023 deadline.
- 9.6 It is considered that there is some reputational risk to the Council of working with Flagship due to recent media coverage of complaints regarding housing and repair standards in Flagship homes. There has been a national increase in complaints about RP and Council housing in the last year (Housemark report a 74% increase from 2021 to 2022) due to some headline housing issues associated with the Grenfell fire and mould and damp in some social housing stock as well as a backlog of programmed and reactive repairs due

to the pandemic. We have discussed this issue with Flagship who have outlined plans for addressing repairs issues in their stock. The homes acquired through the LAHF grant funding will be modern, in good repair and have good energy efficiency standards.

- 9.7 The risks of not taking the funding are:
- Risk of losing opportunity to add to affordable housing stock
 - Risk of not meeting the housing needs of the funds eligible households and fulfilling statutory functions.
 - Risk of not meeting wider housing and homelessness pressures
 - Risk the increasing use of inappropriate and expensive temporary accommodation.
- 9.8 The risk of the Council delivering the homes directly itself are set out in the main body of the report but in summary are:
- Risk of failing to deliver homes within target prices and costs over-running
 - Risk of failure to deliver 11 homes within tight timescales given limited staffing resources
 - Risk of homes incurring rising management and maintenance costs

10. Sustainability / Climate / Carbon impact

- 10.1 Homes acquired using LAHF grant will achieve good energy standards, have required improvements to heating and insulation undertaken to ensure homes have an Energy Performance Certificate rating of at least C band. As the homes will be owned by Flagship they will have no direct impact on the Council's net zero strategy.

11. Equality and Diversity

- 11.1 Initially these homes will have a positive impact for Ukrainian and Afghan households in the District in housing need. After the needs of this cohort are met, the homes will have a positive impact for low income households in the District as they will add to the overall supply of affordable homes.

12. Section 17 Crime and Disorder considerations

No direct impact

13. Conclusion and Recommendations

- 13.1. The Local Authority Housing Fund provides grant to enable North Norfolk District, working in partnership with Flagship, to provide 11 additional affordable homes in the district. Initially we would use the new homes to house Ukrainian and Afghan refugee households. Long-term these homes would be available to households on the Council's housing list either as temporary accommodation or as an affordable home.
- 14.2 There are three recommendations:

- **The Council accepts the Local Authority Housing Fund grant funding in full and commits to the delivery of 11 homes.**
- **The source of the homes is from market sales – including new-build when available (and if affordable).**
- **The Council delivers the new homes in partnership with Flagship. The Council will pass the grant on to Flagship, who will provide the match funding and own the homes, in return the Council will have nomination rights to the homes in perpetuity.**

Establishing a Joint Venture to provide environmental credits

- Summary:** Currently planning applications for new overnight accommodation are on hold in many parts of the district due to the nutrient neutrality constraints that were imposed by Natural England in March 2022. The report contains details of how this constraint will be overcome through establishment of a Joint Venture which will source the mitigation that is required to get the housing market moving and sell credits to developers to enable them to demonstrate housing schemes are nutrient neutral. The Joint Venture would be established with the potential to provide a range of environmental credits, initially focussing on nutrient neutrality.
- Options considered:** Not engaging with Joint Venture, relying on Developer Lead / Natural England Mitigation.
- Conclusions:** The Joint venture will support SME builders in North Norfolk who are unable to access viable mitigation due to economies of scale. Natural England have no currently available mitigation within North Norfolk. This project enables unlocking of up to 100 applications paused by natural England Guidance in the Wensum and Broads catchment areas. .

Recommendations:

1. Enter a Joint Venture (a company limited by guarantee) with Anglian Water and one or more local authorities in Norfolk for the provision of environmental credits (initially focussing on addressing nutrient neutrality) as per the attached Heads of Terms.

2. To commit £30,000 revenue (Planning Reserve) in 2023/24 as part of establishing the Joint Venture. The purpose of the funding being to establish the operating model in year one, after which there will be full recovery of the operating costs as part of the credit income.

3. Delegate to the Director of Place and Climate Change in consultation with the Leader of the Council to finalise the details of the joint venture agreement and operating arrangements and enter the Joint Venture

Reasons for
Recommendations:

As above

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

Joint Venture Structure

Cabinet Member(s) Cllr. Andrew Brown	Ward(s) affected All
Contact Officer, telephone number and email: Phillip Rowson, Assistant Director Planning. Phillip.Rowson@north-norfolk.gov.uk 01263 516135	

1. Introduction

- 1.1 On the 16 March 2022 Natural England wrote to seventy-four local authorities and advised them as the Competent Authority under the Habitats Regulations to carefully consider the nutrients impacts of any new plans and policies (including new development proposals). In Norfolk, the two Special Areas of Conservation (SACs) that need to be protected from rising nutrient levels are the River Wensum and the Broads.
- 1.2 Consequently, planning applications for new overnight accommodation are on hold in many parts of the district awaiting developers to come forward with planning applications that demonstrate there will be no further adverse levels of nutrients (phosphorus and nitrogen) reaching the SACs because of their respective housing proposal.
- 1.3 Whilst some of the volume house builders will be able to provide the mitigation required (through for example constructed wetlands) this will not be possible for many of the small and medium sized developers. With small and medium sized developers making up around 40% of the homes delivered in Norfolk this creates a significant barrier.
- 1.4 There is also an impact on the Council's growth ambitions for the district alongside social and economic impacts, for example addressing housing need and future loss of income for council services.
- 1.5 The impact of the nutrient neutrality requirements has been significant for North Norfolk District Council along with Breckland Council, Broadland District Council, Norwich City Council, and South Norfolk Council, therefore it was proposed that the authorities work together to identify a solution.
- 1.6 Anglian Water is also affected by nutrient neutrality and the government has indicated that the performance of wastewater treatment plants also must improve by 2030, although legislation is still awaited. Anglian Water has significant expertise at a strategic level in water management and treatment which the Council does not have and a direct link into all the households in Norfolk. This will be essential in providing some of the solutions within the portfolio of mitigation.

Background

- 1.8 On the 16 March 2022 Natural England issued new guidance to local planning authorities concerning nutrient enrichment and the role it must play in preventing further adverse impacts to protected wetland habitats.
- 1.9 This guidance covered the catchment areas of the River Wensum Special Area of Conservation (SAC) and the Broads Special Area of Conservation and RAMSAR. This impacted all the local authorities in Norfolk, either through wastewater discharge or surface water flows running into the River Wensum SAC or Broads SAC. Although Kings Lynn and West Norfolk District Council and Great Yarmouth Borough Council have indicated nutrient neutrality requirements will have a minimal impact.
- 1.10 Local Planning Authorities (LPA) are required to consider the impact of nutrient enrichment before planning permission can be granted and therefore all planning applications (including new applications, reserved matters and

with those with outstanding conditions), primarily involving increases to overnight stay were temporarily put on hold. Some of these applications have now been released, although most are still in abeyance. In North Norfolk latest estimates are that 99 applications are held awaiting outcomes on Nutrient Neutrality considerations and that this may equate to 1509 new homes being delayed. Further delays are occurring as we await the submission of reserved matters details on existing outlain permissions and completion of s106 agreements which are held up on the same matter..

- 1.11 The Council is the Competent Authority for planning decisions; however, the habitats legislation requires that sites that are in the catchments of the Wensum SAC and Broads SAC will only be granted planning permission when there is certainty around levels of enrichment and corresponding mitigation. If that certainty is not proven beyond reasonable the LPA is not legally allowed to grant permission and Natural England has made it clear it will also oppose any deviation to the legal framework.
- 1.12 A Written Ministerial Statement on nutrient neutrality was published on 20 July 2022 and Defra issued a Direction to Natural England on strategic mitigation schemes on 28 July 2022. The Secretary of State directed Natural England to “take the steps that they have proposed and that are within their control to prepare, facilitate and administer the operation of strategic mitigation schemes in any or all the catchments where at the date of this direction there are restrictions on development because of concerns in relation to nutrient pollution.”
- 1.13 It is understood that Natural England will only provide a scheme and nutrient neutrality credits on nature and land-based solutions such as wetlands and woodlands, which by their nature will be medium to long term solutions. This will also not deliver sufficient capacity for the growth agenda in the catchments.
- 1.14 This is a complex and complicated scenario with a range of external factors influencing the approach alongside the immediate local challenges. Member briefings have taken place during the autumn to share the context, challenges, and approach, these were well attended.
- 1.15 The focus of this report is to put in place an arrangement to source and deliver the required mitigation. The content covers how the arrangements will be governed, the report is not intended to cover all the aspects and details of nutrient neutrality or the provision of other environmental credits.
- 1.16 The report sets out the work to date and a range of options that have been considered.

2. Main body of report:

Current position/findings

- 2.1 All authorities in Norfolk have growth aspirations which are predicated on providing housing as part of their place shaping agenda. Meeting the nutrient neutrality requirements will place further pressure on viability and developer contributions which are also supporting wider economic, environmental, and social improvements. This includes transport infrastructure, affordable

housing and improving connectivity which all impact on wider economic growth. In addition, the government has targets for additional housing in these authorities which are all now under threat.

- 2.2 Without swift action to mitigate nutrient neutrality there is a risk that developers will submit predatory applications for schemes which lie outside the relevant catchment area and the plan-led approach to the growth agenda will eroded. The government has previously stated that it will issue further guidance on how the 5-year land supply will be assessed in areas which are subject to nutrient neutrality, but this guidance is still awaited.
- 2.3 Many of the developers in Norfolk are small and medium sized organisations and do not have capacity to install their own nutrient neutrality solutions. Many will have already purchased land or have options on sites. There is a significant risk that many of these small and medium sized enterprises will go out of business if the granting of new planning permissions in these catchments does not get moving soon.
- 2.4 It is estimated that between 1,750 and 2,200 homes per year are currently on hold across Norfolk due to the nutrient neutrality constraints. In addition, there is a significant backlog of applications that were halted on the 16 March 2022, (see 2.3 above).
- 2.5 Natural England has said that there will be an announcement on their developing credits-based system in the next couple of weeks. It is understood that there is one potential site in Norfolk where mitigation might be provided, although no details are currently available.
- 2.6 The Norfolk planning authorities have been working together since March 2022 to look at the mitigation requirement and potential solutions. Royal Haskoning were commissioned as technical consultants and are working with the Norfolk councils to calculate the mitigation need, the locations where nutrient neutrality would apply and potential solutions.
- 2.7 The authorities have also been looking at how mitigation could be delivered on specific sites and have been discussing options and advising developers, landowners and potential providers.
- 2.8 Learning has also been taken from authorities that have been subject to nutrient neutrality for several years to look at the options and bringing forward proposals as swiftly as possible. It should be noted that many of the early authorities that were affected have taken 2 to 3 years to get their schemes operational.

3. Proposed action

- 3.1 The proposed way forward is to establish a Joint Venture company. The purpose of the Joint Venture would be to enable developers to purchase environmental credits to cover the additional enrichment load that has been calculated for their site.
- 3.2 The Joint Venture Company would secure mitigation and then issue certificates confirming the credits that had been purchased. Developers would then submit the certificates with their planning applications.

- 3.3 The Joint venture will consist of six members; Anglian Water, NNDC, South Norfolk DC, Broadland DC, Breckland DC Norwich CC. It is estimated that the offer from the company would capture 40% of the nutrient neutrality market. Noting some developers will have the capacity and space to develop their own nutrient neutrality solutions on site.

Voting on decisions shall be as follows and is based upon funding contributions.

- Anglian Water (£150K) shall be entitled to the same number of votes as the number of local authority (LA) members, and
- Each of the five LA (£30K each), shall be entitled to 1 vote.

N.B. - Chairing of the board will alternate between AW and LA. The chair will not have a casting vote.

- 3.4 Directors shall be appointed on the following basis:
- Anglian Water will appoint two Directors.
 - The Norwich based LA (Broadland District Council, South Norfolk Council and Norwich City Council) will appoint one director to represent the three LAs, and the non-Norwich based LAs (i.e. North Norfolk District Council and Breckland Council) will appoint one director to represent the two LAs.
- 3.5 This solution will provide housing developers in the catchments with certainty around the delivery of the mitigation required. It is not anticipated that the Joint Venture will be a direct provider of mitigation solutions itself.
- 3.6 The operating model would sit alongside what Natural England provides on nature and land-based solutions. Recognising some landowners may prefer to work with the partnership on nature and land-based solutions rather than Natural England and vice versa.
- 3.7 It is expected that other commercial providers will also enter the nutrient neutrality market in due course.
- 3.8 There would be an informal reporting link into the Leaders through the Norfolk Strategic Planning Forum.
- 3.9 This action would enable the growth ambition across Norfolk to proceed through the delivery of additional overnight accommodation and help in addressing the demand for additional housing. Unlocking the new homes that are currently on hold by establishing an environmental credits model focussing on nutrient neutrality by March 2023.
- 3.10 The Board are considering a draft credit allocations policy, as follows:
1. First come, first served - Allocating credits in 'oldest to newest' order.
 2. Stage in planning Allocating credits depending on their stage in the planning process, prioritising those closest to implementation.
 3. Housing - Allocating credits to applications for housing only.
 4. Minor Development - Allocating credits to minor applications enable smaller local builder's access to mitigation, and

5. Affordable Housing – for planning proposals that exceed affordable housing policy requirements, enable proposals that comply with affordable housing policy as per the adopted Local Plans.
- 3.11 Prioritisation will be highest for ‘minor development’, as these developments can be delivered quickly and will support local SMEs. Screening will be undertaken to review the areas for development and where demand will arrive from. Consideration may be given to limiting the period for development implementation to avoid credit banking for JV credit qualifying schemes.
- 3.12 NNDC will promote a geographic weighting in the credit allocations policy. This is required for the Wensum Catchment as guidance requires that mitigation is upstream from the wastewater treatment discharge associated with the development. In effect this requires that NNDC development mitigation will be limited to areas in the Upper Wensum.
- 3.13 The immediate level of benefit to the housing market will be determined by the level of mitigation that can be implemented, particularly in the short term. It is anticipated that it will take some time to secure the mitigation required to address all the backlog and new planning applications that come forward during 2022/23 and 2023/24. Subheading as necessary.

4. Other options

- 4.1 Several other options have been considered as part of responding to the nutrient neutrality situation, these are set out in the following section.
- 4.2 Option 1 - To require Natural England to produce the whole nutrient neutrality solution for Norfolk. The government has said Natural England need to oversee the nutrient credit arrangements; Natural England has subsequently said that they will focus on the nature and land-based solutions. This option is not recommended as a way forward for the Council. A mixed economy of mitigation will need to be delivered to meet the requirements. Any nature-based solutions are also unlikely to be operational in the short term and Natural England will only be able to meet a portion of the nutrient requirement.
- 4.3 Option 2 - To pass responsibility to some other third party or investment vehicle to run a credit-based scheme for developers to access. For example, something like EnTRADE (providing online markets to help buyers and sellers (farmers) find the best value deals for environmental improvement), this would be a profit-making organisation. This is not recommended as a way forward for the Council. The preference is for the planning authorities to have some control over the nutrient credits process and allocation as part of place shaping and supporting the market (particularly small and medium sized organisations). Recognising it is likely other nutrient neutrality providers will enter the marketplace in due course.
- 4.4 Option 3 - Do nothing. Allowing the market to develop credits themselves alongside the Natural England nature and land-based offer. Developers can trade between themselves and develop their own mitigation plans. This is not recommended as a way forward for the Council. There is no indication of how long this would take to become established and many of the developers are small and medium sized enterprises that will not be able to develop their own solutions. It is likely other providers will enter the market and will be profit

making, however, this will take time and reduce the funds available from each scheme for other aspects such as affordable housing.

5. Indicative timescales

- 5.1 The initial planning phase of the Programme will run through to March 2023 when, subject to agreement the Joint Venture will be established.
- 5.2 At this stage (subject to council agreement) it is envisaged that North Norfolk District Council, together with Breckland Council, Broadland District Council, Norwich City Council, South Norfolk Council and Anglian Water will enter the Joint Venture. All the parties will be considering reports in up until March 2023.
- 5.3 The aim is to have the governance up and running by March 2023, alongside developing some short-term mitigation solutions.

6. Issues and risks

- 6.1 Both a Risk Register (things that may happen) and Issues Register (things that have or will happen) exist as part of the programme planning. The main identified risks are:
 - a. Change in Government Policy towards nutrient neutrality meaning the mitigation is reduced or no longer required which would impact on the business model.
 - b. Natural England not being able to establish an effective and timely Norfolk wide P (phosphorus) credit and N (nitrogen) credit system requiring more credits from the Joint Venture to support the planned growth.
 - c. Anglian Water not meeting the government highest technically achievable limits (TAL) by 2030 at larger wastewater treatment works, requiring more credits. Noting that TAL is dependent on legislation and an update to the Levelling Up and Regeneration Bill.
 - d. Small and medium sized developers being squeezed out of the market and go out of business along with local builders if an accessible mitigation solution cannot be established.
 - e. Delay in the Government legislation and guidance including the Levelling Up and Regeneration Bill causing delay in sites coming forward for mitigation
 - f. The cost of credits cannot be established in a creditable way ahead of knowing the full cost of the mitigation scheme(s)

Critical Issues

- a. The need to identify a portfolio of short-term mitigation to enable planning applications to be considered and determined and new homes delivered.
- b. Clarifying the rules that apply to the accreditation of any mitigation.

7. Corporate Plan Objectives

- 7.1 Local Homes for Local Need – the proposals will play a key role in kick starting the stalled planning process for new homes.
- 7.2 Boosting Business Sustainability and Growth – the proposals focus on SME developers enabling development credits to be purchased which will unlock stalled projects / liberate investment which is otherwise locked into moribund development sites.
- 7.3 Climate, Coast and the Environment – the credits scheme will ensure compliance with Natural England Nutrient Neutrality guidance, protecting sensitive SAC ecology and habitat.
- 7.4 Financial Sustainability – enable an uplift in development which will support the New Homes Bonus.

8. Medium Term Financial Strategy

- 8.1 The proposals outlined in this report would contribute to the Council's MTFS i.e., in facilitating further planning applications within the wider Nutrient Neutrality catchments.

9. Financial and Resource Implications

- 9.1 Seed revenue funding of £30,000 is required from the Council for 2023/24. Annual operating costs of the Joint Venture have been estimated at £300,000, with a 50:50 split between Anglian Water and the local authorities. Therefore, with five local authorities indicating they wish to be a part of the joint venture it would be £30,000 each. Provision will be made via the Planning Reserve budget.
- 9.2 Once the Joint Venture is operational and credits are sold it is anticipated that the revenue costs associated with the future running costs would be met as part of the developer contributions.
- 9.3 An officer representative from the Council would become a member director of the Joint Venture and then a Board would be drawn from the member directors. Decision making on the most important matters would rest with the member directors. Board members may also be Executive directors that are appointed to oversee the day-to-day arrangements. Further details are set out in the draft Heads of Terms (See Appendix A).
- 9.4 The Joint Venture Company would employ a small team of staff, a programme lead/general manager to run the company on a day-to-day basis

and a separate support role to oversee, monitor and track arrangements and agreements.

10 Legal Implications

10.1 Legal advice has been sought on several governance models through external advisors (Birketts LLP) and each of the working options was considered by officers in November 2022. The options explored were as follows: -

- A Joint Venture Company Limited by Shares
- A Joint Venture Company Limited by Guarantee
- Contractual arrangements using Council in-house powers
- A Limited Liability Partnership

10.2 Further details on each of the options are available in a background document. The preferred option was a joint venture company limited by guarantee. This was influenced by:-

- (a) a desire to show this was not about making profit out of nutrient neutrality - particularly when funding for affordable housing and other infrastructure is being squeezed
- (b) the fact that the liability on each of the parties is limited and
- (c) there is a constraint for Anglian Water (given their funding base and operational arrangements) to pursue this model rather than a profit-making vehicle

10.3 Following an initial meeting with lead officers from all the potential parties on 15 November a draft Heads of Terms document was produced by Birketts. This has been reviewed by all the parties and is set out in the supporting appendix to this report. A further working party event has been held with legal leads at local councils

11 Risks

11.1 Central government repeal Nutrient neutrality legislation

11.2 Reduced uptake post 2030, as a result of phosphate reduction at wastewater treatment plants.

11.3 Scale of economies likelihood of target for joint venture to be on smaller / mid-scale schemes, larger schemes / strategic proposals possibly harder to mitigate on limited budget / land holding.

12 Sustainability

12.1 The proposal will have a significant positive impact on the sustainability by establishing a Joint Venture that will provide mitigation to initially stop the nutrient enrichment arising from new overnight accommodation worsening the water quality in the Wensum Special Area Conservation (SAC) and Broads SAC and provide headroom for development to proceed.

12.2 In due course it is envisaged that Biodiversity Net Gain (due to become a requirement in November 2023), carbon credits and potentially water neutrality measures could be delivered through the Joint Venture.

13 Climate / Carbon impact

- 13.1 Positive offsetting of Nutrient enrichment impacts in Wensum and Broads SAC

14 Equality and Diversity

- 14.1 No adverse impact.

15 Section 17 Crime and Disorder considerations

- 15.1 No adverse impact

16 Conclusion and Recommendations

- 16.1 Protecting the natural environment in our rivers and Special Areas of Conservation remains a priority. However, the nutrient neutrality constraints that have been placed on the council present a huge barrier to growth and addressing some the wider social and economic challenges.
- 16.2 A solution needs to be found swiftly that meets the local requirements without creating a further uncertainty across the wider region.
- 16.3 The proposed Joint Venture with Anglian Water and the other local authorities that have been significantly affected by nutrient neutrality will enable the hold on many planning applications to be released in the short term.

Recommendations

Cabinet agrees to

1. Enter a Joint Venture (a company limited by guarantee) with Anglian Water and one or more local authorities in Norfolk for the provision of environmental credits (initially focussing on addressing nutrient neutrality) as per the attached Heads of Terms.
2. To commit £30,000 revenue in 2023/24 as part of establishing the Joint Venture. The purpose of the funding being to establish the operating model in year one, after which there will be full recovery of the operating costs as part of the credit income.
3. Delegate to the Director of Place and Climate Change in consultation with the Leader of the Council to finalise the details and enter the joint venture arrangement.

Background papers : Joint Venture Structure

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THE REEF SOLAR CAR PORT

Summary: The Corporate Plan and Net Zero Action Plan both required the exploration of the deployment of solar PV on the Council's car parks. This report summarises this possibility on the Council's Car Park at the Reef Leisure Centre, Sheringham in terms of sustainability, climate action and return on investment for the Council. It proposes a scheme that it is considered brings multiple benefits and will serve as a demonstration project and pilot for potential further schemes of a similar nature.

Options considered:

1. To build a 2 bay solar car port at the Reef. Reducing the Council's carbon footprint, supplying the Reef with renewable energy and providing a return on investment for the Council
2. To build a 3 bay solar car port at the Reef. Reducing the Council's carbon footprint, supplying the Reef with renewable energy and providing a return on investment for the Council
3. To not build a solar car port at the Reef. Not contributing to our Net Zero Strategy and Action plan or protecting against the fluctuations in energy prices to the leisure centre.

Conclusions: It is recommended that the scheme is approved for the project to construct a two bay solar array (option 1) on the Reef Car Park as outlined in the business case and that supplier A is appointed as the contractor.

Recommendations: **It is recommended:**

- **To appoint supplier A to design and build a solar car port at the Reef, in accordance with the costs and specifications for two rows of photo voltaic arrays as set out in the business case (confidential appendix A) within the allocated budget for this scheme**
- **To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Climate Change and Environment, agreement on the detailed design of the scheme**
- **To delegate to the Assistant Director for Environmental and Leisure Services to negotiate a suitable agreement with Sports Leisure Management Ltd. (Everyone Active) for matters relating to the electricity supply and any operational matters relevant to the site and the**

leisure contract

- **To delegate to the Environment and Climate Policy Manager to explore options for further installations at other Council-owned assets (e.g. other leisure centres) as soon as this project is successfully underway**

Reasons for Recommendations:

- To generate renewable energy to supply the Reef Leisure Centre and aid the Council's transition to Net Zero, reducing carbon and producing an associated cost saving from carbon avoided
- To provide a return on investment reducing the Council's and/or its contractor's energy costs
- To help protect the electricity supply to the Reef against ongoing energy price increases thus helping secure the use of the asset for the District
- To demonstrate the viability, acceptability, desirability and deliverability of this renewable technology to inform decisions about its potential roll-out on other parts of the Council's estate
- To showcase the scheme to inspire landowners, businesses and the wider community to embrace renewable energy generation

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr Nigel Lloyd	Ward(s) affected Sheringham South
Contact Officer, telephone number and email: Kate Rawlings, kate.rawlings@north-norfolk.gov.uk 01263 516174	

1. Introduction

- 1.1 In order for the Council to achieve its aim of carbon net-zero by 2030, it will be necessary to decarbonise its estate. Generating low/zero carbon energy will be an essential means by which that can be achieved. The Council has few buildings from which to generate power from photovoltaic cells; however, the District's car parks have a large surface area from which some power generating opportunities might arise.
- 1.2 The new leisure centre site lends itself perfectly to such an installation with the new facility able to utilise much of the electricity supply on site. This is a particularly timely intervention as the recent increase in energy prices has posed a threat to the future of local authority swimming facilities nationally. In

November 2022 Swim England warned that over 100 Local Authority pools were under immediate threat of closure due to increased energy prices.

2. Current Position

- 2.1 Following internal discussions in late 2021, the project team appointed contractors to investigate the suitability of the site, a potential design for the solar units and outline costs, anticipated energy use by the Reef and generation capacity of the solar arrays.
- 2.2 These investigations concluded that a suitable design could be provided that would have minimal interference on the existing leisure centre and car park, could provide a reasonable amount of renewable electricity for the leisure centre and provide an acceptable return on investment.
- 2.3 On this basis, a planning application was submitted and subsequently approved (on 27 Jan 2023) for a potential three array installation at the site. Full details are available on the Council's website reference PF/22/2901.
- 2.4 In addition, a procurement exercise for the full design and build of the scheme was successfully run during January/February 2023. The outcome of this is included in the business case (attached as confidential appendix A) and a preferred supplier selected.
- 2.5 If the recommendations of this report are agreed, design work can commence almost immediately with construction on site taking place in May and June 2023. This would enable the array to be in use during the favourable summer months this year generating renewable electricity and start to make a return on the capital investment.

3. Business Case

- 3.1 The full business case is given in exempt appendix A. In summary, this projects that the capital expenditure for the main construction cost would be paid back in 6 years with a first year return on investment of 15.32%.
- 3.2 The total budget for the project, in addition to the construction costs, includes a sum for repairs and maintenance, optimism bias and other professional fees and charges.
- 3.3 There have been costs associated with getting the project to this point including feasibility, design, planning and survey fees totalling some £17,822.
- 3.4 The business case uses figures associated with preferred Supplier A.
- 3.5 In addition, the business case considers the alternative options proposed.

4. Corporate Plan Objectives

- 4.1 Corporate Plan Theme Climate, Coast & Environment Objective 1 is to develop and implement an Environmental Charter and Action Plan. In the resultant Net Zero Strategy and Action Plan, section 5.1.2.2 Renewable generation, requires assessment of opportunities across the council estate of renewable energy opportunities.
- 4.2 In addition Corporate Plan theme: Financial Sustainability and Growth (4.2) requires exploration of the potential for the installation of solar panels - photo voltaics (PV) - on the Council's assets. Initially undertaking a business case to assess the viability of PV above some of the Council's car parks

5. Medium Term Financial Strategy

- 5.1 This project will involve a capital investment with an anticipated return on investment as detailed in the business case.
- 5.2 The additional financial savings from carbon avoided by renewable energy generation from the solar carport have not been included in the business case.

6. Financial and Resource Implications

- 6.1 In addition to the capital investment this project will involve a small ongoing repair and maintenance budget, which is included in the business case assumptions.
- 6.2 The project will require internal project management resource and ongoing management of the completed asset and assumptions and assessments have been made about this and included within the business case.

7. Legal Implications

- 7.1 A contract will need to be entered into with the chosen contractor – it is anticipated that this will be a standard JCT design and build contract.
- 7.2 The provisions of the Leisure Management contract will be reviewed and discussions will be held with the Leisure Operator but it is not anticipated that there are any impediments to the proposed scheme and the Council's Leisure Operator is supportive in principle as it too has challenging carbon reduction targets and energy price challenges.
- 7.3 Whilst the solar carport will be constructed on land owned by the Council the car park is contained within the area leased to Everyone Active. The lease was granted with the knowledge of this potential project but this will be reviewed and amended in consultation with the Leisure Operator.

8. Risks

- 8.1 Financial risk is covered in the business case. An optimism bias element is included in the business case to ensure a balanced decision can be made and this is set at 10% on the basis that designs have progressed significantly, with planning permission granted, and a compliant tender process has been undertaken.
- 8.2 Project risks as part of the construction of the scheme and its subsequent operation will be incorporated in a risk register, developed as part of project's governance.

8. Sustainability

- 8.1 In designing and managing this project, officers have looked for the most sustainable solutions on offer. Evaluation of the environmental credentials, approach and materials offered by the contractor made up a significant part of the award criteria in order to deliver a low carbon solution with low maintenance requirements and a long life.
- 8.2 The addition of the solar carport will support the cost effectiveness of running this community facility and contributing to the District's health and wellbeing.

9. Climate / Carbon impact

- 9.1 The main aim of this project is to generate renewable electricity to supply the Reef which will result in the reduction of the Council's carbon footprint, whilst increasing the financial and environmental sustainability of the leisure centre.
- 9.2 The project supports the Council's commitment to Net Zero and the implementation of the Net Zero Strategy and Action Plan.
- 9.3 As is the case with almost all construction projects, there will be environmental impacts associated with materials, labour and the end of life disposal. The project team has looked to minimise these as part of the procurement process. These are considered to be acceptable in light of the other improvements and benefits associated with the project.

9.4 To assist in highlighting the climate and carbon impact of this project. Two assessment tools have been trialed which can be seen in Appendix B.

10. Equality and Diversity

10.1 This project will support a specific public community facility which has been designed as “accessible for all”.

11. Section 17 Crime and Disorder considerations

11.1 There are no direct implications as the solar carport scheme will not change the use of the site from a car park. Potentially the carport may create shadowed areas but the lighting provision will be designed with community safety in mind.

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12. Conclusion and Recommendations

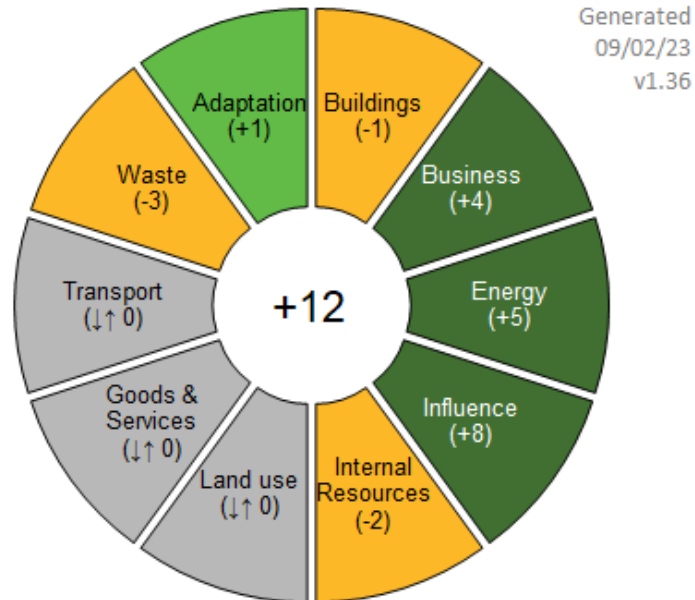
12.1 It is recommended that the scheme is approved for the project to construct a two bay solar array (option 1) on the Reef Car Park as outlined in the business case and that supplier A is appointed as the contractor.

12.2 It is recommended:

- **To appoint supplier A to design and build a solar car port at the Reef, in accordance with the costs and specifications for two rows of photo voltaic arrays as set out in the business case (confidential appendix A) within the allocated budget for this scheme**
- **To delegate to the Assistant Director for Sustainable Growth, in consultation with the Portfolio Holder for Climate Change and Environment, agreement on the detailed design of the scheme**
- **To delegate to the Assistant Director for Environmental and Leisure Services to negotiate a suitable agreement with Sports Leisure Management Ltd. (Everyone Active) for matters relating to the electricity supply and any operational matters relevant to the site and the leisure contract**
- **To delegate to the Environment and Climate Policy Manager to explore options for further installations at other Council-owned assets (e.g. other leisure centres) as soon as this project is successfully underway**

Appendix A – Business Case – Exempt Paper

Appendix B Climate Impact Assessment Tools



North Norfolk District Council has committed to being a carbon neutral organisation by 2030 (6 years and 10 months away)

Reef Leisure Centre Solar Car Port



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Lease of premises at North Lodge Park, Cromer

Summary: The District Council owns a premises, formerly used as café/tea room and nursery along with adjoining public toilets at North Lodge Park, Cromer.

The premises were advertised to let during 2022 and a number of bids have been received. These bids have been reviewed and assessed and recommendations are now made to Cabinet regarding a lease proposal.

Options considered: A variety of bids with different use options have been received and considered in detail.

As this asset is an integral part of North Lodge Park and its rental income supports Council services an alternative option to dispose of the premises was considered and discounted.

1. Proposal ref 1 outlined in the exempt Appendix A would demonstrate best financial consideration in accordance with s.123 Local Government Act 1972 and is the option recommended by officers
2. Proposals 2, 3, 4 and 5 in Appendix A may be considered where Members are satisfied that such bid promotes or improves social well-being in the whole or part of its area to such an extent that the general rule of best financial value should be departed from.*
3. The remaining proposals are of significantly lower financial value and these proposals are unlikely to meet best value consideration

Where departing from the best financial value option set out at option 1 above, any reason for the decision would need to detail that the lease disposal is likely to contribute to the promotion or improvement of social, economic or environmental well-being.

Conclusions: Following advertising of the vacant premises on the open market, ten bids were received for the lease of the Seaview buildings at North Lodge Park. Due diligence has been undertaken on each of these bids as outlined in section 2 of the report. Recommendation 1 is the officer recommendation on the basis of best financial value, but an alternative option, above, is provided for Members to consider where they are satisfied that another bid promotes the improvement of social well-being to such an extent that the general rule of best financial value, should be departed from.

Recommendations: It is recommended that Cabinet:

Approve proposal ref: 1 as outlined in the exempt appendix A which demonstrates best financial consideration, in accordance with s123 of the LGA Act 1972

Reasons for Recommendations: A lease of the premises which brings the building back into use and will see an improvement in the Park through tenant investment. The proposal will generate income that will be used to fund Council services.

Where departing from the best financial value, if a bid in option 2 above is approved, the reasons for disposal will need to have regard to the contribution of that bid to the promotion or improvement of social, economic or environmental well-being.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

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Cabinet Member(s) Cllr. E Seward	Ward(s) affected Suffield Park and Cromer Town wards
Contact Officer, telephone number and email: Renata Garfoot. Asset Strategy Manager. Tel: 01263 516086 Email: Renata.garfoot@north-norfolk.gov.uk	

1. Introduction

1.1 As part of the wider North Lodge Park land-holding, the District Council owns the freehold of a single storey detached group of properties known generally as Seaview. In this report the term ‘Seaview Premises’ is used to describe the whole of the detached premises comprising the former nursery, café/tea room and the public toilets. A plan is attached.

- 1.2 The building comprises:
- Former nursery premises - approximately 137.3 sq.m (1,478 sq.ft)
 - Former café/tearoom - approximately 38.8 sq.m (418 sq.ft)
 - Separate Male and Female public toilets - approximately 17 sq.m (183 sq.ft) which are in need of improvement. It is intended that these are replaced with new facilities as part of the North Lodge Park former tennis court lease arrangement agreed with the Friends of North

Lodge Park with a planning application having been recently submitted for those proposals by Cromer Town Council.

2. Letting

- 2.1 Following advertising of the premises on the open market, ten proposals were received from a range of businesses. A summary of these proposals can be found in the exempt Appendix A.
- 2.2 Officers have reviewed and assessed the bids for best consideration taking into account the requirements of Section 123 of the Local Government Act 1972 and the General Disposals Consent Order 2003 which considers issues of economic, social and environmental well-being. The following information was reviewed:
- Rent and rental terms including rent free periods, stepped rent
 - Lease term including break options and any lease conditions
 - Proposed use
 - Improvements to the buildings and their operations that support decarbonisation and climate change priorities.
 - Tenant covenant strength – is it an existing or new business, level of experience
 - Competition, financial, and economic risks
 - Potential planning or consent risks for change of use or alterations
 - Issues of community / social value
- 2.3 The governance process seeking consent to lease the premises was delayed in the latter part of 2022 to allow for the outcome of the Levelling Up bid for the Cromer seafront area, including proposals for North Lodge Park, to be known. As that has since been concluded, Officers now seek formal approval from Cabinet to the proposal as outlined in exempt Appendix B.

3. Corporate Plan Objectives and Council Policies

- 3.1 The redevelopment of the asset and lease will contribute to the following Corporate Priorities:
- Boosting Business Sustainability and Growth by providing commercial premises for long term lease.
 - Climate, Coast and the Environment with tenants improvements to support decarbonisation.
 - Financial Sustainability and Growth by providing income generation for the Council.
 - Quality of Life through the regeneration of North Lodge Park
- 3.2 In relation to Council's Policy, "Toilet Provision in Premises Open to the Public", Officers recommend that there is a single occupier for the whole of the Seaview premises, and not to lease parts of the premises separately.

The reason for this is that the former café/tearoom does not have the required internal toilet facilities that this policy requires and it would not be feasible or viable to either incorporate the existing public toilets (due to ground level changes) or to extend the café to construct new facilities.

- 3.3 The Council's Asset Management Plan and Commercial Property Strategy, states that "The Council will seek rents from its existing commercial land and property portfolio and any new acquisitions, that reflects the current open market rental values in that area. It is important to optimise the level of rental income where possible as this revenue is used to fund Council services people value" The strategy seeks tenants with strong covenant/financial strength. New startup businesses may not be able to offer such assurance and, as appropriate, the Council may seek a guarantor or deposit or different payment terms to minimise such risk exposure.

4. Medium Term Financial Strategy

- 4.1 The rent and tenant investment of the recommended proposal will support the MTFS in creating new income from a vacant and partially obsolete range of premises.
- 4.2 The recommended proposal rent is an increase on the overall income previously obtained.
- 4.3 The financial return to the Council is above the 4% average as recommended in the Councils Asset Management Plan, seeks to optimise rental income to support Council services.

5. Financial and Resource Implications

- 5.1 The Council has a duty under s.123 Local Government Act 1972 to obtain best value. The starting position is that best financial consideration be obtained, though a departure from this may be permitted in certain circumstances, including where it is considered that the disposal is likely to achieve one of the objectives in the General Disposals Consent Order 2003, one of which is where the disposal is likely to contribute to the promotion or improvement of social well-being in the whole or part of its area, of all or any residents in its area.
- 5.2 An independent valuation of the premises for lease purposes has been undertaken and a summary can be found in the exempt Appendix B.
- 5.3 Officers recommended proposal would not require Council investment into the property as the tenant would undertake the improvement works and the ongoing repairs and maintenance liability would fall to the tenant during the lease term.

6. Legal Implications

- 6.1 Local Authorities are able under the Local Government Act 1972 to dispose of land (including leasing) for the best consideration that can reasonably be obtained. Best consideration is not limited to the purchase price or rental value but may include a term or condition attached to the disposal which identifies a specific commercial benefit to the vendor.
- 6.2 Exceptions to the best financial value principle, in relation to this specific

case, is with either consent from the Secretary of State, or utilising The LGA 1972 General Disposal Consent that enables the Council to consider a lease disposal at less than best financial consideration if there are clear environmental, social or economic benefits and that the under value is less than £2,000,000.

- 6.3 Where an offer at less than best consideration is considered the Subsidy Control Act 2022 may apply. Whilst a Minimal Financial Assistance (MFA) allows public authorities to award low-value subsidies up to £315,000 in certain instances and where the subsidy is over £100,000, such decisions are subject to transparency rules.
- 6.4 Legal advice has been obtained regarding the Councils public law obligations for the lease of the premises - See Exempt Appendix C.
- 6.5 Whilst some lease proposals received are for long-term leases being above a 10 year term, Officers would require a Landlord break to enable the Council to review its position at that point. It would allow the Council if it needed to, break from the lease.

7. Risks

- 7.1 Financial risks of a building remaining empty and becoming an increasing repair liability will cease with the lease proposal.
- 7.2 Usual asset management risks include rent arrears and tenant dilapidations, however the risks have been considered as part of the due diligence.
- 7.3 Potential missed opportunities for proposals to contribute to the wider regeneration of North Lodge Park through the premises accommodating uses which drive footfall, serve as a destination / attraction in their own right.
- 7.4 Specific risks around each proposal and best consideration risks are outlined in the exempt appendix.

8. Sustainability

- 8.1 A lease of the premises will help support the sustainability of the North Lodge Park for the community.

9. Climate / Carbon impact

- 9.1 The current energy performance certificate information for the premises are as follows:

Building	EPC Rating	Heating	Building emission rate (kgCO2/m2)	Primary Energy use (required for lighting, heating, hot water)
Nursery	C	Gas	87.48	505
Café	E	Electric	171.43	1014
Toilets	N/A	None	-	-

- 9.2 The bids received included a range of decarbonisation and environmentally friendly initiatives. These were considered as part of the due diligence process which included an analysis of the environmental and social benefits of each proposal. This can be found in the exempt Appendix B.

- 9.3 The Council is developing a template green lease that will require tenants to positively contribute to the Council's Net Zero priorities and not undertake works to the premises that might have a negative impact. This document will be utilised for this letting.

10. Equality and Diversity

- 10.1 Having marketed the premises on the open market and all bids have been assessed on equal terms, there are no direct implications with the proposed lease. The ingoing tenant will need to comply with relevant legislation in connection with the operation of their business.

11. Section 17 Crime and Disorder considerations

- 11.1 There are no direct implications.

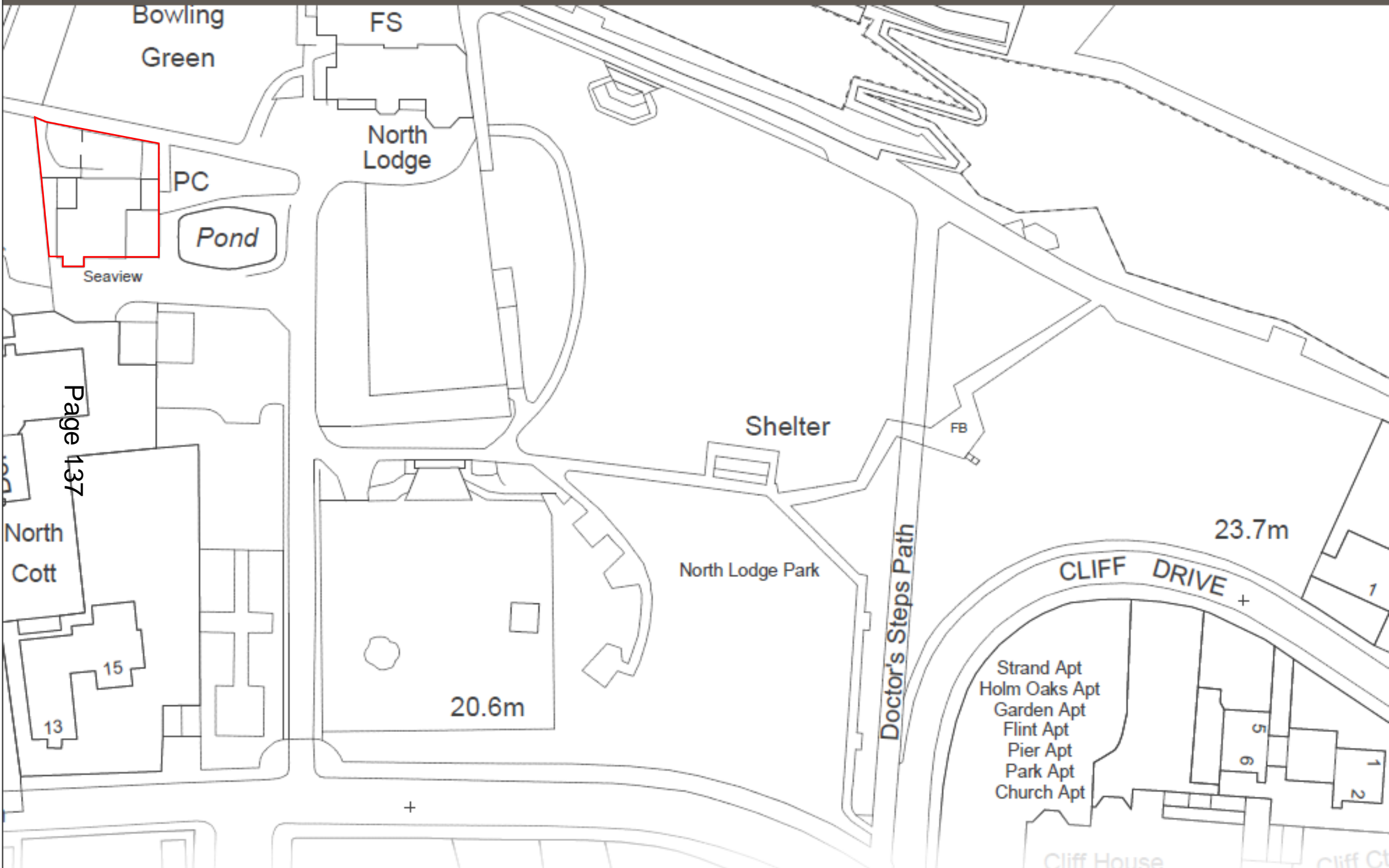
12. Conclusion and Recommendations

- 12.1 Following advertising of the vacant premises on the open market, ten bids were received for the lease of the Seaview buildings at North Lodge Park.
- 12.2 Due diligence has since been undertaken on each of these bids as outlined in section 2 of the report.
- 12.3 Options have been identified for consideration.

It is recommended that Cabinet:

- 1) Approve proposal reference 1 as outlined in the exempt appendix A which demonstrates best financial consideration in accordance with s123 of the LGA Act 1972.**

Note:- Recommendation 1 is the officer recommendation on the basis of best financial value, but alternative options are provided for Members to consider where they are satisfied that another bid promotes the improvement of social well-being to such an extent that the general rule of best financial value, should be departed from.



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