

# Overview & Scrutiny Committee



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Tuesday, 17 January 2023

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 25 January 2023** at **9.30 am**.

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

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

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

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

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

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

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



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

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

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 14

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 14<sup>th</sup> December 2022.

**5. ITEMS OF URGENT BUSINESS**

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

**6. DECLARATIONS OF INTEREST**

15 - 20

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

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

To consider any petitions received from members of the public.

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

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

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

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

**Summary:** This is an updated report that recommends the fees and charges for the financial year 2023-24 that will come into effect from 1<sup>st</sup> April 2023. This has been updated to reflect additional increases following the savings review.

**Options considered:** Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

**Conclusions:** The fees and charges as recommended have been used to inform the income budgets for the 2023/24 budget.

**Recommendations: To 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**

**Reasons for 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.

**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)*

Current fees and charges
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Cabinet Member(s)	Ward(s) affected: All
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Contact Officer, telephone number and email:  
James Moore, 01263 516430, [James.Moore@north-norfolk.gov.uk](mailto:James.Moore@north-norfolk.gov.uk)

- Summary:** To provide Members with the opportunity to discuss assumptions around Medium Term Financial Planning and the impact on NNDC finances.
- Options considered:** That the Medium-Term Financial Strategy is reviewed by Members.
- Conclusions:** The Council is required to agree a budget in advance of each financial year. This is done is February of each year at Full Council, after meetings of Cabinet and Overview and Scrutiny. To aid the Committee, an early draft of the Medium-Term Financial Strategy is presented here for scrutiny and discussion.
- Recommendations:** **It is recommended that Overview and Scrutiny Committee review and consider the current financial projections for the period to 2026/27 and make recommendations to the Cabinet where necessary.**
- Reasons for Recommendations:** To enable Members of the Overview and Scrutiny Committee to scrutinise, comment on and have input into the setting of Medium-Term Financial Strategy that is recommended by Cabinet for approval by full 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)*

<p><i>Budget Monitoring Reports 2022/23</i>  <i>Outturn Report 2021/22</i>  <i>Medium Term Financial Strategy 2023-26</i></p>
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<p>Cabinet Member(s)                  Cllr Eric Seward</p>	<p>Ward(s) affected                  All</p>
<p>Contact Officer, telephone number and email:</p>	<p>Tina Stankley, Director of Resources,                  01263 516246</p>

**Summary:** To provide Members of the Overview and Scrutiny Committee with the opportunity to scrutinise and discuss the proposed draft Summary General Fund Budget for 2023/24, along with the assumptions it is based on and the savings that are currently included in the draft 2023/24 Budget.

**Options considered:** The Council is required by law to set a balanced budget every year in advance of the forthcoming financial year starting on 1 April. The 2023/24 Budget report will be presented to Full Council on 22 February 2023 and will include options for setting the budget with respect to Council Tax and other items.

**Conclusions:** The Council is required to set a balanced budget in advance of each financial year. This is done in February of each year at full Council, after meetings of the Overview and Scrutiny Committee and Cabinet. This Committee can take this opportunity to put forward any recommendations to Cabinet for it to consider when proposing its recommendation to full Council.

**Recommendations:** **It is recommended that Overview and Scrutiny Committee:**

- 1) **Put forward recommendations to Cabinet for it to consider at its meeting on 6 February 2023;**
- 2) **That Members note the proposed draft Budget for 2023/24;**

#### **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)*

<i>Budget Monitoring Reports 2022/23</i>
<i>Outturn Report 2021/22</i>
<i>Medium Term Financial Strategy 2022-25</i>

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Tina Stankley, Director of Resources, 01263 516439, <a href="mailto:tina.stankley@north-norfolk.gov.uk">tina.stankley@north-norfolk.gov.uk</a>	

- Summary:** This report sets out the Council's Capital Strategy for the year 2023-24. It sets out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
- Options Considered:** This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
- Conclusions:** The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
- Recommendations:** **That Cabinet recommends to Full Council that;**  
  
**The Capital Strategy and Prudential Indicators for 2023-24 are approved.**
- Reasons for Recommendation:** Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

**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)*

None
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Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
Contact Officer and email:	Tracy Stone <a href="mailto:tracy.stone@north-norfolk.gov.uk">tracy.stone@north-norfolk.gov.uk</a>

**Summary:** This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.

**Options Considered:** Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.

**Conclusions:** The preparation of this Strategy is necessary to comply with the guidance issued by the Department of Levelling Up, Housing & Communities (DLUHC).

**Recommendations:** **To recommend that the Council be asked to RESOLVE that The Investment Strategy is approved.**

**Reasons for Recommendation:** The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
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Contact Officer, telephone number and email: Tina Stankley,  
[tina.stankley@north-norfolk.gov.uk](mailto:tina.stankley@north-norfolk.gov.uk)

- Summary:** This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.
- Options Considered:** Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.
- Conclusions:** The preparation of this Strategy is necessary to comply with the guidance issued by CIPFA.
- Recommendations:** **To recommend that the Council be asked to RESOLVE that The Treasury Management Strategy is approved.**
- Reasons for Recommendation:** 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.

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
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Contact Officer, telephone number and email: Tina Stankley,  
[Tina.Stankley@north-norfolk.gov.uk](mailto:Tina.Stankley@north-norfolk.gov.uk)



**Summary:** The aim of this report is to identify key findings from the review carried out following the completion of The Reef.

**Conclusions:** The main conclusion of this report is the following:

- The project was completed in a timely fashion despite supply chain issues caused by the pandemic.
- Circa £100k slippage on £12.7 million - reported to Overview and Scrutiny committee in July 2021 – ([Home | Agenda for Overview & Scrutiny Committee on Wednesday, 14th July, 2021, 9.30 am \(north-norfolk.gov.uk\)](#))
- Delivered a facility fit for purpose
- Membership has exceeded expectations; it has tripled since the closure of splash.

**Recommendations:** It is recommended that Overview and Scrutiny resolve to:

**Note the lessons learnt log (Attached at appendix A) for future projects and ensure consistent management through lifetime of project**

**Reasons for Recommendations:** Prepared at the request of the committee.

#### **LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW**

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

Cabinet Member(s): Cllr V Gay	Ward(s) affected: Sheringham South
Contact Officer, telephone number and email: Erika Temple, 01263 516252 <a href="mailto:erika.temple@north-norfolk.gov.uk">erika.temple@north-norfolk.gov.uk</a>	

## WORK PROGRAMMES

**17. THE CABINET WORK PROGRAMME** 157 - 160

To note the upcoming Cabinet Work Programme.

**18. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 161 - 172

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

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

To pass the following resolution, if necessary:

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

## OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 14 December 2022 in the Council Chamber - Council Offices at 9.30 am

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

Ms L Withington Mr H Blathwayt  
Mr P Heinrich Dr V Holliday  
Mr N Housden Mr A Varley  
Mr C Cushing Mr P Fisher

**Other Members Present:** Mr J Toye (Observer) Mr T Adams (Observer)  
Mr A Brown (Observer) Mr J Rest (Observer)  
Mr E Seward (Observer)

**Officers in Attendance:** Democratic Services and Governance Officer - Scrutiny ( DSGOS), Democratic Services Manager (DSM), Estates and Asset Strategy Manager (EASM), Director for Communities (DFC), Assistant Director for Finance, Assets, Legal & Monitoring Officer (MO), Assistant Director for Sustainable Growth (ADSG), Director for Resources / S151 Officer (DFR), Assistant Director for Planning (ADP) and Policy and Performance Management Officer (PPMO)

**Also in attendance:** Member of the Press

### 87 TO RECEIVE APOLOGIES FOR ABSENCE

Apologies were received from Cllr E Spagnola and from Cllr R Kershaw as the relevant Portfolio Holder for the NWHS haz report.

### 88 SUBSTITUTES

None.

### 89 PUBLIC QUESTIONS & STATEMENTS

None received.

### 90 MINUTES

- i. Minutes of the meeting held on 9<sup>th</sup> November 2022 were approved as a correct record and signed by the Chairman.
- ii. The Chairman noted that there were outstanding issues raised in the minutes relating to the production of an Economic Growth Strategy, and asked whether any update was available. The DSGOS replied that he had discussed the matter with officers and had been informed that whilst there would not be a formal Economic Growth Strategy, an action plan could be expected in its place for consideration in due course. Cllr T Adams stated that at present, the Council's focus was to retain and support as many existing businesses as possible, given the challenging economic

circumstances. He added that opportunities for creating economic growth were limited given the economic situation and as a result, whilst individual projects would move forward, a Strategy was not being developed at the current time. The Chairman asked if an action plan could be confirmed at a future meeting. Cllr N Housden stated that some form of Strategy should be presented to the Committee in advance of the election.

**91 ITEMS OF URGENT BUSINESS**

None received.

**92 DECLARATIONS OF INTEREST**

Cllr A Brown declared a pecuniary interest for agenda item 17 and stated that he would excuse himself from the meeting during debate of the item.

**93 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None received.

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

The DSGOS noted that GRAC had accepted the Committee's recommendation to include the forecasted budget overspend as a separate risk on the Corporate Risk Register.

**96 CAR PARK INCOME DATA MONITORING - OCTOBER 2021 TO SEPTEMBER 2022**

- i. Cllr E Seward – Portfolio Holder for Finance and Assets requested that the report be deferred as a result of missing and incorrect information. He noted his apologies and suggested that the report could return to the Committee for consideration once amended. Cllr S Penfold asked whether officers were confident that the report could be updated in time for the January meeting, to which the DFR replied that it should be possible.
- ii. The Chairman noted his concern that the report was not ready for consideration and the lack of notice given, but accepted that it was necessary to defer the report in order to make the necessary amendments for consideration at a future meeting.

**RESOLVED**

**To defer the report for consideration at a future meeting.**

**97 FEES AND CHARGES 2023-24**

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that it outlined which charges were set by Government and those

set by the District.

### Questions and Discussion

- i. Cllr V Holliday referred to non-statutory charges such as filming, and asked whether there was any scope for further increase in-line with the true rate of inflation. Cllr E Seward replied that whilst the Council did have discretion to set these charges, the fees and charges set-out within the report had been recommended for 2023-24. The DFC stated that whilst there was discretion for the non-statutory charges, competition had to be taken into account and charges were set to remain competitive with neighbouring authorities. He added that raising charges further would ultimately act to deter interest and lower the overall revenue generated by the Council. Cllr V Holliday asked whether the fees and charges had at least been benchmarked to determine whether they were competitive with neighbouring authorities. The DFC replied that it would be difficult to benchmark charges such as filming on the Pier, as this was a unique location. The Chairman noted that market forces would always impact fees and charges, but it would be helpful to better understand this impact.
- ii. Cllr H Blathwayt noted that he had previously set charges for commercial piers which had been a difficult process, with charges often going in the opposite direction to inflation.
- iii. Cllr P Heinrich noted that customers and residents all helped to generate income for the Council, and they too could be struggling financially under the current circumstances.
- iv. Cllr T Adams stated that discussions with other Council Leaders across the County had suggested that some garden waste collection fees were up to £20 higher than NNDC's, which had only risen in-line with inflation. He added that whilst some fees could potentially be raised further, the Council had to remain competitive and fair to its customers.
- v. The DFC suggested that it may be helpful for Members to see comparison data on filming and garden bin charges in order to justify the recommendations. Cllr Holliday and Cllr Housden agreed that this would be useful, whilst Cllr Withington and Cllr Penfold raised concerns that requesting a range of additional information could strain the limited resources available during the budget-setting process. It was agreed that comparison data could be provided on filming and garden bin charges in February, with Cllr V Holliday proposing the request and Cllr N Housden seconding.
- vi. The recommendations to Council were proposed by Cllr H Blathwayt and seconded by Cllr P Heinrich.

### **RESOLVED**

- 1. To 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.**
- 2. To request that comparison data on filming and garden bin charges be**

**added to the work programme for consideration in February.**

## **98 TREASURY MANAGEMENT HALF YEAR REPORT**

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that it provided details of the Council’s investments and borrowing within the economic context in which the Council was operating. He added that the Council did not have or plan to have any long-term borrowing, which placed the Council in a good position whilst costs continued to rise. Short-term borrowing costs used to manage cash-flow were reported to have risen from 0.36% to 2.65%. It was noted that local authorities were not permitted to borrow for commercial investment, and whilst this had previously an option for Councils, it was no longer possible.

### Questions and Discussion

- i. The Chairman referred to commercial investments and noted that some Councils had seen very unfortunate consequences from these activities, and it was therefore prudent to limit this practice.

### **RESOLVED**

**To note the information provided on the mid-year treasury activity.**

## **99 ANNUAL REVIEW OF BEACH HUTS AND CHALETS 2022**

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members that monitoring continued following a review undertaken by the Committee in 2018. The EASM stated that the past year had been a challenging period for beach huts and chalets as a result of the lasting the impacts of Covid-19 and associated lockdown periods, but the service was turning a corner with chalet refurbishment underway and advertising increased for weekly bookings. She added that occupancy had increased to 40% for weekly bookings from 28% when the initial review was undertaken. It was noted that annual-let beach huts and chalets occupancy remained very strong with an extensive waiting list still in place. The EASM reported that nine new beach hut plots had been added this year, though it had been difficult to find appropriate sites, with many beach front locations reserved for parking spaces. She added that a small increase in income was expected in 2023 across weekly lets, though it was not yet known how cost of living pressures would impact the service.

### Questions and Discussion

- i. Cllr L Withington referred to the annual-let waiting list, and asked whether consideration could be given to prioritising local residents, who would be more likely to use the huts throughout the year. The EASM replied that this issue had been raised before, but placing restrictions on the waiting list would be unlikely to have any meaningful impact, given that most people on the waiting list were North Norfolk residents. She added that it was also important to note that despite the high number of residents on the waiting list, they did not appear to make use of vacant weekly-let beach huts.
- ii. Cllr H Blathwayt stated that there was a shortage of beach huts in the East of the District, and asked whether there were any plans to increase the provision at locations such as Clink Road car park in Sea Palling. The EASM

replied that this site had been considered, but the decision had been taken not to move forward as a high number of parking spaces were required during peak periods. Cllr H Blathwayt accepted that the car park was well used, but suggested that beach huts and chalets may be a better use of the space, given the shortage in the East of the District.

- iii. Cllr J Toye referred to requests from residents to consider local usage during quieter winter months, and noted that whilst this had been given consideration, he asked that it be kept under review, given the pressures placed on local amenity assets by tourism during the summer season.
- iv. Cllr V Holliday referred to comments on additional beach huts and suggested that there were already too many car parks on the coast and the Council should be discouraging increased car usage. She added that using the Council's car parks for beach huts would be a more environmentally friendly approach and should be encouraged. Cllr V Holliday asked whether the balance between annual and weekly lets was right, given the comparison between an extensive annual-let waiting list and low weekly-let occupancy levels. The EASM replied that there was a significant disparity in income between the two offerings, as annual-lets produced less income per plot, and even with lower occupancy levels weekly-lets still generated more income. She added that as a result, it would be a difficult decision to increase occupancy but reduce income, even if changing weekly to annual lets would potentially lead to 100% occupancy. It was suggested that it may be useful to undertake analysis on the full effects of changing the balance between weekly and monthly lets in the future.
- v. It was clarified that voids within the context of the report referred to vacancies for weekly-lets, which stood at approximately 60%. She added that it would be difficult to expect to achieve 100% occupancy, given that the data took into account winter and out of season occupancy levels. It was noted that block bookings for the off-season would be trialled this year and it was hoped that they would improve winter occupancy levels. Cllr N Housden suggested that another option may be to reconsider the pricing structure to boost bookings during winter. The EASM replied that the Council had previously promoted a weekly winter rate of £21, though this had not covered the management costs of bookings and had also failed to increase occupancy. The Chairman noted that it was important to consider net income alongside occupancy rates, and suggested that boosting occupancy at the expense of income may not be the best solution.
- vi. Cllr S Penfold stated that he was supportive of boosting beach hut and chalet numbers in the East of the District.
- vii. The Chairman noted that there were two potential recommendations to consider relating to the increase of beach hut and chalet provision in the East of the District, and the consideration of a scheme of local prioritisation. The recommendations were proposed by Cllr A Varley and seconded by Cllr L Withington.

## **RESOLVED**

- 1. To receive and note the update.**
- 2. To recommend that consideration is given to increasing the provision of**

**beach huts and chalets in the East of the District.**

- 3. To recommend that consideration is given to a local prioritisation scheme for the annual-let beach hut and chalet waiting list.**

## **100 NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME**

Cllr E Seward – Portfolio Holder for Finance and Assets introduced the report and informed Members in the absence of Cllr R Kershaw that he had been involved in the scheme as a local Member, resident and Cabinet Member for its duration. He added that the scheme included a range of projects, some of which had already been delivered. It was reported that the physical works were expected to be completed by spring, and sought to bring significant benefits to the town and improve footfall. Cllr E Seward stated that the scheme had begun with an initial funding allocation from Historic England, which the Council had matched, followed by further successful bids including £1.3m from the Local Enterprise Partnership. He added that funds had been provided with time constraints, which had presented challenges, but had also helped the Council to avoid more significant materials cost inflation. As a result, the funding uplift requested was approximately 16-18% of the total budget, and represented substantially lower cost inflation than had been seen throughout the construction industry and in other local authority's projects. Cllr E Seward stated that the scheme had attracted further external investment to undertake projects such as developing a new bus interchange, which had significantly improved traffic flow through the town. He added that further investments included the development of the City Gates site and businesses opening on Hornbeam Road which showed growing confidence in the town. It was stated that the uplift funding would enable the completion of the Market Place works, and make significant improvements to the Bank and Black Swan Lokes.

### Questions and Discussion

- i. The Chairman noted that the Committee did not seek to challenge the merits of the scheme, but it was right to seek assurances on project delivery, planning, governance and management. He added that risks also had to be considered, including the impact of using £400k from reserves that would no longer be available for use elsewhere.
- ii. The AD SG explained that if approved, £227k of the £400k funding request would be used to complete the Market Place works as currently scoped, whilst the remaining £173k would fund improvements to the Bank and Black Swan Lokes. He added that the Loke works could be scaled to fit the available budget, given that whilst various designs had been considered, a final design was yet to be adopted. It was suggested that there were several options for improving Bank Loke, with minor improvements already made which included decluttering the area of bins and other mobile street furniture. The AD SG informed Members that a planning application had also been submitted that would create an amenity area in Black Swan Loke.
- iii. The Chairman referred to contingency funds and sought clarification that this had been 10% of the overall budget. The AD SG replied that the contingency had not been 10% of the overall budget, as it had not take into account fees beyond the physical works. He added that the contingency had now been spent as a result of the previously noted construction cost inflation. It was noted that funding conditions had required external funding to be spent in-year, which meant that budget planning and allowing headroom had been



more challenging. The ADSG noted that contingencies had also taken other forms, such as allowing for variation in the laying rates of paving for large sections of the physical works. He added that whilst the scheme had grown as a result of additional funding allocations, there was no longer a definitive cost as the scheme had been modified on multiple occasions throughout its delivery. It was noted that the funding time constraints had helped to avoid more substantial inflation in materials costs.

- iv. The Chairman noted that project updates had been regularly received by the Committee, and whilst some issues had been raised, there had not been any indication that further funding would be required to complete the project. He added for example that the use of contingency funds would have been a prudent point at which to raise concerns about the potential need for additional funding. It was suggested that as a result, it was now crucial to be able to fully explain why additional funding was required. The Chairman noted that it had been difficult to obtain information on the contingency figures, which had made it difficult to properly scrutinise the project's delivery.
- v. Cllr N Housden stated that the budget uplift request had not been itemised, and the funding for works on the Lokes was only estimated, therefore it was difficult to justify what level of funding was required. He added that further fundraising opportunities had been mentioned for the Lokes, which raised concerns that more funding could be requested again in the future. It was noted that the paper suggested the project could be finished within the existing budget, but there was no indication of whether this included the additional £400k funding request. The Chairman suggested that a more detailed breakdown of the £400k would be required to properly determine what was driving the need for additional expenditure. The ADSG replied that the additional funding required to complete the Market Place project was the result of an overrun of costs in areas such as management fees, with NCC requiring project management costs which included various TROs. He added that there were also design consultancy fees, which included works beyond the Market Place, such as the bus interchange designs. The ADSG stated that he could provide an itemised budget, but it should be noted that whilst the scheme had begun with a target cost, the project had been delivered under challenging circumstances that had necessitated re-scoping throughout delivery. He added that it was not known until a project review in September, that additional funding would be required to complete work on the Lokes.
- vi. The Chairman asked why a more detailed breakdown of the additional costs had not been given in advance, to which Cllr N Housden added that even when divided between the Market Place and Lokes, it was still unclear how the funding would be spent. The ADSG replied that the additional funding was required as a result of overspends on the Market Place, alongside funding to undertake works on the Lokes. The Chairman stated that it would be helpful to see more detail for each, to which the DFC suggested that this could be supplied in writing in advance of the next meeting.
- vii. Cllr C Cushing stated that he had considerable concerns about the way in which the project had been managed, given that an update in September had not provided any indication that the project was not on track. He added that a key component of good project management was to ensure that there were no surprises, such as a request for additional funding. It was suggested that in order to relieve concerns, detailed information should be provided to

explain exactly why the additional funding was required and how it would be spent. Cllr C Cushing noted that other projects such as the A148 Fakenham roundabout required additional funding to meet increased costs, and the £400k requested would no longer be available for this important infrastructure.

- viii. Cllr S Penfold asked whether the scheme had suffered from project creep with the addition of new projects such as the Lokes, and whether this was the reason for increased costs. The ADSG replied that the physical placemaking works had been scoped to determine what could be done to improve the town. He added that the original scope had been bigger than initial funding allowed, hence further funding had been sought which had then increased the scale of the deliverable works. It was noted that additional funding had been made available at the end of each year that was used to deliver projects such as the bus interchange and as a result, it had become an agile scheme that had grown where funding allowed. The ADSG noted that other areas had been scaled back and de-scoped in order to account for constraints faced during delivery. Cllr S Penfold noted that rescoping the project would present inherent risks, and it was possible that this may have caused issues. He asked whether there was any opportunity to seek a funding uplift from Historic England to offset the funds requested. The ADSG replied that whilst Historic England had great confidence in the scheme and had provided additional funding on other occasions, no further funding was available.
- ix. Cllr V Holliday stated that she was surprised to hear of NCC's project management role, then referred to the de-scoping of the scheme to fit the budget, and asked whether this had been reversed given the request for additional funding. Cllr E Seward replied that the HAZ Project Board and Cabinet had closely monitored the budget, and had been assured that the existing budget would be satisfactory, however the Council had faced unforeseen challenges as a result of high levels of inflation. He added that original scope included improvements beyond the Market Place to surrounding streets, however these had not been included which explained the de-scoping of the project. It was noted that some aspects of the project did present as potential risks, but these had been acknowledged from the start. Cllr E Seward explained that NCC had been asked to manage the project as result of preferred contractor requirements for highways work and TROs, which were primarily NCC responsibilities.
- x. Cllr H Blathwayt stated that overall the project appeared to have helped North Walsham improve its reputation as a destination, but concerns remained regarding NCC's project management role. He noted that the scheme appeared to show good value overall, but asked whether two projects had been joined together. The ADSG replied that the Council had sought to do as much as it could in the town with the available funding, and had taken advantage of opportunities for additional funding to have maximum impact. He added that the scheme included a number of projects, which made it difficult to define as a single project.
- xi. Cllr S Penfold noted that he had worked with the National Lottery Heritage Fund, and informed Members that they recommended contingency funds of 20%, alongside an inflationary allowance of 10% on all projects. He added that the Council may have therefore underestimated the level of contingency required, however the risk of inflation was not known at the time. Cllr S

Penfold asked whether there would be any further re-scoping prior to completion, to which the ADSG replied that whilst there would be no further expansion of the project, the project could be further de-scoped or re-engineered, if required to fit the available budget. The ADSG added that the Loke works were yet to be fully costed, and could therefore be adapted to fit the available budget. It was confirmed that there was no risk that the Loke works would exceed the additional budget, but it was possible that savings could be found to avoid spending the full funding allocation.

- xii. Cllr L Withington sought clarification of whether cost increases for the physical works had been kept to approximately 16% as suggested, whilst other authorities had reported cost inflation above 40%, which suggested that the NWSHAZ scheme had been well managed. The ADSG noted that the industry standard for inflation in the construction industry had been reported as approximately 12%, however it was known to be much higher, depending on the type of work and the materials used.
- xiii. Cllr J Toye noted that inflation was beyond the control of the Council and officers had done well to keep costs at their current levels, whilst many projects elsewhere had been cancelled. He added that the need to finish the project was essential, and the funds were available within the appropriate reserve to do this.
- xiv. The Chairman noted that it was appropriate to determine whether the project had followed the project governance and management framework as agreed by GRAC, and it may be necessary to review this at a future date. He added that the key responsibility of the Overview & Scrutiny Committee was to ensure that the additional funding request was justified, and this would require a further report with a full breakdown of the £400k. Cllr J Rest stated that as GRAC Chairman, he would be content to consider whether the project had correctly followed the project management and governance framework.
- xv. The Chairman noted that the Committee was not opposed to the funding recommendation, but more information would be required at a future meeting to justify the request. It was confirmed following a request from Cllr N Housden that other projects such as the Levelling-Up bids were still awaiting approval, and there were no other active projects that would suffer as a result of approving the recommendation. The DSGOS noted that the recommendation was due to be considered by Full Council the following week, and it would be too late to wait until the next meeting to receive additional information. The ADSG noted that it may be possible to get the information in advance of Full Council, but due to staffing issues he could not fully commit to this deadline. The Chairman noted that given the circumstances, it would be helpful to receive more detailed information in advance of Full Council, alongside a recommendation to request that GRAC consider the management and governance of the project at a future date.
- xvi. Cllr N Housden asked for clarification of whether the £400k funding would allow for completion of the project and whether the information supplied in advance of Council would provide details of how this would be spent. The ADSG replied that this would be possible for the Market Place works but not for the Lokes as the designs were yet to be fully agreed and costed. Cllr N Housden stated that it would be difficult to agree the recommendation without being able to confirm completion of all aspects of the project. The ADSG

replied that whilst designs were available they were yet to be fully costed and further details could not be provided until this was complete. The DFR stated that works would be scoped to fit within the available budget.

xvii. The recommendations were proposed by Cllr P Heinrich and Cllr S Penfold.

## **RESOLVED**

- 1. To recommend to Full Council that £400,000 be allocated from the Business Rates Retention Reserve for the completion of the NWHSHAZ place-making scheme.**
- 2. To request that a full breakdown of the uplift funding request be provided in advance of Full Council.**
- 3. To recommend that GRAC review the Project Governance and Management Framework for the Scheme to verify whether it followed and complied with the template and whether there are lessons to be learnt in assessing, mitigating and reporting project risks.**

## **101 MANAGING PERFORMANCE QUARTER 2 2022/23**

Cllr T Adams – Council Leader introduced the report and informed Members that it covered preparation of the Levelling-Up bid applications, as well more challenging issues such as a peak in demand for customer service calls. He added that there had been some affordable housing delivered, which had been approved prior to the advent of nutrient neutrality legislation.

### Questions and Discussion

- i. Cllr V Holliday noted that beyond Serco related issues within the Customer Focus section of the report there were 28% of delivery plan actions with amber RAG status, as well as a further 25% under the Financial Sustainability heading that had not been addressed in the executive summary. Cllr T Adams replied that demand for customer service calls in relation to the Serco waste service had reduced significantly and were no longer a pressure on the service. He added that a number of projects had been impacted by inflation such as the Fakenham roundabout, and whilst it remained the Council's ambition to see the project completed, it would be challenging. Cllr V Holliday noted that the number of calls being answered was only 62.8% on InPhase, which highlighted that a significant number of calls were not being answered.
- ii. Cllr N Housden referred to staff shortage pressures and asked for clarification of the Council's recruitment position, and whether there were any particular issues precipitating staff shortages. Cllr T Adams replied that there were recruitment issues across the Local Government sector for planning officers, however Planning performance was still positive and measures were in place to boost recruitment. Cllr A Brown noted that the Planning Service Improvement Plan – Action Plan was being developed for consideration in the new year, and this would seek to address a number of issues such as increasing efficiency in the delivery of affordable homes.
- iii. Cllr C Cushing referred to delays with the Fakenham Roundabout project and asked for an update, to which Cllr Adams replied that an update was

expected in the week ahead, but significant progress was not expected as funding and increased costs remained the key issues. He added that he would seek to provide a written update as soon as possible, taking into account that many affordable homes were dependent on delivery of the roundabout.

## **RESOLVED**

- 1. To note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.**

## **102 NNDC PERFORMANCE BENCHMARKING**

Cllr T Adams – Council Leader introduced the report and informed Members that the Council continued to perform well against similar authorities on matters such as Council Tax collection and Planning Performance. He added that Benefits change of circumstances performance was an exception, though work was underway to address this, with delays now down to twelve days, well within the target fourteen days.

### Questions and Discussion

- i. Cllr V Holliday referred to time to process housing benefits changes and noted that the Council remained the worst in the benchmarking group, whilst also being fourth worst in household waste recycling, though it was noted that the latter was reportedly a result of not collecting food waste. She asked for clarification on whether the justification for poor recycling performance was correct, given that all Councils had different food waste collection arrangements. Cllr T Adams replied that that measures were in place to address benefit changes performance, and on household waste recycling this appeared to be a Norfolk-wide issue, which the anticipated mandatory food waste collections may help to address. He added that small electrical items and home collections were further measures expected as part of the waste contract in 2023, with plans also being developed for Comms to help promote recycling. It was noted that efforts were ongoing to reduce recycling contamination in communal bins through housing providers. Cllr V Holliday noted that the Council was also worsening for residual waste collections, and appeared to be lower performing than the nearest neighbours group. She added that it was also time to consider which benchmarking measures should be considered going forward, and suggested that total expenditure for central services by population would be helpful, as the Council appeared to be more expensive than its peers. The rate of births for new enterprises was also suggested, as the Council was reported to have very low performance. Cllr T Adams stated that he shared concerns with overall refuse collections, and noted that in the long-term, the Council did need to see a reduction in the tonnage of residual waste. The DFC noted that there may be more context to explain performance on matters such as residual waste collections, and suggested that a more detailed discussion could be useful to better understand performance issues.
  - ii. The PPMO noted that there had previously been a detailed report on housing waiting lists, and managers had been given an opportunity to provide additional contextual information to the benchmarking report, though none had been received. She added that this approach had been helpful with the deep dive that had followed the benefits change performance issues. It was

suggested that any new measures should be focused on areas where performance needed investigating, to help the Council improve.

- iii. Cllr J Toye asked what the effect of reducing contamination in recyclable collections to zero would be, and how would this impact the Council's performance. The DFC replied that there was a level of contamination within the recyclables collected caused by a number of issues, and the whilst the Council did have reasonable performance in reducing contaminants, there was still room for improvements. He added that it would be useful for Members to support any future campaigns that sought to reduce contamination.
- iv. Cllr N Housden stated that with few exceptions there appeared to be a general decline in the percentage of household waste being recycled across the authorities represented in the report.
- v. The benchmarking measures available for consideration were discussed and it was suggested that central services expenditure by population should be included going forward. Cllr V Holliday suggested that the rate of new businesses being developed and residual waste per household should be added, as the Council was not performing well in these areas. It was noted that Council Tax non-collection rates should be removed from the report as performance was not a concern. Cllr T Adams suggested that whilst performance was positive, it may be prudent to maintain oversight of planning applications performance, in order to see the impact of the Planning Service Improvement Plan.
- vi. The recommendations were proposed by Cllr A Varley and seconded by Cllr H Blathwayt.

## **RESOLVED**

- 1. To receive and note the benchmarking information.**
- 2. To request that the following annual measures be added to future reports:**
  - **CIPFA 8 Total expenditure - Central Services per head of population (RSX)**
  - **CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above**
  - **CIPFA 10 Residual household waste per household (annual)**
  - **(Remove) CIPFA 1 Council tax not collected as a percentage of council tax due - annual**

## **103 ENFORCEMENT UPDATE - DECEMBER 2022**

The ADP introduced the report and informed Members that he was happy to answer any questions.

### Questions and Discussion

- i. Cllr N Housden referred to the Tattersett case and asked whether there was any update available from the Environment Agency (EA), to which the ADP

replied that there was little progress to report as the EA regarded NNDC to be the responsible authority under the enforcement notice. He added that the enforcement notice was being pursued with the Council moving toward prosecution, and local Members could expect to be kept up to date on progress, but should take into account current delays in court proceedings. Cllr N Housden noted that it was disappointing that the EA did not take any responsibility for enforcement, given that they had issued the permit for the site.

**RESOLVED**

**To note the continued progress of the Enforcement Board and the Combined Enforcement Team.**

**104 THE CABINET WORK PROGRAMME**

The DSGOS reported that the Coastal Transition Accelerator Programme would go to Cabinet in January, and would form a significant part of Coastal Partnership East's work going forward. He added that whilst the Committee would have limited influence on the project, it may be helpful to have a briefing on the progress and work undertaken as part of the Programme. It was noted that other reports included property transactions and improvements that were not ordinarily considered by the Committee.

**RESOLVED**

**To note the Cabinet Work Programme.**

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

The DSGOS informed Members that the draft Budget and MTFS were expected to come to the Committee for pre-scrutiny in January, prior to going to Cabinet and finally Full Council for approval in February. He added that the Sheringham Leisure Centre Project Review was also expected January, alongside the NWHS SHAZ update and the Car Parking Revenue report, if it could be updated in time. It was noted that Serco were expected to return in February, alongside the Action Plan for the Planning Service Improvement Plan. The DFC noted that given the Christmas break it would be difficult to amend the Car Parking Revenue report in time for the January deadline and as a result, it may be prudent to expect the report in February.

**RESOLVED**

**To note the Work Programme.**

**106 FORMER SHANNOCKS HOTEL SITE - SHERINGHAM**

Cllr A Brown introduced the report and informed Members that he was pleased to see that the CPO was advancing. He added that whilst there was a perception that it was a quick way to resolve issues, this was not the case, but that the Shannoeks site was a prime location requiring development, and he therefore fully supported the recommendation. It suggested that it could be helpful for the Government to streamline the CPO process to be more in-line with the charging order process.

Questions and Discussion

- i. Cllr L Withington reiterated that progressing the CPO would be welcome news in the town, and the amount of work that NNDC had put into the CPO was recognised by residents. She added that it was difficult for communities to understand the extent to which the Council had been bound to process, and why it had taken so long to progress the CPO, but the report helped to explain.
- ii. The recommendations were proposed by Cllr P Heinrich and seconded by Cllr L Withington.

## **RESOLVED**

- 1. To confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible.**
- 2. To recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.**

The meeting ended at 12.41 pm.

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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](#).

<b>Subject</b>	<b>Description</b>
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
<b>Sponsorship</b>	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.
<b>Contracts</b>	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>
<b>Land and Property</b>	<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>
<b>Licenses</b>	<p>Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer</p>
<b>Corporate tenancies</b>	<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>
<b>Securities</b>	<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>

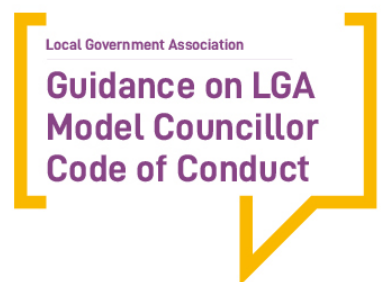
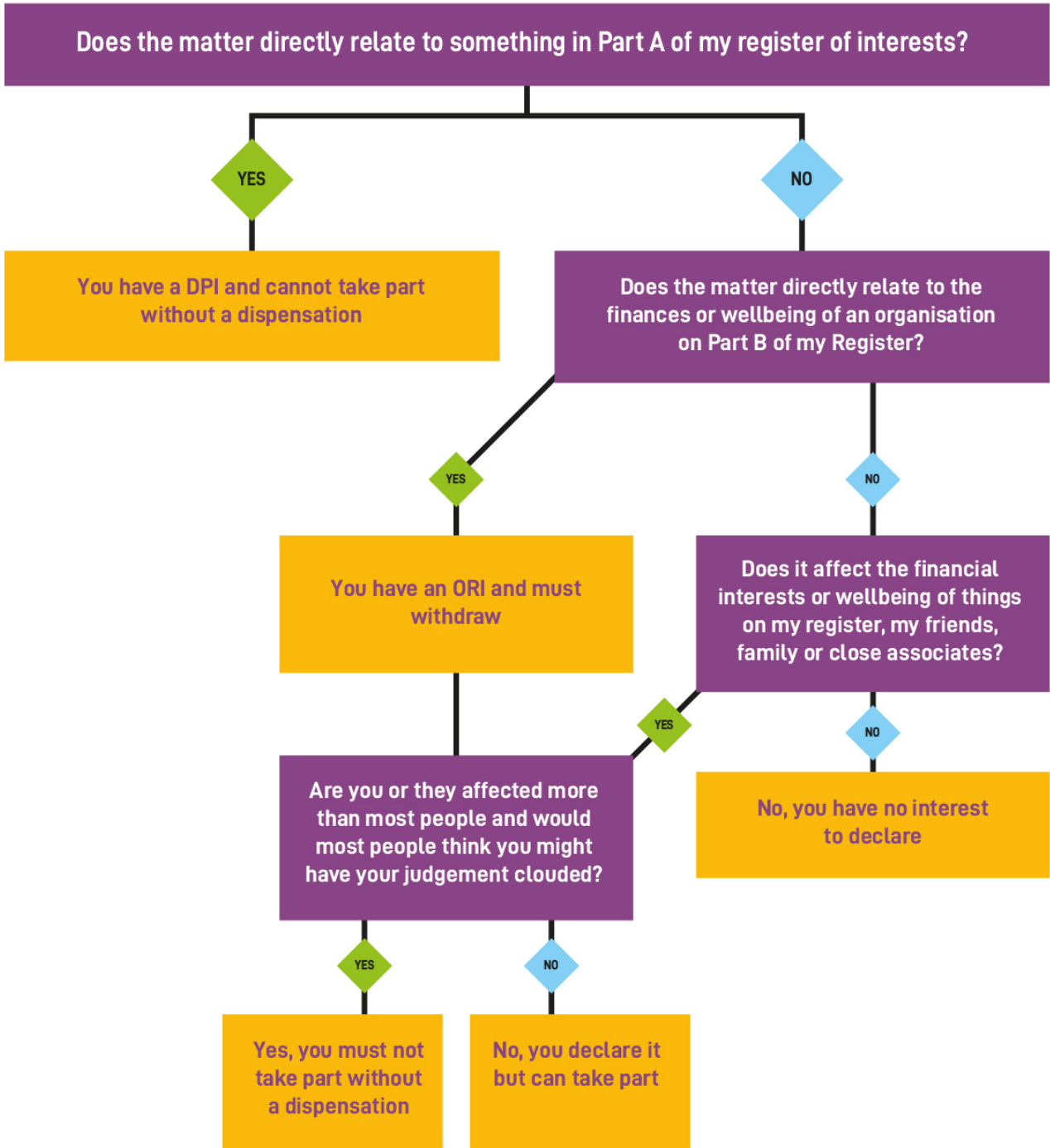
	spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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\* 'director' includes a member of the committee of management of an industrial and provident society.

\* '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"> <li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li> <li>b) any body <ul style="list-style-type: none"> <li>(i) exercising functions of a public nature</li> <li>(ii) any body directed to charitable purposes or</li> <li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li> </ul> </li> </ul>
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## FEES AND CHARGES 2023-24

**Summary:** This is an updated report that recommends the fees and charges for the financial year 2023-24 that will come into effect from 1<sup>st</sup> April 2023. This has been updated to reflect additional increases following the savings review.

**Options considered:** Alternatives for the individual service fees and charges now being proposed will have been considered as part of the process in arriving at the fees presented within the report.

**Conclusions:** The fees and charges as recommended have been used to inform the income budgets for the 2023/24 budget.

**Recommendations: To 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**

**Reasons for 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.

### 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)*

Current fees and charges
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Cabinet Member(s)	Ward(s) affected: All
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Contact Officer, telephone number and email:
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James Moore, 01263 516430, <a href="mailto:James.Moore@north-norfolk.gov.uk">James.Moore@north-norfolk.gov.uk</a>
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## **1. Introduction**

1.1 The setting of the fees and charges for the next financial year forms part of the annual budget setting process. The fees and charges are being presented alongside the detailed budget report as a second review by officers of the increases to be applied has taken place. This is to see if the Council could generate additional income to support the expenditure. The income budgets for the new financial year 2023/24 have been increased where the proposed fees and charges have been revisited and increased. The impact of these increases on future years' projections has also been included in the Medium-Term Financial Plan.

## **2. Fees and Charges 2023/24**

2.1 Fees and charges proposals for 2023/24 have been circulated by the finance team and reviewed by the relevant budget managers for a second time as part of the exercise to identify the savings needed to balance the budget. The purpose of the second review was to see if there was any scope to increase fees and charges by more than the 5% increase included in the first review (rounded to the nearest 50p or £1) so that they would be more in line with the current rate of inflation (CPI 9.2% as at December 2022). Appendix A to this report provides the detail of the proposed charges for 2023/24 from 1 April 2023.

2.2 The proposed increases in fees and charges are due to one of the following reasons:

- Inflationary increases which reflect the inflationary increases in costs which the Council is facing.
- Increases in fees and charges which are set by central government, for example planning and premises licence fees.
- Increases set in a competitive market.
- Increases in fees which must be set on a cost recovery basis for example Land Charges, Building Control and the majority of our locally set licence fees.

### Significant changes to note:

- For Filming costs, these fees are charged on a case-by-case basis, these charges are dependent on the size of the filming request and applicant. In the event of a beneficial PR exposure these fees would be lowered/waived as the Council receives the benefit of this.
- The HMO licence fee has increased significantly to bring it up to a comparable level of other local authorities. This is following a recent review by the Public Protection team where NNDC licence charges were compared with other Local Authorities licence charges which identified that the Council is undercharging for the service.

2.3 In addition, Council facilities operated by an external contractor will also be excluded as the Council has no discretion on the setting of these fees.

2.4 Some fees are not published in this report e.g. those relating to trade waste collection. These are set when our expenditure budgets have been approved



and we know the costs that need to be covered. These fees will be set under delegated powers.

2.5 Car parking charges are not covered in this report as they are subject to a separate report which will be presented to Members in due course.

2.6 The second review of fees and charges has led to increases and are highlighted in yellow with the original increase shown in brackets and the new proposed increase in Appendix A:

- Garden Bins (annual fee) has been increased from the originally proposed £52.50 to £56. This is predicted to generate £83,000 of additional income for the year.
- Holt Country Park Firewood. The cost per load has increased from £120 to £125, this will not produce a huge amount of extra income but has been seen as an acceptable price increase by the Countryside team from previous levels of demand.

2.7 Where there are charges that are set under delegated authority, if they haven't already been reviewed, they will be reviewed in the new 2023-24 financial year to see if they can be increased to generate extra income after taking into account all the factors that may impact on the income levels.

### **3. Conclusion**

3.1 The report makes recommendations for the fees and charges that will come into effect from 1<sup>st</sup> April 2023. These will inform the service income budgets that will be included within the detailed 2023/24 budget when it is presented for recommendation and approval in February 2023.

### **4. Financial Implications and Risks**

4.1 The proposed increases in fees and charges will bring in additional income that will contribute to balancing the Council's budget. It is essential that fees and charges are maximised as the Council is facing significant budgetary pressures and these increases in income levels along with savings that have been identified will assist in balancing the budget for 2023/24.

4.2 For demand led services there is a risk that demand will fall, and the actual income received will fall short of the budgeted income. To mitigate this risk when producing income budgets assumptions will be made around the level of income to be achieved which will be based on best estimates calculated by service managers and the finance team working together.

5. **Sustainability** – none as a direct impact.

6. **Equality and Diversity** – none as a direct impact.

7. **Section 17 Crime and Disorder considerations** - none as a direct impact.

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## Fees and Charges - 2023/24

The following pages detail the current fees for 2022/23.

The last column is where managers need to list their proposals for the 2023/24, this year the recommendation is a 5% increase where applicable (As per current recommended inflation rate) and rounded to nearest £1 or 50p,

<u>Corporate Leadership Team / Corporate Service Area</u>		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District	
V	Charge	Proposed Charge				
A T	£ : p	£ : p				
<b>ELECTIONS</b>						
<b>Statutory Charges</b>						
	Sale of Edited Register of Electors - Printed Copy - Basic Charge (per first 1,000 names, or part thereof).	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of edited Register of Electors - Data Form - Basic Charge (per <u>first</u> 1,000 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Supply of Full Register and monthly updates (to credit reference agencies and	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Supply of Full Register and monthly updates (to credit reference agencies and government departments) - Data Form - Basic Charge (per first 1,000 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data Form as above, extra 1,000 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of Marked Registers - Printed Copy - Basic Charge.	O	£10.00	£10.00	Statutory	Government
	Printed copy of Marked Registers - 1,000 names or part thereof.	O	£2.00	£2.00	Statutory	Government
	Data form of Marked Registers - 1,000 names or part thereof.	O	£1.00	£1.00	Statutory	Government
	Sale of Overseas Elector List - Printed Copy - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£10.00	£10.00	Statutory	Government
	Printed copy as above, extra 100 names or part thereof.	O	£1.50	£1.50	Statutory	Government
	Sale of Overseas Elector List - Data Form - Basic Charge (per <u>first</u> 100 names or part thereof).	O	£20.00	£20.00	Statutory	Government
	Data form as above, extra 100 names or part thereof.	O	£1.50	£1.50	Statutory	Government

<b>Customer Services &amp; ICT Service Area</b>		<b>2022/23</b>	<b>2023/24</b>	<b>Statutory Service / Discretionary Services</b>	<b>Set by Government / Set By District</b>
	<b>V</b>	<b>Charge</b>	<b>Proposed Charge</b>		
	<b>A</b>	<b>£ : p</b>	<b>£ : p</b>		
	<b>T</b>				
<b>Communications - Filming</b>					
<b>TV drama/advertisements/feature films</b>					
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation.</i>					
Per Day	T	£1,650.00	£1,650.00	Discretionary	District
Per Hour	T	£280.00	£280.00	Discretionary	District
Exclusive use of NNDC owned location (e.g. Cromer Pier)	T	From £1,500.00 per day	From £1,500.00 per day	Discretionary	District
<b>Documentaries and charities (depending on nature of organisation, subject and crew size)</b>					
Per Day	T	From £500.00	From £500.00	Discretionary	District
Per Half Day	T	From £100.00	From £100.00	Discretionary	District
<b>Administration Charge (only charged where a fee and/or contract is appropriate)</b>					
Standard	T	£40.00	£40.00	Discretionary	District
Less than 7 day's notice	T	£90.00	£90.00	Discretionary	District
Stills (specifically commercial advertising with props, etc.)	T	£100 - £500	£100 - £500	Discretionary	District
Education/news/weather/student/individual photographers	T	Discretionary	Discretionary		

Customer Services & ICT Service Area	V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p	Statutory Service / Discretionary Services	Set by Government / Set By District
<b>TOURIST INFORMATION CENTRES</b>					
<b>Concessionary Fares</b>					
Application processing	T	£10.00	£10.00		
<b>CUSTOMER SERVICES</b>					
Foreign Pension Verification	T	£10.00	£10.00	Statutory	Government
<b>FILMING*</b>					
<b>TV drama/advertisements/feature films</b>					
<i>*These figures are for guidance only and any enquiries could be subject to further negotiation.</i>					
Per Day	T	£1,650.00	£1,650.00	Discretionary	District
Per Hour	T	£280.00	£280.00	Discretionary	District
Exclusive use of NNDC owned location (e.g. Cromer Pier)	T	From £1,500.00 per day	From £1,500.00 per day	Discretionary	District
<b>Documentaries and charities (depending on nature of organisation, subject and crew size)</b>					
Per Day	T	From £500.00	From £500.00	Discretionary	District
Per Hour	T	From £100.00	From £100.00	Discretionary	District
<b>Administration Charge (only charged where a fee and/or contract is appropriate)</b>					
Standard	T	£40.00	£40.00	Discretionary	District
Less than 7 day's notice	T	£90.00	£90.00	Discretionary	District
Stills (specifically commercial advertising with props, etc.)	T	£100 - £500	£100 - £500	Discretionary	District
Education/news/weather/student/individual photographers	T	Discretionary	Discretionary	Discretionary	District
Parking (if required)	T	£17.00	£17.00	Discretionary	District
<b>PHOTOCOPYING</b>					
A4 and below - black and white	T	£0.15	£0.20	Discretionary	District
A4 and below - colour	T	£0.20	£0.25	Discretionary	District
A3 - black and white	T	£0.30	£0.35	Discretionary	District
A3 - colour	T	£0.60	£0.70	Discretionary	District
A2 - black and white	T	£1.20	£1.40	Discretionary	District
A2 - colour	T	£2.40	£2.85	Discretionary	District
A1 - black and white	T	£2.40	£2.85	Discretionary	District
A1 - colour	T	£4.80	£5.70	Discretionary	District
A0 - black and white	T	£3.60	£4.30	Discretionary	District
A0 - colour	T	£7.20	£8.65	Discretionary	District

<u>Economic &amp; Community Development &amp; Leisure Service Area</u>		2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District	
V	Charge	Proposed Charge	Charge			
A	£ : p	£ : p	£ : p			
T						
<b>HOLT COUNTRY PARK</b>						
	Car parking ( <i>per occasion</i> )	T	£2.30	£2.30	Discretionary	District
	Fire Wood ( <i>sold when available from forestry works</i> ) - per load	T	£100.00	(£120) £125	Discretionary	District
	School visits where Ranger's assistance required (Per Child) <i>(Please note, the school visits charge reserves the right to be made flexible depending on the activities chosen by the School).</i>	E	£6.00	£7.00	Discretionary	District

<u>Legal &amp; Democratic Service Area</u>  V A T	2022/23  Charge  £ : p	2023/24  Proposed Charge  £ : p	Statutory Service / Discretionary Services	Set by Government / Set By District
<b>LEGAL SERVICES</b>				
<b>Legal Work (exclusive of VAT charged)</b>				
Mortgage Redemption			Discretionary	District
Preparation of a new lease			Discretionary	
Sale of land			Discretionary	
Preparation of License	At Solicitors Hourly Rate.	At Solicitors Hourly Rate.	Discretionary	
Private Mortgage			Discretionary	
Quest re: second Mortgage			Discretionary	
Agreement - section 18 Public Health Act 1936			Discretionary	
Legal Work in connection with release of covenant			Discretionary	



<u>Environmental Health Service Area</u>		V	2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
0		A	Charge	Proposed Charge		
		T	£ : p	£ : p		
<b>WASTE COLLECTION SERVICES</b>						
Clinical Waste - Commercial & Prescribed			Charges set separately under Delegated Power	Charges set separately under Delegated Power	Discretionary	District
Commercial Waste Bins - Collection & Hire					Discretionary	
Commercial Recycling Bins - Collection & Hire					Discretionary	
Sacks - Commercial & Prescribed					Discretionary	
Bulky Items - Commercial, Prescribed & Household					Statutory	
Garden Bin Collection - Per Annum			£50.00	(£52.50) £56	Discretionary	District
<b>EDUCATION &amp; PROMOTION</b>						
<b>(CIEH) Foundation Certificate in Food Hygiene</b>						
Resident or employed in North Norfolk		E	£62.00	£65.00	Discretionary	District
Other		E	£80.00	£82.00	Discretionary	District
Specially arranged courses for businesses - held at business premises for their staff only	for up to 15 candidates per additional candidate up to maximum of 18	E	£770.00	£800.00		District
		E	£50.00	£55.00	Discretionary	District
<u>Environmental Health Service Area</u>		V	2022/23	2023/24		
		A	Charge	Proposed Charge		
		T	£ : p	£ : p		
<b>COMMERCIAL SERVICES</b>						
<b>Food Inspections</b>						
Unfit food inspections		O	£44.00	£46.50	Statutory	District
Food export certificates		O	£57.00	£60.00	Statutory	District
Officer time per hour (plus VAT)		T	£42.00	£44.00	Statutory	District
Sunday Trading Application for loading consent		O	£104.00	£109.00	Statutory	District
Food Hygiene Rerating Visits		O	£162.00	£170.00		
<b>Registration of Food Premises</b>						
Charge for copies of Register (or parts of)	- Single Entry	O	£19.00	£20.00	Discretionary	District
	- Part of Register	O	£501.00	£526.00	Discretionary	District
	- Complete Register	O	£1,065.00	£1,120.00	Discretionary	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>PRIVATE WATER SUPPLY CHARGES</b>						
<b>Private Water Supplies Sampling Regulations</b>						
Laboratory Analysis of a sample		O	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).	The cost of sample transportation and laboratory analysis is recovered in full from the Relevant Person(s).	Statutory	District
Sampling - per visit		O	£61.00	£64.00	Statutory	District
Other Investigations (e.g. Investigating failure)		O	£111.00	£116.50	Statutory	District
Granting an authorisation to depart from the standard authorisation		O	£111.00	£116.50	Statutory	District
<b>Risk Assessments</b>						
- Single Private Dwelling		O	£111.00	£116.50	Statutory	District
- Small Domestic Supplies		O	£222.00	£233.00	Statutory	District
- Large Domestic Supplies		O	£222.00	£233.00	Statutory	District
- Commercial or Public Small		O	£222.00	£233.00	Statutory	District
- Commercial or Public Medium		O	£333.00	£350.00	Statutory	District
- Commercial or Public Large		O	£555.00	£583.00	Statutory	District
- Commercial or Public Very Large		O	£555.00	£583.00	Statutory	District
<b>Risk Assessment Misc Visits</b>						
- Non-Attendance by PWS Operator		O	£61.00	£64.00	Statutory	District
- Compliance Visit		O	£61.00	£64.00	Statutory	District
<b>Risk Assessment Reviews</b>						
- Single Private Dwelling		O	£56.00	£59.00	Statutory	District
- Small Domestic Supplies		O	£56.00	£59.00	Statutory	District
- Large Domestic Supplies		O	£111.00	£116.50	Statutory	District
- Commercial or Public Small		O	£111.00	£116.50	Statutory	District
- Commercial or Public Medium		O	£166.00	£175.00	Statutory	District
- Commercial or Public Large		O	£222.00	£233.00	Statutory	District
- Commercial or Public Very Large		O	£308.00	£323.50	Statutory	District

Environmental Health Service Area		V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>HOUSING ACT NOTICES</b>						
Hazard Awareness Notice						
Improvement / Suspended Improvement Notice (Section 11 & 12)	Notice with up to 3 hazards identified	O	£350.00	£350.00	Statutory	District
Prohibition/Suspended Prohibition Order		O	£350.00	£350.00	Statutory	District
Emergency Remedial Action		O	£350.00	£350.00	Statutory	District
Emergency Prohibition Order	For each additional hazard included in Notice	O	£50.00	£50.00	Statutory	District
Demolition Order		O	£50.00	£50.00	Statutory	District
Service of second and subsequent HA2004 Statutory Notices (inc. Schedule 3 Notices for works in default)		O	£70.00	£70.00	Statutory	District
Review of suspended HA 2004 Statutory Notices		O	£70.00	£70.00	Statutory	District
<b>HMO LICENSE FEES</b>						
HMO License application fee (up to 6 units of accommodation)		O	£525.00	£850.00	Statutory	District
Additional Unit Charge		O	£25.00	£25.00	Statutory	District
<b>ENVIRONMENTAL PROTECTION SERVICES</b>						
Statutory Release Fee - Dogs (Charge includes VAT)		T	£25.00	£25.00	Statutory	District
Collection Fee		T	£100.00	£100.00	Statutory	District
Kennel Charges - Base Cost (Daily Kennel Charge is paid ontop of this fee)		T	£83.00	£83.00	Statutory	District
Daily Kennel Charge Per Day (Maximum 7 Days)		T	£9.50	£9.50	Statutory	District
Contaminated Land Enquiry		T	£30.00	£35.00	Statutory	District
Temporary Stopping Place Fee		T	£40.00	£40.00	Discretionary	District
<b>FIXED PENALTY NOTICES</b>						
Breach of CPN or PSPO	- Full Amount		£80.00	£80.00	Statutory	Government
	- New Licence valid for 1 year	O	£60.00	£60.00	Statutory	Government
Depositing Litter	- Full Amount	O	£80.00	£80.00	Statutory	Government
	- New Licence valid for 1 year	O	£60.00	£60.00	Statutory	Government
Fly Tipping (Section 33 EPA 1990)	- Full Amount	O	£300.00	£300.00	Statutory	District
	- New Licence valid for 1 year	O	£200.00	£200.00	Statutory	District
Failure to Produce Waste Documentation (Section 34 EPA 1990)		O	£300.00	£300.00	Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>TAXI LICENCE FEES</b>						
<b>Taxi Licences</b>						
Licence to Drive Hackney Carriages or Private Hire Vehicles	- New Licence valid for 1 year	O	£180.00	£190.00	Statutory	District
	- New Licence valid for 3 years	O	£180.00	£190.00	Statutory	District
	- Renewal valid for 1 year	O	£180.00	£190.00	Statutory	District
	- Renewal valid for 3 years	O	£180.00	£190.00	Statutory	District
Hackney Carriage Vehicle Licence	- New valid for 1 year	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with plate	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with no plate	O	£135.00	£145.00	Statutory	District
Private Hire Vehicle Licence	- New valid for 1 year	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with plate	O	£155.00	£165.00	Statutory	District
	- Renewal valid for 1 year with no plate	O	£135.00	£145.00	Statutory	District
Private Hire Operators Licence	- New or Renewal valid for 5 years	O	£159.00	£170.00	Statutory	District
<b>Taxi Licence Charges</b>						
Replacement Badge & Licence (Name Change)		O	£16.00	£17.00	Statutory	District
Replacement Licence (Address Change)		O	£11.00	£12.00	Statutory	District
Replacement drivers badge holder with lanyard		O	£3.00	£3.50	Statutory	District
Windscreen pouches (additional or replacement)		O	£2.00	£2.50	Statutory	District
Replacement plate for vehicle		O	£42.00	£44.00	Statutory	District

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>OTHER LICENSING</b>						
<b>Premises Licence Fees - Gambling Act 2005</b>						
Betting Premises (excluding tracks)	- New Application	O	£2,800.00	£2,800.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£560.00	£560.00	Statutory	District (Government Ceiling)
	- Application to Vary	O	£1,400.00	£1,400.00	Statutory	District (Government Ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application for Prov. Statement	O	£2,800.00	£2,800.00	Statutory	District (Government Ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government Ceiling)
Tracks	- New Application	O	£1,400.00	£1,400.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£930.00	£930.00	Statutory	District (Government Ceiling)
	- Application to Vary	O	£1,150.00	£1,150.00	Statutory	District (Government Ceiling)
	- Application to Transfer	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Application to Reinstatement	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Application for Prov. Statement	O	£2,300.00	£2,300.00	Statutory	District (Government Ceiling)
	- Application (Prov. State Holders)	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government Ceiling)
Family Entertainment Centres	- New Application	O	£1,900.00	£1,900.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£700.00	£700.00	Statutory	District (Government Ceiling)
	- Application to Vary	O	£935.00	£935.00	Statutory	District (Government Ceiling)
	- Application to Transfer	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Application to Reinstatement	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Application for Prov. Statement	O	£1,900.00	£1,900.00	Statutory	District (Government Ceiling)
	- Application (Prov. State Holders)	O	£880.00	£880.00	Statutory	District (Government Ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government Ceiling)

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>OTHER LICENSING CONTINUED</b>						
Adult Gaming Centre	- New Application	O	£1,900.00	£1,900.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£935.00	£935.00	Statutory	District (Government Ceiling)
	- Application to Vary	O	£935.00	£935.00	Statutory	District (Government Ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application for Prov. Statement	O	£1,900.00	£1,900.00	Statutory	District (Government Ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government Ceiling)
Bingo	- New Application	O	£3,000.00	£3,000.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£935.00	£935.00	Statutory	District (Government Ceiling)
	- Application to Vary	O	£1,630.00	£1,630.00	Statutory	District (Government Ceiling)
	- Application to Transfer	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application to Reinstatement	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Application for Prov. Statement	O	£3,000.00	£3,000.00	Statutory	District (Government Ceiling)
	- Application (Prov. State Holders)	O	£1,130.00	£1,130.00	Statutory	District (Government Ceiling)
	- Copy Licence	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Notification of Change	O	£50.00	£50.00	Statutory	District (Government Ceiling)
<b>Permits</b>						
Family Entertainment Centres	- Application Fee	O	£300.00	£300.00	Statutory	District (Government Ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government Ceiling)
Prize Gaming	- Application Fee	O	£300.00	£300.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£300.00	£300.00	Statutory	District (Government Ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government Ceiling)
Small Lottery Society	- Application Fee	O	£40.00	£40.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£20.00	£20.00	Statutory	District (Government Ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government Ceiling)

Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>OTHER LICENSING CONTINUED</b>						
Club Gaming	- Application Fee Permit	O	£200.00	£200.00	Statutory	District (Government Ceiling)
	- Application Fee Machine Permit	O	£200.00	£200.00	Statutory	District (Government Ceiling)
	- Annual Fee Permit	O	£50.00	£50.00	Statutory	District (Government Ceiling)
	- Annual Fee Machine Permit	O	£50.00	£50.00	Statutory	District (Government Ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Change of Name Machine Permit	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government Ceiling)
	- Copy of Permit Machine	O	£15.00	£15.00	Statutory	District (Government Ceiling)
License Premises Gaming Machine Permit	- Application Fee (2 or less)	O	£50.00	£50.00	Statutory	District (Government Ceiling)
	- Application Fee (3 or more)	O	£150.00	£150.00	Statutory	District (Government Ceiling)
	- Annual Fee	O	£50.00	£50.00	Statutory	District (Government Ceiling)
	- Change of Name	O	£25.00	£25.00	Statutory	District (Government Ceiling)
	- Copy of Permit	O	£15.00	£15.00	Statutory	District (Government Ceiling)
	- Variation	O	£100.00	£100.00	Statutory	District (Government Ceiling)
	- Transfer	O	£25.00	£25.00	Statutory	District (Government Ceiling)
<b>Licences and certificates of suitability</b>						
Skin piercing premises	- Registration (one-off)	O	£263.00	£276.00	Statutory	District (Government Ceiling)
Skin piercing each additional operative at same premises	- Registration (one-off)	O	£35.00	£37.00	Statutory	District (Government Ceiling)
Scrap Metal Dealer	New/Renewal (3 years)	O	£470.00	£495.00	Statutory	District (Government Ceiling)
Scrap Metal Dealer	Variation	O	£354.00	£372.00	Statutory	District (Government Ceiling)
Scrap Metal Collector	New/Renewal (3 years)	O	£118.00	£124.00	Statutory	District (Government Ceiling)
Scrap Metal Collector	Variation	O	£89.00	£93.50	Statutory	District (Government Ceiling)
Sex Shop or sex cinema		O	£2,122.00	£2,228.00	Statutory	District (Government Ceiling)
Sexual Entertainment Venue		O	£3,182.00	£3,342.00	Statutory	District (Government Ceiling)
Streed Trading Consent (FOOD) Annual Fee		O	£252.00	£252.00	Statutory	District (Government Ceiling)
Streed Trading Consent (NON-FOOD) Annual Fee		O	£210.00	£210.00	Statutory	District (Government Ceiling)
Street Trading Consents	- Non profit	O	Free	Free	Statutory	District (Government Ceiling)
	- Commercial - per day	O	£82.00	£82.00	Statutory	District (Government Ceiling)

Environmental Health Service Area		V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>OTHER LICENSING CONTINUED</b>						
Animal Boarding	- New/Renewal	O	£321.00	£337.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Dangerous Wild Animals (and vet fees where appropriate)	- New/Renewal	O	£190.00	£200.00	Statutory	District
Dog Breeding (and vet fees where appropriate)	- New/Renewal	O	£400.00	£420.00	Statutory	District
	- Variation	O	£56.00	£60.00	Statutory	District
	(Plus Vet inspection fees if required for the above).					
Pet Shop	- New/Renewal	O	£321.00	£337.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Riding Establishment (and vet fees where appropriate)	- New/Renewal	O	£400.00	£420.00	Statutory	District
	Plus DBS fee if required (per employee).	O	£51.80	£55.00	Statutory	District
	- Variation	O	£55.00	£58.00	Statutory	District
	(Plus Vet inspection fees ontop if required for the above).					
Zoo (and vet fees where appropriate)	- New/Renewal	O	£246.00	£260.00	Statutory	District
Keeping Animals for Exhibition	- New/Renewal	O	£305.00	£320.00	Statutory	District
	- Variation	O	£103.00	£108.00	Statutory	District
	Verification Inspection Fee for Variation if required.	O	£48.00	£50.50	Statutory	District
Combination of Activities		O	Equal to the highest activity fee	Equal to the highest activity fee	Statutory	District
Variation to reduce the licensable activities or numbers of animals		O	£56.00	£59.00	Statutory	District
Transfer due to death of licensee		O	£56.00	£59.00	Statutory	District
Reissue of Licence (Copy or Name/Address Change).		O	£11.00	£11.50	Statutory	District



Environmental Health Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
<b>OTHER LICENSING CONTINUED</b>						
<b>Premises Licences (Alcohol)</b>						
Premises Licences, under the Licensing Act 2003, are based on bands determined by the non-domestic rateable value of the property concerned.						
The fees relating to applications for premises licences, club premises certificates and variations or conversions to existing licences are:						
<b>Band</b>	<b>Non-domestic rateable value</b>					
A	£0 - £4,300	O	£100.00	£100.00	Statutory	District
B	£4,301 - £33,000	O	£190.00	£190.00	Statutory	District
C	£33,001 - £87,000	O	£315.00	£315.00	Statutory	District
D	£87,001 - £125,000	O	£450.00	£450.00	Statutory	District
E	£125,001 and over	O	£635.00	£635.00	Statutory	District
Annual charges relating to the above are:						
<b>Band</b>	<b>Non-domestic rateable value</b>					
A	£0 - £4,300	O	£70.00	£70.00	Statutory	District
B	£4,301 - £33,000	O	£180.00	£180.00	Statutory	District
C	£33,001 - £87,000	O	£295.00	£295.00	Statutory	District
D	£87,001 - £125,000	O	£320.00	£320.00	Statutory	District
E	£125,001 and over	O	£350.00	£350.00	Statutory	District
Personal Licence	- Initial Fee	O	£37.00	£37.00	Statutory	District

Environmental Health Service Area		2022/23	2023/24		
	V	Charge	Proposed		
	A	£ : p	Charge		
	T		£ : p		
<b>OTHER LICENSING CONTINUED</b>					
<b>Additional Fees and Charges</b>					
Application for copy of licence or summary on theft, loss etc. of premises licence or summary					
	O	£10.50	£10.50	Statutory	District
	O	£23.00	£23.00	Statutory	District
	O	£23.00	£23.00	Statutory	District
	O	£23.00	£23.00	Statutory	District
	O	£315.00	£315.00	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£21.00	£21.00	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£10.50	£10.50	Statutory	District
	O	£21.00	£21.00	Statutory	District
	O	£89.00	£89.00	Statutory	District
		£180.00	£190.00	Statutory	District
		£60.00	£63.00	Statutory	District
		£225.00	£237.00	Statutory	District
		£225.00	£237.00	Statutory	District
		£225.00	£237.00	Statutory	District
		£180.00	£190.00	Statutory	District
		£10.00	£10.50	Statutory	District
		£40.00	£42.00	Statutory	District

Environmental Health Service Area			V	2022/23	2023/24		
			A	Charge	Proposed		
			T	£ : p	Charge		
				£ : p	£ : p		
<b>OTHER LICENSING CONTINUED</b>							
<b>Mobile Home Act 2013 (MHA 2013)</b>							
New Park Home Licence	Units - 1-5		O	£210.00	£210.00	Statutory	District
	Units - 6-24		O	£225.00	£225.00	Statutory	District
	Units - 25-29		O	£240.00	£240.00	Statutory	District
	Units - 100 plus		O	£270.00	£270.00	Statutory	District
Annual Licence Fee	1-3		O	£0.00	£0.00	Statutory	District
	4-5		O	£120.00	£120.00	Statutory	District
	6-24		O	£180.00	£180.00	Statutory	District
	25-29		O	£240.00	£240.00	Statutory	District
	100 plus		O	£270.00	£270.00	Statutory	District
Licence Transfer	n/a		O	£97.50	£97.50	Statutory	District
Licence Variation	n/a		O	£97.50	£97.50	Statutory	District
Deposit of Site Rules	n/a		O	£45.00	£45.00	Statutory	District
Environmental Health Service Area			V	2022/23	2023/24		
			A	Charge	Proposed		
			T	£ : p	Charge		
				£ : p	£ : p		
<b>ENFORCEMENT TEAM CHARGES</b>							
High Hedges Complaint			T	£447.00	£447.00	Statutory	District

<u>Planning Service Area</u>		2022/23 Charge £ : p	2023/24 Proposed Charge £ : p	Statutory Service / Discretionary Services	Set by Government / Set By District
V A T					
<b>LAND CHARGES</b>					
<b>LLC1</b>					
Official Search of - One Part	T	£0.00	£0.00	Statutory	Government
Official Search of - Whole	E	£24.00	£24.00	Statutory	Government
- Electronic Search	E	£2.00	£2.00	Statutory	Government
- Additional Parcel	E				
<b>CON 29 Enquiries</b>					
One Parcel	T	£79.00	£79.00	Statutory	Government
- Electronic Search	T	£17.50	£17.50	Statutory	Government
- Additional Parcel	T				
<b>Optional Enquiries</b>					
Printed	T	£18.00	£18.00	Discretionary	District
Additional	T	£20.00	£20.00	Discretionary	District
<b>Other Fees relating to Local Land Charges</b>					
Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	E	£74.00	£74.00	Statutory	Government
Filing a judgement order or application for variation or cancellation or any entry in Part 11 of the Register (Light Obstruction Notice)	E	£7.00	£7.00	Statutory	Government
Filing a definitive certificate of the Lands Tribunal under rule 10 (3) of the Local Land Charges Rules 1977	E	£3.00	£3.00	Statutory	Government
Inspection of documents filed under Rule 10 in respect of each parcel of land	E	£3.00	£3.00	Statutory	Government
Office copy of any entry in the Register (not including a copy or extract of any plan or document filed pursuant to 1977 Rules)	E	£0.00	£0.00	Statutory	Government

Planning Service Area		V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>PLANNING</b>						
<b>Pre-Application Service</b>						
<b>Major Applications</b>						
*These fees will be charged upon the submission of proposals for pre-application advice. For advice on the service provided see separate note.						
<u>Outline Applications</u>						
Site area up to 2.5 ha.	Per 0.1 ha.	T	£120.00	£120.00	Statutory	Government
Site area over 2.5 ha.	(Plus £36 per additional 0.1 ha.) (Maximum £36,000)	T	£3,000.00	£3,000.00	Statutory	Government
<u>Erection of Dwellings (Full or Reserved Matters)</u> (including change of use to dwellings)						
10 to 50 dwellings	Cost for ten. Additional £120	T	£1,200.00	£1,200.00	Statutory	Government
Over 50 dwellings	(Plus £36 per additional dwelling) (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Buildings (Non-residential)</u>						
Floor space 1,000 - 3,750 sq.m.	Per 75 sq.m.	T	£960.00	£960.00	Statutory	Government
Floor space over 3,750 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £36,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Agricultural Buildings</u>						
Floor space 1,000 - 4,215 sq.m.	For 1st 1000 sq.m. (Plus £120 per additional 75 sq.m. after 1000 sq.m.)	T	£120.00	£120.00	Statutory	Government
Floor space over 4,215 sq.m.	(Plus £36 per additional 75 sq.m.) (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Erection of Glasshouses</u>						
Floor space over 1000 sq.m.		T	£600.00	£600.00	Statutory	Government

<u>Planning Service Area</u>		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>PLANNING CONTINUED</b>						
<u>Erection, Alteration or Replacement of Plant or Machinery</u>						
Site area up to 5 ha.	Per 1 ha. Plus £120 per additional 0.1 ha.	T	£1,200.00	£1,200.00	Statutory	Government
Site area over 5 ha.	Plus £36 per additional 0.1 ha. (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Engineering or Other Operations</u>	Over 1 ha.	T	£600.00	£600.00	Statutory	Government
<u>Car Parks and Service Roads for existing uses (In relation to Major planning application)</u>						
		T	£60.00	£60.00	Statutory	Government
<u>Change of Use of Land or Building to Dwellings</u>						
10 to 50	(Plus £120 per additional dwelling)	T	£1,200.00	£1,200.00	Statutory	Government
Over 50	(Plus £36 per additional dwelling ) (Maximum £72,000)	T	£6,000.00	£6,000.00	Statutory	Government
<u>Other Changes of Use</u>						
Variation/Removal of a condition		T	£60.00	£60.00	Statutory	Government
Renewal of a temporary permission		T	£60.00	£60.00	Statutory	Government
<u>Bronze</u>						
Householder or Commercial up to 50 sq. metres		O	£95.00	£95.00	Discretionary	District
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres		O	£295.00	£295.00	Discretionary	District
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts		O	£195.00	£195.00	Discretionary	District
Other (Advert, agricultural, telecoms)			Free	Free	Discretionary	District
<u>Silver</u>						
Householder or Commercial up to 50 sq. metres		O	£195.00	£195.00	Discretionary	District
1-9 dwellings on sites less than 0.5 ha. or Commercial floorspace up to 999 sq. metres		O	£595.00	£595.00	Discretionary	District
Commercial floorspace 51 - 499 sq.m. and new telecommutation masts		O	£395.00	£395.00	Discretionary	District
Other (Advert, agricultural, telecoms)		O	Free	Free	Discretionary	District

<u>Planning Service Area</u>		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
			£ : p	£ : p		
<b>PLANNING CONTINUED</b>						
<u>Extras:</u>						
Additional Plans		T	£95.00	£95.00	Discretionary	District
Additional Meeting		T	£95.00	£95.00	Discretionary	District
Discharging of conditions	- Non householder permission	T	Statutory	Statutory	Discretionary	District
	- Householder permission	T	Statutory	Statutory	Discretionary	District
<b>Building Control Fees</b>	Hourly rate included within calculated fee.	T	£60.00	£70.00	Discretionary	District

Planning Service Area		V	2022/23	2023/24		
		A	Charge	Proposed		
		T	£ : p	Charge		
				£ : p		
<b>PLANNING - MISCELLANEOUS</b>						
<b>Supply of Information on Permitted Use/History</b>						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
<b>Check compliance with Conditions (for Solicitors, Agents)</b>						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
<b>General Research</b>						
Administrative Staff - per hour		T	£49.50	£49.50	Discretionary	District
Professional Staff - per hour		T	£97.00	£97.00	Discretionary	District
Naming of new street, consultation process and notification	Single Street	T	£125.00	£125.00	Discretionary	District
	2-5 Streets	T	£250.00	£250.00	Discretionary	District
	5+ Streets	T	£500.00	£500.00	Discretionary	District
Street numbering Schemes	1-5 Plots	T	£80.00	£80.00	Discretionary	District
	6-10 Plots	T	£70.00	£70.00	Discretionary	District
	11-50 Plots	T	£60.00	£60.00	Discretionary	District
	50+ Plots	T	£50.00	£50.00	Discretionary	District
Change of property name		T	£25.00	£25.00	Discretionary	District
<b>Monitoring Fee for 2106 / IL Obligations:</b>						
The charge will generally be levied at a rate of £500 per obligation covering each District Council related covenant and a monitoring fee will be sought for each. On more complex sites where greater monitoring costs will likely be incurred, a proportionate charge will be levied at a rate of £500 per obligation covering each District Council related covenant or 1 % of the value of the District Council's total obligations up to a maximum of £10,000 per agreement, whichever is the higher.		T	From £500	From £500	Statutory	District



<u>Planning Service Area</u>	V	2022/23	2023/24		
	A	Charge	Proposed		
	T	£ : p	Charge		
			£ : p		
<b>PLANNING POLICY</b>					
<b>Inset Maps</b>					
A1 Maps	O	£5.50	£5.50	Discretionary	District
A2 Maps	O	£3.00	£3.00	Discretionary	District
A3 Maps	O	£1.50	£1.50	Discretionary	District
Admin Fee to join the Customer & Self Build Housing Register	O	£25.00	£25.00	Discretionary	District
<b>ENFORCEMENT TEAM CHARGES</b>					
High Hedges Complaint	T	£447.00	£450.00	Statutory	Government

Finance & Assets Service Area			2022/23	2023/24	Statutory Service / Discretionary Services	Set by Government / Set By District
V	A	T	Charge £ : p	Proposed Charge £ : p		
<b>CAR PARKING - COASTAL CAR PARKS</b>						
<b>Pay &amp; Display Car Parks. Charges Apply Between 08:00 - 18:00</b>						
Cromer	- Ronton Road	T	£1.80 per hour	£1.80 per hour	Discretionary	District
East Ronton	- Beach Road	T				
Happisburgh	- Cart Gap	T	£8.50 for 24 hours	£8.50 for 24 hours		
Mundesley	- Gold Park	T				
Overstrand	- Pauls Lane	T	£34 for 7-Days	£34 for 7-Days		
Sea Palling	- Clink Road	T				
Sheringham	- East Cliff	T				
	- Station Road	T				
Wells	- Stearmans Yard	T				
Weybourne	- Beach Road	T				
<b>CAR PARKING - RESORT CAR PARKS</b>						
<b>Pay &amp; Display Car Parks. Charges Apply Between 08:00 - 18:00</b>						
Cromer	- Cadogan Road	T	£1.50 for first hour	£1.50 for first hour	Discretionary	District
	- Meadow	T				
	- Promenade	T				
Holt	- Albert Street	T	£1.20 per additional hour	£1.20 per additional hour		
	- Station Yard	T				
Sheringham	- Cheques	T	£8.50 for 24 hours	£8.50 for 24 hours		
	- Morris Street	T				
Wells	- Staithe Street	T	£34 for 7-Days	£34 for 7-Days		

Finance & Assets Service Area			2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>CAR PARKING - STANDARD CAR PARKS</b>						
<b>Pay &amp; Display Car Parks. Charges Apply Between 08:00 - 18:00</b>						
Fakenham	- Bridge Street	T	£1.20 for first two hours  £0.80 per additional hour	£1.20 for first two hours  £0.80 per additional hour	Discretionary	District
	- Community Centre	T				
	- Highfield Road	T				
	- Queens Road	T				
	- The Limes	T				
North Walsham	- Bank Loke	T	£6 for 24 hours	£6 for 24 hours		
	- Mundesley Road	T	£24 for 7-Days	£24 for 7-Days		
	- New Road	T				
	- Vicarage Street	T				
Stalham	- High Street	T				
<b>CAR PARKING - OTHER</b>						
Fakenham	- Hall Staithe		PERMIT	PERMIT	Discretionary	District
North Walsham	- Midland Road		Free	Free	Discretionary	District

Finance & Assets Service Area			2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>COACH PARKING</b>						
For 4 hours		T	£6.00	£6.00	Discretionary	Distict
For 24 hours		T	£12.00	£12.00	Discretionary	District
<b>SEASON TICKETS / PERMITS</b>						
1 Week	- 24 hour stay max.	T	£24.00	£24.00	Discretionary	District
3 Months	- 3 hour stay max.	T	£16.00	£16.00	Discretionary	District
	- 24 hour stay max.	T	£66.00	£66.00	Discretionary	District
6 Months	- 3 hour stay max.	T	£31.00	£31.00	Discretionary	District
	- 24 hour stay max.	T	£122.00	£122.00	Discretionary	District
12 Months	- 3 hour stay max.	T	£56.00	£56.00	Discretionary	District
	- 24 hour stay max.	T	£204.00	£204.00	Discretionary	District

Finance & Assets Service Area		2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
PROFESSIONAL ESTATE SERVICE					
Application fee for Events (per application).	V A T O	£50.00	£50.00	Discretionary	District
Application fee for Events (per application) - Charitable Events	O	£25.00	£25.00	Discretionary	District
Estate Service (Land and Property Transactions) - Hourly Rate	O	£70.00	£70.00	Discretionary	District
Licence Admin Fee	O	£50.00	£50.00	Discretionary	District
Disposal of Assets/Asset Proposal Admin Fee	O	£50.00	£50.00	Discretionary	District
Licence for table with three chairs	O	£60.00	£60.00	Discretionary	District

Finance & Assets Service Area		V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>CHALETs</b>						
<i>Sheringham</i>						
	Old Chalets	T				
	New Chalets (inc. electricity)	T				
<i>Cromer</i>						
	West Beach	T				
	East Beach	T				
<i>Weekly Lets - Cromer &amp; Sheringham</i>						
	Low Season	T	£85.00	£85.00	Discretionary	District
	High Season	T	£210.00	£210.00	Discretionary	District
<i>Weekly Lets - Cromer East &amp; Sheringham New (Serviced)</i>						
	Low Season	T	£95.00	£95.00	Discretionary	District
	High Season	T	£260.00	£260.00	Discretionary	District
<i>Winter Lets</i>						
	Per Month	T	£65.00	£65.00	Discretionary	District
	Per Week	T	£21.00	£21.00	Discretionary	District
Economic & Community Development & Leisure Service Area		V A T	2022/23 Charge £ : p	2023/24 Proposed Charge £ : p		
<b>BEACH HUTS</b>						
<b>Beach Hut Sites</b>						
<i>Cromer, Overstrand &amp; Sheringham</i>						
	One Year (Excluding Rates)	T				
<i>Mundesley</i>						
	One Year (Excluding Rates)	T				
<b>Beach Huts</b>						
<i>Weekly Lets</i>						
	Low Season	T	£70.00	£70.00	Discretionary	District
	High Season	T	£195.00	£195.00	Discretionary	District
<i>Mundesley - Seasonal Let</i>						
		T				
<b>Extras:</b>						
Charge to go onto beach hut or chalet waiting list		Per List T	£25.00	£25.00	Discretionary	District

**DRAFT MEDIUM TERM FINANCIAL STRATEGY 2024/27**

- Summary:** To provide Members with the opportunity to discuss assumptions around Medium Term Financial Planning and the impact on NNDC finances.
- Options considered:** That the Medium-Term Financial Strategy is reviewed by Members.
- Conclusions:** The Council is required to agree a budget in advance of each financial year. This is done in February of each year at Full Council, after meetings of Cabinet and Overview and Scrutiny. To aid the Committee, an early draft of the Medium-Term Financial Strategy is presented here for scrutiny and discussion.
- Recommendations:** **It is recommended that Overview and Scrutiny Committee review and consider the current financial projections for the period to 2026/27 and make recommendations to the Cabinet where necessary.**
- Reasons for Recommendations:** To enable Members of the Overview and Scrutiny Committee to scrutinise, comment on and have input into the setting of Medium-Term Financial Strategy that is recommended by Cabinet for approval by full 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)*

<p><i>Budget Monitoring Reports 2022/23</i>  <i>Outturn Report 2021/22</i>  <i>Medium Term Financial Strategy 2023-26</i></p>
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Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email:	Tina Stankley, Director of Resources, 01263 516246

## 1. Introduction

- 1.1 This report presents the projections for the three financial years, 2024/25 to 2026/27, alongside the Annual Budget for 2023/24 and Capital Programme elsewhere on the agenda.
- 1.2 Also included within the annual budget report is the updated Capital Programme has also been included covering the periods 2023/24 to 2026/27 which takes account of slippage of schemes between financial years. Details of new proposed capital schemes are also included within the report.
- 1.3 The Medium-Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan outcomes. The MTFS establishes how the Council's priorities will be achieved by setting out the framework within which resources are available over the medium term and the financial challenges facing the Council in terms of future funding gaps. It is the method by which the Council plans translates its long-term goals into action by considering;
  - Where the Council is now
  - Where the Council wants to be
  - What the Council's plans are to get there
- 1.1 The MTFS helps to ensure that the Council is 'doing the right thing' while taking account of internal strengths/weaknesses and external threats/opportunities. It should also provide a link between the Council's long-term service objectives and its financial capacity, which effectively asks the question 'can the strategic objectives be achieved within the available financial envelope?'
- 1.2 The Medium-Term Financial Strategy will be presented for final approval by full Council as part of the February Committee cycle and is provided here in draft format to allow discussion by the Overview and Scrutiny Committee.

## 2. 'Where we want to be' - The Council's Corporate Plan

- 2.1 In May 2019 the Council was elected and set out its Corporate Plan containing its intentions and ambition for 2019–2023 (which can be found [here](#)). The Council is in the last year of its Corporate Plan and will develop a new plan after the Council elections in May 2023. The Corporate Plan has provided the framework and context for the Council's service provision, project interventions and resource allocation (financial and staffing) for the period through to 2023. The Plan has been subject to annual review to ensure that it has continued to reflect the Council's priorities and objectives each year throughout the four-year period to ensure that it has been able to respond to emerging trends, policy developments and legislation.
- 2.2 It has reflected the essential needs and aspirations of our residents, businesses, visitors and communities and how we have felt the Council could best use its resources to deliver the services and outcomes that would make a positive difference for everyone who lives in, works in or visits North Norfolk.



- 2.3 However, despite the District having a number of very positive attributes we continue to also face some big challenges: – responding to environmental change, increasing housing supply, supporting economic growth, meeting the challenges of service delivery to rural communities and the needs of both our young people and a rapidly ageing population.
- 2.4 The Corporate Plan identified six key themes where we proposed developing actions and allocating resources to respond to the challenges our district faced in the years of the Plan and continues to face in the years to come as detailed below;
- Local Homes for Local Need
  - Boosting Business Sustainability and Growth
  - Climate, Coast and the Environment
  - Quality of Life
  - Customer Focus
  - Financial Sustainability
- 2.5 Planning for the future is challenging, especially given the broad range of services provided, and the competing demands for increasingly scarce resources. All our services are committed to making improvements and finding savings, so that the Council remains efficient, effective and meets the day to day needs of the communities we serve. The purpose of the Corporate Plan is to focus our attention specifically on the priorities that have been identified. It has helped us target better our limited capital and revenue resources and help direct and focus any bids for external grant support. The Plan has also provided a framework against which we could assess our progress to support the needs of our customers and communities.
- 2.6 The Delivery Plan, which supported the objectives contained within the Corporate Plan, was approved by Full Council during 2020. This detailed how we would judge our performance; it was also the means by which the Council agreed its improvement objectives. It included the expected outcomes from each of the six key themes and how they would be supported by a set of priority actions and measures through which the Council will undertake a self-assessment of the level of improvement made.
- 2.7 The Climate, Coast and Environment theme was identified as a priority to help ensure that the Council delivers on its Climate Emergency agenda and this element of the Corporate Plan has permeated and influenced all the other work streams and Delivery Plan themes so that it has become embedded within the culture of the organisation, and it should continue to do so. The Council has looked to generate income from the Electric Vehicle Charging Points which have been installed in Council owned car parks across much of the District. Solar panels are also generating an income on the Council's main office block in Cromer. In addition to reducing the Council's running costs, these panels are projected to provide £10,000 per annum of income to support the Council's budget.
- 2.8 A number of the Delivery Plan projects have supported the Climate Emergency agenda and the Council will continue to try and ensure as far as possible that environmental considerations are built into all areas of the Council's day to day business operations.

2.9 The Council has been supporting its Climate Change agenda and motion on Climate Emergency by earmarking £330,000 from the Delivery Plan Reserve to facilitate the planting of 110,000 trees in the district. This project has just been successfully completed. An Environment Charter and Action Plan was completed and adopted in April 2021. A further £150,000 is available within an earmarked reserve to support initiatives under this plan. Activities are likely to be related to:

- Monitoring and managing the Council's carbon footprint
- Alternative Energy Projects
- Biodiversity improvements
- Electric Vehicle Charging
- Waste reduction
- Raising awareness and creating behaviour changes through community engagement

2.10 Underpinning the Corporate Plan is the day-to-day business that departments undertake, and which will be reflected in Service Plans. All Service Plans are linked to the Corporate Plan and will be updated when the Corporate Plan is updated. These plans have also included the performance measures by which the delivery of wider improvement activity could be measured. The Corporate Plan is a living document and will be regularly reviewed throughout its life to reflect changes in the local, regional and national context.

2.11 The priorities within the Corporate Plan were developed by talking with, and listening to the community, Elected Members, staff and other key stakeholders all of whom helped to shape the content of the Plan.

### **Our Strategic Priorities 2019 – 2023**

2.12 The Delivery Plan includes a series of priority actions and measures that we will monitor to assess if we have made a difference. Progress and tracking against the identified actions and delivery of the outcomes will form a key part of the Council's performance management framework.

### **Investment in Priority Areas**

2.13 The overall level of the Council's resources is reducing so it is important that a clear focus is maintained on matching funding to priorities. This will remain a key focus over the coming years to ensure the updated aspirations in the new Corporate Plan and the projects in the new Delivery Plan are realised.

### **Our Vision**

2.14 To develop a long-term plan, every organisation needs to set an aspiration of where the organisation is aiming to be in the future. This enables everyone to be united in a shared direction and purpose. The Council's current aspiration is as follows:

***“North Norfolk District Council – putting our customers at the heart of everything we do”***

### **Our Values**

2.15 Our values represent the beliefs and expected behaviour of everyone working for North Norfolk District Council. Our values, which aim to support quality services, we;

- Respect everyone and treat everyone fairly
- Are open and honest and listen
- Strive to offer the best value for money service
- Welcome new challenges and embrace change

#### **‘One Team’ Team Approach**

2.16 To deliver high quality services, we need to have excellent teams to deliver them. We recognise that our staff are our most important resource at the heart of the services we provide. We are committed to investing in staff and their development so that we have well trained and supported employees, who can provide professional services and who are happy and motivated in their work. The One Team approach includes Members to ensure we all work closely together to deliver our priority outcomes and that training needs are also met as part of the ongoing development of everyone.

### **3. ‘Where we are now’ – Current financial projections and analysis**

3.1 The Provisional Local Government Finance Settlement was announced on Monday, 19th December. It was a single-year settlement that included a new grant, the 3% Funding Guarantee Grant, which was £1.039m for NNDC. This was welcomed as it has partly met the inflationary pressures the Council is facing in 2023/24. The Settlement is again another one-year settlement, and it was announced that the long-awaited Fair Funding Review and Business Rates Reform has been delayed until 2025/26. This does not provide the long-term stability needed for strong medium term financial planning.

3.2 The forecast financial projections shown below make assumptions around future spending forecasts and include the provisional settlement figures for 2023/24 and reflect predicted future income levels. Pay inflation has been included at 2% and inflation on other expenditure has been included where unavoidable but has been reduced to 3% and then increases in fees and charges income have been included at 3%.

<b>General Fund Summary 2023-24</b>	<b>2022/23 Base Budget £</b>	<b>2022/23 Updated Budget £</b>	<b>2023/24 Base Budget £</b>	<b>2024/25 Forecast £</b>	<b>2025/26 Forecast £</b>	<b>2026/27 Forecast £</b>
<b>Directorate</b>						
Corporate Leadership/Executive Support	350,720	421,717	484,705	339,302	343,558	348,897
Communities	10,512,392	10,496,392	12,102,119	11,503,077	11,383,361	11,445,519
Place and Climate Change	6,368,062	5,854,297	6,634,032	6,649,906	6,426,934	6,518,466
Resources	4,383,405	4,349,295	4,973,854	4,909,413	4,909,659	4,984,087
<b>Net Cost of Services</b>	<b>21,614,579</b>	<b>21,121,701</b>	<b>24,194,710</b>	<b>23,401,698</b>	<b>23,063,512</b>	<b>23,296,969</b>
Parish Precepts	2,724,873	2,724,873	2,724,873	2,724,873	2,724,873	2,724,873
Capital Charges	(2,456,953)	(2,456,953)	(2,456,953)	(2,456,953)	(2,456,953)	(2,456,953)
Refcusc	(1,677,167)	(1,677,167)	(1,677,167)	(1,677,167)	(1,677,167)	(1,677,167)
Interest Receivable	(1,136,652)	(1,136,652)	(1,136,652)	(1,533,436)	(1,533,436)	(1,533,436)
External Interest Paid	145,532	145,532	0	0	0	0
Revenue Financing for Capital:	1,173,426	2,494,426	0			
Minimum Revenue Provision	562,500	562,500	330,000	349,000	349,000	349,000
IAS 19 Pension Adjustment	265,496	265,496	265,496	265,496	265,496	265,496
<b>Net Operating Expenditure</b>	<b>21,215,634</b>	<b>22,043,756</b>	<b>21,847,523</b>	<b>21,073,511</b>	<b>20,735,325</b>	<b>20,968,782</b>
<b>Contribution to/(from) the Earmarked Reserves</b>						
Capital Projects Reserve	0	(400,000)	0	0	0	0
Asset Management	5,466	(24,534)	0	0	0	0
Benefits	(32,303)	(32,303)	(111,305)	0	0	0
Building Control	0	0	(81,866)	(53,529)	(53,529)	0
Business Rates	(18,000)	(389,000)	(420,317)	(18,000)	(18,000)	(18,000)
Coast Protection	(62,422)	(62,422)	0	0	0	0
Communities	(275,000)	(275,000)	(275,000)	0	0	0
Delivery Plan	(2,117,608)	(2,263,498)	(979,412)	(424,860)	(10,000)	(10,000)
Economic Development & Tourism	0	34,800	(44,800)	(10,000)	(10,000)	0
Elections	50,000	50,000	(100,000)	50,000	50,000	50,000
Environmental Health	0	16,000	(16,000)	0	0	0
Grants	(51,476)	(141,476)	0	0	0	0
Housing	(544,192)	(544,192)	(555,898)	(189,179)	(52,897)	(72,046)
Legal	(29,612)	(29,612)	(31,745)	(31,745)	0	0
Major Repairs Reserve	280,000	150,000	0	0	0	0
New Homes Bonus Reserve	(160,000)	0	(178,000)	0	(18,000)	(18,000)
Organisational Development	(12,446)	(59,156)	(42,742)	(7,860)	0	0
Planning Revenue	0	198,965	(148,965)	50,000	50,000	50,000
Restructuring/Invest to save	130,453	130,453	0	0	0	0
<b>General Reserve Movements:</b>						
Contribution to/(from) the General Reserve	(76,043)	(100,330)	(64,491)	(9,298)	0	0
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>18,302,451</b>	<b>18,302,451</b>	<b>18,796,982</b>	<b>20,429,040</b>	<b>20,672,899</b>	<b>20,950,736</b>
Collection Fund – Parishes	(2,724,873)	(2,724,873)	(2,724,873)	(2,724,873)	(2,724,873)	(2,724,873)
Collection Fund – District	(6,513,398)	(6,513,398)	(6,879,503)	(6,910,064)	(7,330,887)	(7,777,338)
Retained Business Rates	(7,206,520)	(7,206,520)	(7,200,000)	(7,376,000)	(7,300,000)	(7,400,000)
3% Funding Guarantee			(1,039,298)	(1,040,000)	(1,050,000)	(1,060,000)
Family Annexe Council Tax Discount Grant			(50,074)	(50,000)	(50,000)	(50,000)
LCTS Admin Grant			(136,747)	(140,000)	(150,000)	(160,000)
New Homes bonus	(886,575)	(886,575)	(31,080)	(50,000)	(50,000)	(50,000)
Rural Services Delivery Grant	(507,661)	(507,661)	(507,661)	(729,206)	(965,166)	(1,223,425)
Lower Tier Services Grant	(147,545)	(147,545)	0	0	0	0
Services Grant	(222,339)	(222,339)	(125,284)	(129,043)	(132,914)	(136,901)
<b>Income from Government Grant and Taxpayers</b>	<b>(18,302,451)</b>	<b>(18,302,451)</b>	<b>(18,796,982)</b>	<b>(19,149,185)</b>	<b>(19,753,840)</b>	<b>(20,582,537)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,279,855</b>	<b>919,059</b>	<b>368,199</b>

3.3 The assumptions around council tax funding reflect a year on year £4.95 increase in council tax in line with the current referendum principles although it should be noted that any decision regarding increases to council tax will be made annually in line with the budget setting process.

3.4 The Government have indicated that we can expect to see the outcomes of the Fair Funding Review and Business Rates Reform introduced in 2025/26. Therefore without any firm and reliable information on which to base future funding levels the grants for 2024/25 onwards have been included at the 2023/24 levels. This introduces a big risk for the Council because of the uncertainty of funding going forwards. In particular there is a risk around the inclusion of the 3% Funding Guarantee Grant at c.£1.0m, but there is some

expectation here that the Fair Funding Review funding should in some way replace this.

- 3.5 The future years' level of retained business rates has been modelled, again based on the current system and using currently available information.
- 3.6 The General Fund Summary 2023/24 at 3.2 above shows that the assumptions included result in an overall deficit for each of the years 2024/25, 2025/26 and 2026/27.
- 3.7 In order to set a balanced budget in future years the Council will have to look at every option open to it and should include:
  - Identifying savings and efficiencies
  - Reviewing service delivery
  - Growing the Council Tax Base
  - Growing the number of businesses in the district to increase business rates income
  - Increasing income from fees and charges
  - Taking a more commercial approach.

#### **4. Conclusions**

- 4.1 At the present time the forecast draft budget position for 2023/24 is balanced, subject to taking the savings (as detailed in the Budget Report on this Agenda also) and if all the assumptions are included. This report presents a Medium-Term Financial Strategy which carries a higher level of risk than there might have been in previous years, and this is due to knowing that the basis of local government funding is changing from 2025/26, but not having any further detailed information about how it will change. This leaves the Council with challenges ahead as there is a budget gap in future years. The Council will need to address this by taking the measures outlined within 3.7 above.

#### **5. Sustainability**

There are no sustainability issues as a direct consequence of this report.

#### **6. Equality and Diversity**

The Council is required to consider the equality duty in its decision-making and this includes the budget process. As part of any savings or investments the Council must consider how it can:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity between different groups; and
- Foster good relations between different groups by tackling prejudice and promoting understanding.

No new specific savings proposals have been factored into the 2022-23 budget, so there are no equality issues arising.

#### **7. Section 17 Crime and Disorder considerations**

There are no Section 17 Crime and Disorder considerations as a direct consequence of this report.



## DRAFT BASE BUDGET PROJECTIONS FOR 2022/23

**Summary:** To provide Members of the Overview and Scrutiny Committee with the opportunity to scrutinise and discuss the proposed draft Summary General Fund Budget for 2023/24, along with the assumptions it is based on and the savings that are currently included in the draft 2023/24 Budget.

**Options considered:** The Council is required by law to set a balanced budget every year in advance of the forthcoming financial year starting on 1 April. The 2023/24 Budget report will be presented to Full Council on 22 February 2023 and will include options for setting the budget with respect to Council Tax and other items.

**Conclusions:** The Council is required to set a balanced budget in advance of each financial year. This is done in February of each year at full Council, after meetings of the Overview and Scrutiny Committee and Cabinet. This Committee can take this opportunity to put forward any recommendations to Cabinet for it to consider when proposing its recommendation to full Council.

**Recommendations:** **It is recommended that Overview and Scrutiny Committee**

- 1) **Put forward recommendations to Cabinet for it to consider at its meeting on 6 February 2023;**
- 2) **That Members note the proposed draft Budget for 2023/24;**

## 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)*

*Budget Monitoring Reports 2022/23  
 Outturn Report 2021/22  
 Medium Term Financial Strategy 2022-25*

Cabinet Member(s) Cllr Eric Seward	Ward(s) affected All
Contact Officer, telephone number and email: Tina Stankley, Director of Resources, 01263 516439, <a href="mailto:tina.stankley@north-norfolk.gov.uk">tina.stankley@north-norfolk.gov.uk</a>	

## **1. Introduction**

- 1.1 Local authorities throughout the UK are finding themselves affected by many external factors that are beyond their control. There is the ongoing impact on the UK from the war in Ukraine, high inflation (9.2% in December 2022), higher interest rates, labour shortages, post-COVID recovery, a cost-of-living crisis and an uncertain economic outlook.
- 1.2 The Council is seeing rising utility and contract costs, along with increases in other costs e.g. pay inflation running at a higher level than previously forecast. The cost-of-living crisis is also leading to an increase in the demand for the Council's services. This is placing pressure on the Council's budgets.
- 1.3 In spite of these pressures a draft balanced budget is being presented for 2023/24 whereby the Council is able to continue delivering its core services with the provision of services for the vulnerable and meeting the Net Zero target continuing to be a priorities for the Council.
- 1.4 The draft budget for 2023-24 includes some unavoidable growth items, increases for inflation for both income and expenditure, savings that have been identified (details of which can be found in Appendix A), the funding announced in the provisional Local Government Finance Settlement on 19 December 2022 and it also assumes an increase in council tax of £4.95 for a band D property.
- 1.5 The draft proposed Summary General Fund Budget for 2023/24 that is shown below is being presented to Overview and Scrutiny (25 January 2023) and Cabinet (6 February 2023) for consideration. The final budget will be presented to Full Council on 22 February 2023. This will be an updated report with the budget updated for the final funding position i.e. the final Local Government Finance Settlement (if received in time) and the latest NNDR forecasts, along with the formal Council Tax setting report.
- 1.6 The following sections of the report present the detail and context within which the budget has been produced. The draft summary of the budget is presented later in the body of the report and the savings identified by services are included as Appendix A. In order to enable pre-scrutiny and have input into the budget setting process this meeting has had to be scheduled at a point in the budget setting process when the budgets are still being finalised and when not all the information from external sources is available. Therefore the report is not the full report that will be presented to Cabinet and full Council, but it does still nevertheless contain the budget position as at 20 January 2023.

## **2. Current Position**

- 2.1 The draft budget includes budgets updated for unavoidable growth, savings (both non-recurring and recurring, inflation and increases in income attributable to both growth and price increases).
- 2.2 The unavoidable growth totals £796k with the greatest increases being for the loss of Legal Services income with a contract ending (£295k), increases across the Council in staffing, training and travel costs (£156k), increases in repairs and maintenance costs (£51k), increases in commercial waste disposal costs (£60k), NEWS additional tonnage (£40k) and loss of grant income (£50k).



- 2.3 There were savings of £396k identified by service managers during the initial review of budgets. The main areas were savings in staffing costs where fixed term contracts have come to an end (£103k), reduction in utility and insurance costs in some areas (£102k), reduction in management fees and facility charges at sports and leisure centres (£81k) and a reduction in marketing budgets (£29k). Non-recurring savings identified totalled £2.2m, with the larger of these being savings in staffing (£1.2m), grants (£285k), local plan costs (£210k), professional fee in Planning (£50k) and Environmental Sustainability (£310k) and computer costs (£55k).
- 2.4 The Council's budget has been heavily impacted by rising inflation and much of the increase in expenditure budgets can be attributed to this. This has placed a lot of pressure on balancing the budget. Below is a table showing the areas where inflationary pressures have had the greatest impact

<b>Inflationary Pressures</b>	
<b>Area of Expenditure</b>	<b>£m</b>
Staffing (inc. training, travel & subsistence)	1.426
Insurances	0.220
NEWS Contract -increase in price per tonne	0.375
SERCO Contract - Bin collections	0.619
SERCO Contract - Cleansing	0.261
Grounds Maintenance	0.062
Contract Cleaning (Public conveniences)	0.070
Audit Fee	0.113
Computer Costs	0.078
Other	0.238
	3.462
<b>Income</b>	
Fees and Charges	(0.515)
<b>Total of Inflationary Pressures</b>	<b>2.947</b>

- 2.5 The largest inflationary increase is in the staffing which is unavoidable and due to the cumulative full year impact of the flat rate pay increase awarded for 2022/23 of £1,925 for employees. This equated to a percentage increase of nearly 6% on average in 2022/23. The assumed percentage increase for the pay award included for 2023/24 is 5%.

### **Funding**

- 2.6 The provisional Local Government Finance Settlement was announced on 19 December 2022 and included the following funding for the Council:

<b>Funding Stream</b>	<b>Funding in 2023/24</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
Revenue Support Grant	2022/23 funding increased by CPI	93,540	102,462
Family Annexe Council Tax Discount Grant	These 2 grants are being added into RSG but have been shown separately so can compare RSG between years	0	50,074
LCTS Admin Grant		0	136,747
Rural Services Delivery Grant	As for 2022/23	507,661	507,661

New Homes Bonus	Based on increase in new homes, but first year of just in year payments	0	31,080
Services Grant	As for 2022/23, but reduced by the amount added for the NI rise	222,339	125,284
3% Funding Guarantee Grant	New one-year grant to guarantee an increase in funding of at least 3% to cover additional inflationary costs	0	1,039,298
Lower Tier Services Grant	This has been removed for 2023/24 and onwards	147,545	0

- 2.7 For 2023/24 the Government have introduced a new 3% Funding Guarantee Grant. It has been distributed to local authorities to cover the significant inflationary increases that local authorities are currently seeing. The amount of grant distributed to each local authority ensures that a minimum increase in funding of 3%.
- 2.8 The provisional Local Government Finance Settlement also provided some further information about the expected future funding changes e.g. the Fair Funding Review and the replacement for New Homes Bonus. It confirmed that these changes will not take place before 2025-26. This adds greater uncertainty to the levels of future funding that the Council can expect and offers no assurance on financial sustainability for Councils.

### Council Tax

- 2.9 NNDC, as the billing authority for the district of North Norfolk, send out the Council Tax bills to residents and then collect the Council Tax for NNDC, the County Council, Norfolk Police Authority and parish and town councils. The breakdown for each £1 of Council Tax collected shows that the County Council receive the largest amount and that NNDC's share is 8 pence in the pound.

Authority	Share of £1 of Council Tax
Norfolk County Council	75p
Norfolk Police Authority	14p
North Norfolk District Council	8p
Town and Parish Councils (Average)	3p

- 2.10 The charge on a Band D property which is retained by NNDC is currently £158.67 based on a tax base of 41,031 in 2022/23. Any increase on this amount is restricted to no more than 3% or £5 for next year, whichever is the greater. If the Council wishes to increase the charge on a Band D property by more than this then a referendum will need to be held.
- 2.11 The previous years' assumptions around council tax funding have reflected a year on year £4.95 increase in council tax in line with the current referendum principles although it should be noted that any decision regarding increase to council tax is part of the budget setting process each year and does not have to follow previous years' decisions.

2.12 The draft proposed General Fund Summary Budget for 2023/24 below shows a balanced budget. The detailed budgets are shown in Appendix B.

<b>General Fund Summary 2023-24</b>	<b>2022/23 Base Budget £</b>	<b>2022/23 Updated Budget £</b>	<b>2023/24 Base Budget £</b>
<b>Directorate</b>			
Corporate Leadership/Executive Support	350,720	421,717	484,705
Communities	10,512,392	10,496,392	12,102,119
Place and Climate Change	6,368,062	5,854,297	6,634,032
Resources	4,383,405	4,349,295	4,973,854
<b>Net Cost of Services</b>	<b>21,614,579</b>	<b>21,121,701</b>	<b>24,194,710</b>
Parish Precepts	2,724,873	2,724,873	2,724,873
Capital Charges	(2,456,953)	(2,456,953)	(2,456,953)
Refcus	(1,677,167)	(1,677,167)	(1,677,167)
Interest Receivable	(1,136,652)	(1,136,652)	(1,533,436)
External Interest Paid	145,532	145,532	0
Revenue Financing for Capital:	1,173,426	2,494,426	0
Minimum Revenue Provision	562,500	562,500	330,000
IAS 19 Pension Adjustment	265,496	265,496	265,496
<b>Net Operating Expenditure</b>	<b>21,215,634</b>	<b>22,043,756</b>	<b>21,847,523</b>
<b>Contribution to/(from) the Earmarked Reserves</b>			
Capital Projects Reserve	0	(400,000)	0
Asset Management	5,466	(24,534)	0
Benefits	(32,303)	(32,303)	(111,305)
Building Control	0	0	(81,866)
Business Rates	(18,000)	(389,000)	(420,317)
Coast Protection	(62,422)	(62,422)	0
Communities	(275,000)	(275,000)	(275,000)
Delivery Plan	(2,117,608)	(2,263,498)	(979,412)
Economic Development & Tourism	0	34,800	(44,800)
Elections	50,000	50,000	(100,000)
Housing	(544,192)	(544,192)	(555,898)
Major Repairs Reserve	280,000	150,000	0
New Homes Bonus Reserve	(210,000)	0	(228,000)
Organisational Development	(12,446)	(59,156)	(42,742)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>18,302,451</b>	<b>18,302,451</b>	<b>18,796,982</b>
Collection Fund – Parishes	(2,724,873)	(2,724,873)	(2,724,873)
Collection Fund – District	(6,513,398)	(6,513,398)	(6,879,503)
Retained Business Rates	(7,206,520)	(7,206,520)	(7,200,000)
3% Funding Guarantee			(1,039,298)
Family Annexe Council Tax Discount Grant			(50,074)
LCTS Admin Grant			(136,747)
New Homes bonus	(886,575)	(886,575)	(31,080)
Rural Services Delivery Grant	(507,661)	(507,661)	(507,661)
Lower Tier Services Grant	(147,545)	(147,545)	0
Services Grant	(222,339)	(222,339)	(125,284)
<b>Income from Government Grant and Taxpayers</b>	<b>(18,302,451)</b>	<b>(18,302,451)</b>	<b>(18,796,982)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>

2.13 The draft budget as it is presented is a balanced budget but to achieve this a second review of service budgets had to take place to identify additional savings to meet a budget gap of circa £2.5m. The proposed savings and

proposed additional income that has been included is shown in detail at Appendix A.

## Reserves

- 2.14 The current position and forecast on the General and Earmarked Reserves is attached at Appendix D. The statement provides the latest proposals for use of reserves in the current financial year along with the budgeted movements in 2023/24, and proposed movements in the following three financial years. The current recommended minimum balance on the general reserve is £2.0 million.
- 2.15 The Council holds a number of 'useable' reserves both for revenue and capital purposes which fall within one of the following categories:
- General Reserve
  - Earmarked Reserves
  - Capital Receipts Reserve
- 2.16 The *General Reserve* is held for two main purposes:
- To provide a working balance to help cushion the impact of uneven cashflows and avoid temporary borrowing and;
  - A contingency to help cushion the impact of unexpected events or emergencies.
- 2.17 As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared.
- 2.18 *Earmarked Reserves* provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce the impact on Council Tax payers of future uncertain events such as business rate appeals or clawback of benefit subsidy.
- 2.19 Use of reserves to balance a budget provides only a short term solution as the funds can only be used once. They can however be used to smooth the impact of funding gaps over the short to medium term and to allow for planning and implementing projects and work streams that will deliver a longer-term financial benefit through reduced costs and/or additional income.
- 2.20 A comprehensive statement about the adequacy of the reserves and recommended balance will be included within the Chief Financial Officer's report, which forms part of the annual Council Tax and Budget report to Full Council in February.

## Capital

- 2.21 A draft capital programme for 2022/23 to 2025/26 has been prepared and can be found at Appendix C. There is also a list of capital bids included as Appendix C1. This is a draft capital programme which requires finalising for presentation to Cabinet and full Council.

### 3. Conclusion

- 3.1 At the present time the forecast draft budget position for 2023/24 is balanced, subject to the savings identified by service managers being included within the budgets. Without these savings there is a budget gap. There is scope to reinstate some of the budgets where savings have been proposed but this will require a withdrawal from reserves.

### 4. Medium Term Financial Strategy

The implication for the Medium-Term Financial Strategy is set out in a separate report on this agenda.

### 5. Financial Implications and Risks

- 5.1 A comprehensive financial risk assessment is undertaken as part of the budget setting process for the revenue and capital budget setting process to ensure that all risks and uncertainties affecting the Council's financial position are identified. These are reviewed each year as part of the refresh of both the MTFS and the budget. The key strategic financial risks to be considered in setting the budget for 2023/24 are included within the table below.
- 5.2 Despite these risks, we will continue to plan effectively and improve our financial management so that the Council can continue to meet its Corporate Plan priorities and provide the best possible services to the district.

Risk	Likelihood	Impact	Risk Management
1. Future available resources less than assumed	Possible	High	Annual review of reserves and reserves policy to identify future resources. Assumptions on funding for 2023/24 and beyond are based on best estimates at this time. A prudent approach has been adopted based on previous years' experience. Regional network contacts expert advice used to inform modelling.
2. Volatility of business rates funding given uncertainty around impact of appeals	Likely	High	Volatility of funding stream outside of council control but impact mitigated by having a specific earmarked reserve and financial monitoring framework. Modelling of potential impacts is used to inform financial planning.
3. Pay Awards, fee increases and price	Possible	Medium	Impact of potential increases mitigated by central contingency

inflation higher than assumed			budget for pay, price increases and care fees. Where pay awards have been agreed these will be factored into the future estimates.
4. Future spending plans underestimated	Possible	Medium	Service planning process identifies future budget pressures and these will inform the indicative budget forecasts. An effective budget monitoring framework is in place to identify in year and potential future cost pressures.
5. Anticipated savings/ efficiencies not achieved	Possible	High	Regular monitoring and reporting takes place but the size of the funding cuts increase the likelihood of this risk. Non-achievement of savings would require compensating reductions in planned service spending.
6. Revenue implications of capital programmes not fully anticipated	Unlikely	Low	Capital bid approval framework identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning.
7. Income targets not achieved	Possible	Medium	Current economic climate could impact. Regular monitoring and reporting takes place.
8. Budget monitoring not effective	Unlikely	Medium	Regular monitoring and reporting in line with corporate framework. Action plans developed to address problem areas. Regular reports to Cabinet and to O&S. Track record of delivering budget and savings.
9. Exit strategies for external funding ending not met	Possible	Medium	Regular monitoring and reporting. Government policy to remove ring fencing provides greater flexibility.
10. Loss of principal deposit	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which prioritises security of deposit over returns. Impact limited due to the strategy of a diverse portfolio with top rated institutions. It is the Council's policy to hold more volatile investments over the medium-term, thus reducing the risk that they may be sold at a price which represents a loss of principle.
11. Interest rates lower than expected	Unlikely	Low	Regular review, monitoring and reporting on interest rates.

			Interest rates assumptions for 2023/24 are prudent giving a realistic investment interest budget.
12. Collection rates for retained business rates and council tax lower than anticipated	Possible	High	Impact mitigated by the review of bad debt provisions and availability of reserves. Monitoring of Collection Fund is formally incorporated into the revenue monitoring process.
13. Devolution/Unitary status –	Possible	Medium	Local Government reorganisation has been put on hold. Officers and Members will keep a watching brief in respect of this but again at present no budgetary impact is being assumed.
14. All MTFS risks not adequately identified	Unlikely	Low	Council's Risk Management Framework ensures all operational and strategic risks are identified as part of the annual service planning process.

## 6. Sustainability

There are no sustainability issues as a direct consequence of this report.

## 7. Equality and Diversity

The Council is required to consider the equality duty in its decision-making and this includes the budget process. As part of any savings or investments the Council must consider how it can:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity between different groups; and
- Foster good relations between different groups by tackling prejudice and promoting understanding.

No new specific savings proposals have been factored into the 2022-23 budget, so there are no equality issues arising.

## 8. Section 17 Crime and Disorder considerations

There are no Section 17 Crime and Disorder considerations as a direct consequence of this report.

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## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
<b>COMMUNITIES</b>								
COM01	Customer Services Housing	Mileage & Misc. supplies	The Housing budget is made up predominantly of Staffing budgets. The savings identified savings relate to mileage, postage and subsistence.	S	6,500	6,500	6,500	6,500
COM02	EH & Leisure	Leisure Postage & Leisure	The savings identified relate to mileage and postage utilised by the Lesiure Services team. We have seen an underspend in this budget over recent years and therefore with new ways of working propose to reduce it on a permanent basis.	S	5,000	5,000	5,000	5,000
COM03	EH & Leisure	PSH - Court Costs	In 2022 the Environmental Protection Team successfully prosecuted a private landlord in Cromer for failing to protect residents against excess cold and electrical hazards under the Housing Act 2004. As a result of this successful enforcement action through the residential property tribunal the Council were awarded £16,000 in fines. This must be spend on the service area. It is therefore proposed that this is used to part fund one of the Environmental Protection Officers in this service area for 2023/24. This is a one off saving and the £16,000 has already been received by NNDC.	I	16,000	0	0	0
COM05	EH & Leisure	Air Quality Management	The amendment is primarily a saving. Currently diffusion tubes are deployed monthly to monitor for nitrogen dioxide. The has an associated cost derived from officer time and cost of the tubes. Currently with the development of modelling software, indicative monitoring can be carried out at lower cost without the need to deploy tubes. This alternative means of monitoring is already available to the council so there is no additional cost.	S	2,258	2,258	2,258	2,258
COM06	Environmental Services	Garden Waste Income	Draft budget had projected an increase in the garden bin fee to £52.50 (from £50.00) for Direct Debit payments. An increase to £56.00 would generate an additional £83,000 income based on current customer numbers. This has been benchmarked against the other Norfolk Council's and would see us charging less than some have charged in the current financial year.	I	83,000	83,000	83,000	83,000

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
COM07	Environmental Services	Commercial Waste Income	Draft budget had not been adjusted for price increases, only customer growth. The service will experience severe inflationary pressures in 23/24 and current charge levels are not sustainable due to increasing costs. Waste disposal costs are expected to increase by around 12% and Serco collection costs by around 13%. As such, an increase in the charges for this service of 12-13% could generate an additional £150,000 per annum but would also ensure that the costs of providing the service are covered for all customers.	I	150,000	150,000	150,000	150,000
COM08	Environmental Services	Domestic Waste Charges	Whilst included in the 22/23 fees and charges agreed in Feb 22, the practice of and budgeting for income from charging for the provision of new/replacement bins for domestic properties has not been fully implemented.	I	5,000	5,000	5,000	5,000
COM09	Environmental Services	Cleansing - third party income	We currently provide cleansing services to some third parties, predominantly litter and dog bin emptying for town/parish councils. The draft budget had not been adjusted for price increases, only customer growth, but due to rising contractual costs, the cost to the end user should be increased in line with inflationary increases.	I	0	7,500	7,500	7,500
COM10	Benefits	Base Budget Savings	This proposal includes a number of savings opportunities against base budget expenditure items for the Benefits Service. The service initially reviewed its base budget for the initial Zero Based budgeting exercise, creating a reduced base budget for 2022/23. We have further reviewed our base budget for 2023/24 and have identified further reductions on a permanent basis to our operating costs. These are detailed in the attached spreadsheet.	S	17,800	16,800	16,800	16,800
COM11	Benefits	Burdens Funding Savings	Funding has been sourced from new burdens funding - See Bid form for full explanation.	S	30,000	0	0	0
COM12	EH & Leisure	R&M - Prom Management	Sustained underspend within the R&M budget - projected reduction in budget moving forward.	S	4,000	4,000	4,000	4,000
COM13	Communities	Saving - North Norfolk Sustainable Communities Fund (NNSCF)	Proposal to reduce funding allocated from Communities reserve for communities grants.	S	125,000	0	0	0
<b>SUB TOTAL COMMUNITIES</b>								
					<b>444,558</b>	<b>280,058</b>	<b>280,058</b>	<b>280,058</b>
<b>CORPORATE</b>								

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
CORP01	Human Resources	Budget Savings	Through development in methods of training delivery, we are able to see some cost reductions in training costs post Covid through the increased use of Teams and Zoom, and virtual collaborations such as google/jamboard. £30,000 one off saving due to unspent rollover. And a £10,000 reduction across the three training budgets. Also reviewed other budget lines in the HR budget, and identified ongoing revenue reductions of £740 each year.	S	40,740	10,740	10,740	10,740
CORP02	PA's/CDU	Budget Savings	CRM Subscription 4805/4806 no longer needed	S	10,000	10,000	10,000	10,000
CORP03	Electoral Services	Savings 2023/2024	Please save 10% on 4302, external printing on Electoral Registrartion 4000 and 10% on 4500 Postage costs direct on electoral registration 4000. This will equate to £4800 .	S	4,800	0	0	0
<b>SUB TOTAL CORPORATE</b>					<b>55,540</b>	<b>20,740</b>	<b>20,740</b>	<b>20,740</b>
<b>PLACE</b>								
PL01	Planning	Mileage Budget Reduction	Sustained underspend over service areas (exception Building Control), projected reduction in budget moving forward.	S	12,000	12,000	12,000	12,000
PL02	Planning	Planning Policy Professional Reduction	Sustained underspend over service (external technical consultancy support), projected reduction in budget moving forward.	S	10,000	10,000	10,000	10,000
PL03	Planning	Pre Application Advice - Planning Performance Agreements	An extension of the pre application advice service allows the LPA to charge for a project management to ensure advice is offered, and support available to ensure a decision is made within and agreed time limit. The fees enable the LPA to recharge for professional fees required from the pre application stage, the processing of any application and discharge of conditions / drafting of S106 agreement	I	65,000	0	0	0
PL04	Planning	Senior Building Surveyor - funding by Building Control Reserve	The building control reserve stands at a sustainable figure based upon yearly surplus fee income. The reserve is ring fenced to fund the building control service. The proposal seeks to fund an existing Senior Surveyor post via the year on year reserve.	S	53,528	53,528	53,528	0
PL05	Planning	Staffing underspend 2022-2023	Recruitment to planning roles at NNDC remains challenging, some roles within the allocated budgets have required new job descriptions to be developed JE to be completed others have been subject of repeated recruitment campaigns. As a result the service has a significant salary underspend for the current year's budget.	S	148,965	0	0	0

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
PL06	Strategic Housing	Budget Savings	Savings in Budgets as follows: 3913 - 4407 Consultancy Fees £6,000, 1122 Training £150, 1124 Subs to professional bodies £180, 3914 - 4406 Other Professional Fees £2,000, 3915 - 1122 Training £500, 4406 Other Professional Fees £1,000. Total savings of £9,830.	S	9,830	9,830	9,830	9,830
PL06	Strategic Housing	Budget Savings	There is potential for further income to offset the cost of the Energy Officer post - 3915 1016 Salary (and 8131 Income other contributions). This is subject to grant funding, the results of bids are not yet known. We have allowed for £18,000 of income. The Community Housing Enabler is now a permanent post (3914 - 1016 Salaries) and is funded from the Community Housing fund budget and not part of the permanent establishment. We have allowed £50,000 per year towards this post.	I	18,000	18,000	18,000	18,000
PL06	Strategic Housing	Budget Savings	The Community Housing Enabler is now a permanent post (3914 - 1016 Salaries) and is funded from the Community Housing fund budget and not part of the permanent establishment. We have allowed £50,000 per year towards this post.	I	0	50,000	50,000	50,000
PL07	Economic Growth	Economic Growth Savings	Permanent savings: 3300 - 4533 Computer Software Licences £2,000, 3313-4803 Contributions £11,990, 3329-2003 Rep & Maint (Programmed) £7,000 Underspend in current year to fund 23/24 budget: 3300-1224 Subs To Professional Bodies £1,800, 3300-4460 Marketing - General £5,000, 3300-4533 Computer Software Licences £11,500, 3300-4621 Conference Expenses - Officers £2,000, 3329-4460 Marketing - General £13,000, 3910-1122 Generic Training £1,500.	S	55,790	20,990	20,990	20,990
PL08	Coastal	Savings 23/24	Reduce 3400-4406 Other Professional Fees to £22,000 and 3400-4407 Consultancy Fees General to £22,000, thus saving £30,500. Due to increased online working and reduced national events, a reduction in the travel budget would provide some savings 4720-3310; General traveling is £8,000, reduce to £4,000 with a saving of £4,000. The training budget year 2022/23 was generous and not utilised and therefore savings proposed to reduce this provision 4720 was £11,000, reduce to £5000 so £6,000 saving. Budgets 4720-4000, 4200, 4514, 4531, 4533, to be reduced by 50% saving a total of £2,100.	S	10,000	10,000	10,000	10,000
<b>SUB TOTAL PLACE</b>					<b>383,113</b>	<b>184,348</b>	<b>184,348</b>	<b>130,820</b>
<b>RESOURCES</b>								

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
RES01	Finance	Finance - misc. Direct Cost - Non staffing savings	Subscriptions - we would not have access to statistical information used in benchmarking exercises.	S	2,500	2,500	2,500	2,500
RES02	Finance	Finance - misc. Direct Cost - Non staffing savings	Training - The section has new team members and reducing this budget may effect their professional development.	S	1,000	1,000	1,000	1,000
RES03	Finance	Finance - misc. Direct Cost - Non staffing savings	Mileage	S	50	50	50	50
RES04	Legal Services	Legal Services Income Generation	Further income generation on the basis that authorisation is given for recruitment into vacant Lawyer posts. If legal services can continue with current ongoing recruitment exercises to fill its vacant Property and Litigation Lawyer posts, additional income opportunities have been identified.	I	15,000	15,000	15,000	15,000
RES05	Estates	Estates Income Generation - Rent Increases	Income generation from rent reviews.	I	15,000	15,000	15,000	15,000
RES06	Estates	Estates Income Generation - Rocket House Service Charge	Rocket House café service charge	I	2,500	2,500	2,500	2,500
RES07	Estates	Estates Income Generation - Concessions	Concessions - increase the number of concession. They are a good return as we lease the land have no maintenance costs etc. Might raise another £20k	I	10,000	10,000	10,000	10,000
RES09	Estates	Estates Income Generation - Beach Huts	Beach Huts/chalets - rent increase for leases will be in 2024/25 and weekly lets are accounted for in 2023/24 budget but if my calcs are correct, I believe the income should be extra £20k for annual leases and £58,500 weekly lets (total of £256,500). £1500 waiting list We have looked at new sites but limited land holdings with potential so not expecting much growth here.	I	25,000	25,000	25,000	25,000
RES10	Estates	Estates - Misc. 1	Minor changes to Service charge budgets to include Grounds Maintenance	I	2,578	2,578	2,578	2,578

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
RES11	Estates	Estates - employee Savings	Staff Savings .	S	8,000	0	0	0
RES12	Estates	Estates - Misc. 2	Minor changes across service on rents, utilities, equipment and marketing	S	7,253	7,253	7,253	7,253
RES13	ICT Applications	ICT Applications Analyst - reduction in hours (37 to 25.5).	Budget currently reflects full-time commitment costing £43,394 inc on-costs. Officer has reduced their hours to 25.5hrs and this is not reflected in the current budget. This account to £30,306 inc on-costs. Saving of 13088	S	13,088	13,088	13,088	13,088
RES14	ICT Applications	Reduced licensing costs resulting from conversion of Finance system	The new Civica Financial system attracts the following net overhead: Civica Financials annual license £15615.59. However we will no longer have to pay for all of the following: E-Fin software renewal cost (£29827.62) Oracle Forms/IAS Support & Maintenance (7022.95) Oracle Database Enterprise Edition S&M (2402.50) TOTAL = 39253.07. Resulting Net Saving = £23637.48	S	23,637	23,637	23,637	236,373
RES15	ICT Applications	No recruitment to existing Applications position	The ICT Application team secured budget to recruit an additional team member. The team currently comprises of: ICT Applications Manager – 24 hrs Senior Applications Support Analyst – 27 hrs Applications Support Analyst - 25.5 hrs Senior Applications Support Analyst – 37 hrs Junior Applications Support Analyst – 37 hrs  Approval had been granted for an additional full time Junior Applications Support Analyst. By now not recruiting to this post the authority could realise savings of £19,304 + on-costs = total £27291	S	27,291	27,291	27,291	27,291
RES16	ICT Applications	Reduction in allocated budget for license and support/maint charges	Following a review of current licensing costs and allowing for inflation and also maintaining a cushion in case an overhead is not represented on budget list, it is proposed that the overall software licensing budget could be reduced by £25000.	S	25,000	25,000	25,000	25,000

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
RES18	Customer Services	DM Savings	We propose reducing the stationary budget by £10,000. As a result of Covid and the new ways of working we have seen a significant reduction in requests for stationary. With many staff working from home, a channel shift in digital usage and amended working practises, have resulted in a reduction in stationary requests. A 41% reduction in 2021/22 on the previous year, and at present a further 27% reduction for this financial year on 2021/22.	S	10,000	10,000	10,000	10,000
RES19	Customer Services	CS Savings	Saving have been achieved by reducing the Customer Services training budget An increase in standardising CS working practises has simplified the way CSA's work and therefore the requirement for other external training courses has reduced.	S	2,000	2,000	2,000	2,000
RES20	Customer Services	CS Savings	Saving have been achieved by reducing the Postage Costs Direct budget. An increase in standardising CS working practises has simplified the way CSA's work and therefore the requirement for other external training courses has reduced. As a result of Covid, we have seen an increase in digital processes and usage, therefore this has resulted in a reduction in the use of paper and the issuing of correspondence via post. We can therefore reduce our Postage Costs Direct budget.	S	2,500	2,500	2,500	2,500
RES21	Customer Services	Reprographics Savings	As a result of Covid and the new ways of working we have seen a reduction in the requirement to issue paper correspondence . With a channel shift resulting in increased digital usage and amended working practises to support this, we have seen a reduction in printing requests therefore are savings would be achieved via a reduction in the paper budget.	S	1,500	1,500	1,500	1,500
RES22	IT Infrastructure	Call costs	I asked for additional budget to move some of our voice infrastructure (Session Border Controllers) into the cloud . The quotes I received for ongoing costs were less than the money that was asked for.	S	10,000	10,000	10,000	10,000
RES23	IT Infrastructure	Consumables	Saving from consumables budget (budget for toners/parts etc. for printers)	S	10,000	10,000	10,000	10,000
RES24	IT Infrastructure	Staffing Costs IT infrastructure team	Reducing one of the fulltime posts to part time will release some income and by lower the grade of the entry level post	S	20,000	20,000	20,000	20,000

## Proposed Savings/Income 2023/24 to 2026/27

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	2023/24 Savings /Income	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>								
RES25	IT Web Team	Training in the Web Team	The web team has a training budget of £10,000 per annum. It is proposed to reduce this to £5,000 per annum	S	5,000	5,000	5,000	5,000
RES26	Revenue Services	Revenues - savings and income generation	By approx. £550k for 2024/25 onwards if second homes premium of 100% was added to the second homes properties. This could increase if the Norfolk CC agree to allowing NNDC to have a greater share than 8 pence in the pound. This is sustainable.	I	0	550,000	550,000	550,000
RES27	Revenue Services	Revenues - savings and income generation	Review of council and business rates discounts and review of second home council tax charging.	I	68,000	68,000	68,000	68,000
RES28	Property Services	Car Parks	Car Park savings	S	2,900	2,900	2,900	2,900
RES31	Property Services	Generic Training	Reduction in generic training budget	S	10,000	10,000	10,000	10,000
RES33	Property Services	PPE	Reduction in PPE supplied to staff, not comprising health and safety.	S	2,000	2,000	2,000	2,000
RES34	Property Services	Amenity Lighting	Reduction in R&M budget for Amenity Lighting	S	11,000	11,000	11,000	11,000
RES35	Organisational Resources	Decommission Inphase	Decommission InPhase reporting system and replace with reporting based on other already existing reporting tools.	S	0	11,500	11,500	11,500
<b>SUB TOTAL RESOURCES</b>					<b>332,797</b>	<b>886,297</b>	<b>886,297</b>	<b>1,099,033</b>
<b>Total</b>					<b>1,216,008</b>	<b>1,371,443</b>	<b>1,371,443</b>	<b>1,530,651</b>



## Corporate Directorship

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Human Resources & Payroll	360,346	414,190	53,844
Registration Services	184,810	302,675	117,865
Corporate Leadership Team	704,386	782,533	78,147
Communications	253,547	279,334	25,787
Corporate Delivery Unit	187,312	192,429	5,117
<b>Total Net Costs</b>	<b>1,690,401</b>	<b>1,971,161</b>	<b>280,760</b>
Capital Charges	55,954	55,954	0
Support Service Charges In	463,070	520,350	57,280
Support Service Charges Out	(1,858,705)	(2,062,760)	(204,055)
<b>Total Net Cost of Services</b>	<b>350,720</b>	<b>484,705</b>	<b>133,985</b>

## General Fund Service Area Summaries 2023/24 Base

## Corporate Directorship

	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Human Resources &amp; Payroll</b>				
Gross Direct Costs	361,346	415,190	53,844	£56,724 Employee Inflation. £7,860 Software funded from reserves. (£10,740) Savings.
Gross Direct Income	(1,000)	(1,000)	0	No Variance.
Support Service Charges	(360,346)	(414,190)	(53,844)	
	<b>0</b>	<b>0</b>	<b>(0)</b>	
<b>Registration Services</b>				
Gross Direct Costs	186,310	354,670	168,360	£150,000 Reserve funding for 2023 Election. £19,970 Employee Inflation. £3,190 Supplies & services inflation. (£4,800) Savings.
Gross Direct Income	(1,500)	(51,995)	(50,495)	New burdens funding for 23/24.
Support Service Charges	165,910	182,030	16,120	
	<b>350,720</b>	<b>484,705</b>	<b>133,985</b>	
<b>Corporate Leadership Team</b>				
Gross Direct Costs	704,386	782,533	78,147	£63,656 Inflation. £14,491 Staffing post funded from reserves.
Support Service Charges	(704,386)	(782,533)	(78,147)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Communications</b>				
Gross Direct Costs	253,547	279,334	25,787	£25,352 Employee Inflation. £6,385 Staffing funded from capital income. (£5,950) Savings.
Capital Charges	55,954	55,954	0	No Variance.
Support Service Charges	(309,501)	(335,288)	(25,787)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate Delivery Unit</b>				
Gross Direct Costs	187,312	192,429	5,117	£15,117 Employee Inflation. (£10,000) Savings.
Support Service Charges	(187,312)	(192,429)	(5,117)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Corporate Directorship</b>	<b>350,720</b>	<b>484,705</b>	<b>133,985</b>	

## Communities Directorate

## Environment and Leisure Services

Service	Base Budget 2022/23 £	Base Budget 2023/43 £	Variance Base to Base £
Commercial Services	318,843	354,088	35,245
Internal Drainage Board Levies	432,200	478,176	45,976
Travellers	47,600	50,890	3,290
Public Protection	(141)	36,004	36,145
Street Signage	12,000	12,000	0
Environmental Protection	637,128	651,692	14,564
Environmental Contracts	310,999	350,589	39,590
Corporate Health and Safety	0	71,626	71,626
Markets	16,250	16,192	(58)
Parks & Open Spaces	302,773	330,984	28,211
Foreshore	130,663	119,460	(11,203)
Leisure Complexes	141,946	95,464	(46,482)
Other Sports	80,749	58,462	(22,287)
Recreation Grounds	11,400	12,950	1,550
Pier Pavilion	9,000	9,300	300
Beach Safety	416,930	362,466	(54,464)
Woodlands Management	180,453	194,446	13,993
Cromer Pier	126,140	213,667	87,527
Waste Collection And Disposal	642,550	1,180,010	537,460
Cleansing	658,000	993,500	335,500
Leisure	200,512	189,416	(11,096)
Community Safety	25,873	13,794	(12,079)
Civil Contingencies	87,641	96,472	8,831
Ad Environmental & Leisure Svs	77,440	90,251	12,811
<b>Total Net Costs</b>	<b>4,866,949</b>	<b>5,981,899</b>	<b>1,114,950</b>
Capital Charges	1,207,008	1,207,008	0
Support Service Charges In	2,139,930	2,388,740	248,810
Support Service Charges Out	(836,052)	(985,083)	(149,031)
<b>Total Net Cost of Services</b>	<b>7,377,835</b>	<b>8,592,564</b>	<b>1,214,729</b>

## General Fund service Area Summaries 2023/24 Base

### Communities

#### Ad Environment & Leisure Servs

Account Name	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Commercial Services</b>				
Gross Direct Costs	343,343	358,088	14,745	£30,500 Staffing costs - includes a transfer from Central costs in relation to Corporate Health & Safety. (£20,500) Lower professional fees - this has been offset by reduced fee income.
Gross Direct Income	(24,500)	(4,000)	20,500	Fee income reduced for pre-inspection and food re-rating visits, food export certificates and legal fees.
Support Service Charges	173,440	193,170	19,730	
	<b>492,283</b>	<b>547,258</b>	<b>54,975</b>	
<b>Internal Drainage Board Levies</b>				
Gross Direct Costs	432,200	478,176	45,976	Inflation on Internal Drainage Board (IDB) Levies.
Support Service Charges	250	300	50	
	<b>432,450</b>	<b>478,476</b>	<b>46,026</b>	
<b>Travellers</b>				
Gross Direct Costs	49,600	52,890	3,290	Inflation on running costs.
Capital Charges	23,174	23,174	0	
Gross Direct Income	(2,000)	(2,000)	0	No Variance.
Support Service Charges	6,940	7,870	930	
	<b>77,714</b>	<b>81,934</b>	<b>4,220</b>	
<b>Public Protection</b>				
Gross Direct Costs	201,959	238,104	36,145	Staffing costs - includes a transfer from Central costs in relation to Corporate Health & Safety.
Gross Direct Income	(202,100)	(202,100)	0	No Variance.
Support Service Charges	127,140	144,330	17,190	
	<b>126,999</b>	<b>180,334</b>	<b>53,335</b>	
<b>Street Signage</b>				
Gross Direct Costs	12,000	12,000	0	No Variance.
Support Service Charges	21,040	23,300	2,260	
	<b>33,040</b>	<b>35,300</b>	<b>2,260</b>	
<b>Environmental Protection</b>				
Gross Direct Costs	682,128	696,692	14,564	Staffing costs - includes a transfer from Central costs in relation to Corporate Health & Safety and a one-off saving from court costs collected in 2022/23 and carried forward.
Capital Charges	52,962	52,962	0	
Gross Direct Income	(45,000)	(45,000)	0	No Variance.
Support Service Charges	227,770	251,400	23,630	
	<b>917,860</b>	<b>956,054</b>	<b>38,194</b>	
<b>Environmental Contracts</b>				
Gross Direct Costs	310,999	350,589	39,590	Employee inflation.
Capital Charges	4,521	4,521	0	
Support Service Charges	(315,520)	(355,110)	(39,590)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Corporate Health and Safety**

Gross Direct Costs	0	71,626	71,626	Staffing costs - new posts following restructure. Budget transferred from Central Costs.
Support Service Charges	0	(71,626)	(71,626)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Markets**

Gross Direct Costs	56,250	56,192	(58)	No Major Variances.
Gross Direct Income	(40,000)	(40,000)	0	No Variance.
Support Service Charges	22,680	42,160	19,480	
	<b>38,930</b>	<b>58,352</b>	<b>19,422</b>	

**Parks & Open Spaces**

Gross Direct Costs	311,273	339,484	28,211	Inflation on the Serco contract both for Grounds Maintenance and Cleansing, and insurance premiums.
Capital Charges	16,206	16,206	0	
Gross Direct Income	(8,500)	(8,500)	0	No Variance.
Support Service Charges	127,370	138,000	10,630	
	<b>446,349</b>	<b>485,190</b>	<b>38,841</b>	

**Foreshore**

Gross Direct Costs	130,663	119,460	(11,203)	(£15,000) Reduction in the R&M Amenity Lighting and Promenade Management budgets. £3,797 relates to inflation on salary costs and insurance premiums.
Capital Charges	27,880	27,880	0	
Support Service Charges	111,360	115,250	3,890	
	<b>269,903</b>	<b>262,590</b>	<b>(7,313)</b>	

**Leisure Complexes**

Gross Direct Costs	141,946	139,569	(2,377)	£34,176 Inflation on grounds maintenance, insurance premiums and NNDR. (£36,553) Management fees removed at Sports Centres and Leisure complexes.
Capital Charges	492,459	492,459	0	
Gross Direct Income	0	(44,105)	(44,105)	New facility charges at Sports Centres and Leisure complexes.
Support Service Charges	90,150	103,090	12,940	
	<b>724,555</b>	<b>691,013</b>	<b>(33,542)</b>	

**Other Sports**

Gross Direct Costs	80,749	98,462	17,713	£55,000 Mammoth Marathon costs offset by income of £40,000. £1,603 Inflation on grounds maintenance and insurance premiums. (£38,896) Deleted post.
Gross Direct Income	0	(40,000)	(40,000)	Income for Mammoth Marathon.
Support Service Charges	60,520	76,290	15,770	
	<b>141,269</b>	<b>134,752</b>	<b>(6,517)</b>	

**Recreation Grounds**

Gross Direct Costs	12,400	13,950	1,550	Inflation on Serco contract.
Capital Charges	5,632	5,632	0	
Gross Direct Income	(1,000)	(1,000)	0	No Variance.
Support Service Charges	3,410	3,860	450	
	<b>20,442</b>	<b>22,442</b>	<b>2,000</b>	

**Pier Pavilion**

Gross Direct Costs	9,000	9,300	300	No Major Variances.
Capital Charges	17,020	17,020	0	
Support Service Charges	25,770	28,230	2,460	
	<b>51,790</b>	<b>54,550</b>	<b>2,760</b>	

<b>Beach Safety</b>			
Gross Direct Costs	416,930	362,466	(54,464) (£65,800) Lower Serco contract costs. £11,336 Inflation relating to the Lifeguard contract.
Support Service Charges	69,990	78,900	8,910
	<b>486,920</b>	<b>441,366</b>	<b>(45,554)</b>
<b>Woodlands Management</b>			
Gross Direct Costs	214,413	228,406	13,993 £14,141 Employee inflation.
Capital Charges	1,346	1,346	0
Gross Direct Income	(33,960)	(33,960)	0 No Variance.
Support Service Charges	152,570	165,920	13,350
	<b>334,369</b>	<b>361,712</b>	<b>27,343</b>
<b>Cromer Pier</b>			
Gross Direct Costs	126,140	213,667	87,527 Inflation on insurance premium.
Capital Charges	20,737	20,737	0
Support Service Charges	97,720	106,990	9,270
	<b>244,597</b>	<b>341,394</b>	<b>96,797</b>
<b>Waste Collection And Disposal</b>			
Gross Direct Costs	4,467,050	5,603,220	1,136,170 £1.034m Contractor inflation and growth. £102,170 Higher commercial waste disposal costs.
Capital Charges	459,571	459,571	0
Gross Direct Income	(3,824,500)	(4,423,210)	(598,710) (£507,250) Additional fee income from commercial waste and garden bin customers. (£91,460) Higher recycling credit income.
Support Service Charges	472,660	514,840	42,180
	<b>1,574,781</b>	<b>2,154,421</b>	<b>579,640</b>
<b>Cleansing</b>			
Gross Direct Costs	718,000	1,059,500	341,500 Serco contract inflation.
Capital Charges	85,500	85,500	0
Gross Direct Income	(60,000)	(66,000)	(6,000) Inflation on costs for dog and litter bin recharges.
Support Service Charges	46,540	51,840	5,300
	<b>790,040</b>	<b>1,130,840</b>	<b>340,800</b>
<b>Leisure</b>			
Gross Direct Costs	200,512	189,416	(11,096) (£6,096) Employee inflation. (£5,000) Savings bids relating to a reduction in budget for travelling and postage costs.
Support Service Charges	(200,512)	(189,416)	11,096
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community Safety</b>			
Gross Direct Costs	25,873	13,794	(12,079) Post deleted from base budget.
Support Service Charges	22,220	23,320	1,100
	<b>48,093</b>	<b>37,114</b>	<b>(10,979)</b>
<b>Civil Contingencies</b>			
Gross Direct Costs	87,641	96,472	8,831 Employee inflation.
Support Service Charges	37,810	41,000	3,190
	<b>125,451</b>	<b>137,472</b>	<b>12,021</b>
<b>Ad Environmental &amp; Leisure Svs</b>			
Gross Direct Costs	77,440	90,251	12,811 Employee inflation.
Support Service Charges	(77,440)	(90,251)	(12,811)
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Environment and Leisure</b>	<b>7,377,835</b>	<b>8,592,564</b>	<b>1,214,729</b>

## Communities Directorate

## People Services

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Benefits Administration	628,961	813,732	184,771
Homelessness	92,852	78,096	(14,756)
Housing Options	493,333	714,749	221,416
Community	870,666	912,485	41,819
Ad People Services	74,104	87,469	13,365
<b>Total Net Costs</b>	<b>2,159,916</b>	<b>2,606,531</b>	<b>446,615</b>
Capital Charges	60,182	60,182	0
Support Service Charges In	1,791,820	2,137,200	345,380
Support Service Charges Out	(877,361)	(1,294,358)	(416,997)
<b>Total Net Cost of Services</b>	<b>3,134,557</b>	<b>3,509,555</b>	<b>374,998</b>

## General Fund service Area Summaries 2023/24 Base

### Communities

#### Ad People Services

Account Name	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Benefits Administration</b>				
Gross Direct Costs	1,033,785	1,193,732	159,947	See <b>Note A</b> below:
Capital Charges	31,700	31,700	0	
Gross Direct Income	(404,824)	(380,000)	24,824	£54,824 Loss of grant income - offset by savings in employee costs. (£30k) Savings bid - Council Tax Support Fund.
Support Service Charges	403,670	434,060	30,390	
	<b>1,064,331</b>	<b>1,279,492</b>	<b>215,161</b>	

**Note A:** £99,967 Employee inflation. £132,604 Apprenticeship costs funded from Reserves/Homeless Prevention grant (HPG). (£17,800) Savings bids relating to misc. supplies and services. (£54,824) Adjustments to budget from ZBB calculations in 2022/23.

#### Homelessness

Gross Direct Costs	1,091,244	1,123,591	32,347	£46,903 Higher B&B charges. (£14,556) Reduction in budgets for utilities.
Capital Charges	28,482	28,482	0	
Gross Direct Income	(998,392)	(1,045,495)	(47,103)	Higher recharges to offset increased B&B costs.
Support Service Charges	873,130	1,142,250	269,120	
	<b>994,464</b>	<b>1,248,828</b>	<b>254,364</b>	

#### Housing Options

Gross Direct Costs	493,333	714,749	221,416	See <b>Note A</b> below:
Support Service Charges	(493,333)	(714,749)	(221,416)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Note A:** £34,963 Employee inflation. £195,953 Staffing costs to be funded from the Housing Prevention Grant (HPG) and Rough Sleeper Initiative (RSI). (£6,500) Savings bids relating to misc. supplies and services. (£3,000) Saving in Postages budget.

#### Community

Gross Direct Costs	934,767	949,449	14,682	See <b>Note A</b> below:
Gross Direct Income	(64,101)	(36,964)	27,137	Adjusted contributions from Primary Care Network towards staffing costs.
Support Service Charges	205,096	68,750	(136,346)	
	<b>1,075,762</b>	<b>981,235</b>	<b>(94,527)</b>	

**Note A:** £197,480 Transfer from Disabled Facilities Grant (DFG). (£77,846) Employee inflation. £30,048 Staffing costs funded from the Housing Reserve, Better Care Fund and Homes for Ukraine. (£10,000) Lower grants budget. (£125,000) Savings Bid relating to a reduction in funding allocated from the Communities reserve for Communities grants.

#### Ad People Services

Gross Direct Costs	74,104	87,469	13,365	Employee inflation.
Support Service Charges	(74,104)	(87,469)	(13,365)	
	<b>0</b>	<b>0</b>	<b>0</b>	

<b>Total People Services</b>	<b>3,134,557</b>	<b>3,509,555</b>	<b>374,998</b>	
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## Place And Climate Change

## Planning

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Development Management	615,374	665,841	50,467
Planning Policy	713,547	736,819	23,272
Conservation, Design & Landscape	415,826	440,366	24,540
Building Control	67,299	81,029	13,730
Combined Enforcement Team	232,648	238,520	5,872
Property Information	(15,922)	(16,192)	(270)
Ad Planning	91,203	95,619	4,416
<b>Total Net Costs</b>	<b>2,119,975</b>	<b>2,242,002</b>	<b>122,027</b>
Capital Charges	76,501	76,501	0
Support Service Charges In	1,430,160	1,565,750	135,590
Support Service Charges Out	(398,811)	(417,689)	(18,878)
<b>Total Net Cost of Services</b>	<b>3,227,825</b>	<b>3,466,564</b>	<b>238,739</b>

## General Fund Service Area Summaries 2023/24 Base

## Place And Climate Change

## Ad Planning

Account Name	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Development Management</b>				
Gross Direct Costs	1,415,374	1,530,841	115,467	£77,038 Inflation. £39,494 Growth - S106 monitoring officer post. (£6,541) Mileage saving.
Capital Charges	76,501	76,501	0	
Gross Direct Income	(800,000)	(865,000)	(65,000)	Additional PPA income as per savings document.
Support Service Charges	869,950	946,560	76,610	
	<b>1,561,825</b>	<b>1,688,902</b>	<b>127,077</b>	
<b>Planning Policy</b>				
Gross Direct Costs	713,547	736,819	23,272	Exp £33,601 Employee Inflation. (£10,329) Savings.
Support Service Charges	167,770	196,150	28,380	
	<b>881,317</b>	<b>932,969</b>	<b>51,652</b>	
<b>Conservation, Design &amp; Landscap</b>				
Gross Direct Costs	415,826	440,366	24,540	£26,294 Employee Inflation. (£1,754) Savings.
Support Service Charges	89,550	95,290	5,740	
	<b>505,376</b>	<b>535,656</b>	<b>30,280</b>	
<b>Building Control</b>				
Gross Direct Costs	496,299	578,529	82,230	£80,133 Employee Inflation. £2,907 Growth - Indemnity Insurance.
Gross Direct Income	(429,000)	(497,500)	(68,500)	Increase in hourly rate on fees and charges document creating higher income.
Support Service Charges	174,840	187,890	13,050	
	<b>242,139</b>	<b>268,919</b>	<b>26,780</b>	
<b>Combined Enforcement Team</b>				
Gross Direct Costs	232,648	238,520	5,872	£30,313 Inflation. £1,550 Growth - Legal Fees. (£22,922) Transfer of staffing post to Revenues. (£3,069) Mileage Saving.
Support Service Charges	(232,648)	(238,520)	(5,872)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Property Information</b>				
Gross Direct Costs	166,268	179,768	13,500	£11,708 Inflation. £1,880 Growth - Software. (£88) Mileage Saving.
Gross Direct Income	(182,190)	(195,960)	(13,770)	Planned increase in fee's from March 2023 creating higher income.
Support Service Charges	53,090	56,310	3,220	
	<b>37,168</b>	<b>40,118</b>	<b>2,950</b>	
<b>Ad Planning</b>				
Gross Direct Costs	91,203	95,619	4,416	£4,635 Inflation. (£219) Mileage Saving.
Support Service Charges	(91,203)	(95,619)	(4,416)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Planning</b>	<b>3,227,825</b>	<b>3,466,564</b>	<b>238,739</b>	

## Place And Climate Change

## Sustainable Growth

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Economic Growth	75,000	96,992	21,992
Tourism	81,600	77,050	(4,550)
Coast Protection	261,500	267,450	5,950
Business Growth Staffing	353,291	347,922	(5,369)
Housing Strategy	187,786	207,044	19,258
Environmental Strategy	471,416	280,154	(191,262)
Coastal Management	367,229	329,860	(37,369)
Ad Sustainable Growth	84,324	90,961	6,637
<b>Total Net Costs</b>	<b>1,882,146</b>	<b>1,697,433</b>	<b>(184,713)</b>
Capital Charges	1,287,905	1,287,905	0
Support Service Charges In	1,146,870	1,377,220	230,350
Support Service Charges Out	(1,176,684)	(1,195,090)	(18,406)
<b>Total Net Cost of Services</b>	<b>3,140,237</b>	<b>3,167,468</b>	<b>27,231</b>

## General Fund Service Area Summaries 2023/24 Base

## Ad Sustainable Growth

Account Name	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Economic Growth</b>				
Gross Direct Costs	102,000	110,492	8,492	£11,000 budget transfer from Tourism. £9,197 Employee inflation covered by capital funding below. £5,285 Sheringham Little Theatre Insurance not previously budgeted for. (£16,990) Savings.
Capital Charges	2,037	2,037	0	
Gross Direct Income	(27,000)	(13,500)	13,500	Reduction in grant income from Historic England.
Support Service Charges	238,720	259,403	20,683	
	<b>315,757</b>	<b>358,432</b>	<b>42,675</b>	
<b>Tourism</b>				
Gross Direct Costs	81,600	77,050	(4,550)	£10,000 Museum Grant - funded from reserve. (£11,000) budget transfer to Economic Growth. (£3,550) Reduction in Orchastra's Live Grant.
Support Service Charges	138,030	155,700	17,670	
	<b>219,630</b>	<b>232,750</b>	<b>13,120</b>	Exp
<b>Coast Protection</b>				
Gross Direct Costs	261,500	267,450	5,950	Inc £26,500 transfer of staffing cost from Coastal Management. £2,950 Inflation. £1,500 Growth - Rates on storage. (£25,000) Reduction in sea defences budget.
Capital Charges	508,701	508,701	0	
Support Service Charges	309,650	404,860	95,210	
	<b>1,079,851</b>	<b>1,181,011</b>	<b>101,160</b>	
<b>Business Growth Staffing</b>				
Gross Direct Costs	353,291	347,922	(5,369)	£19,427 Employee Inflation. (£24,146) Reduction in staffing. (£650) Savings.
Support Service Charges	(353,291)	(347,922)	5,369	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Housing Strategy</b>				
Gross Direct Costs	210,286	207,044	(3,242)	£6,588 Employee Inflation. (£9,830) Savings.
Capital Charges	777,167	777,167	0	
Gross Direct Income	(22,500)	0	22,500	Reduction in grant income expected.
Support Service Charges	61,380	101,490	40,110	
	<b>1,026,333</b>	<b>1,085,701</b>	<b>59,368</b>	
<b>Environmental Strategy</b>				
Gross Direct Costs	486,416	280,154	(206,262)	£66,430 Fixed term posts made permanent and growth split over 23/24-24/25. (£257,692) Various budgets funded from reserves removed in 23/24. (£15,000) Green Build costs reduced in line with income.
Gross Direct Income	(15,000)	0	15,000	Reduction of income for Green Build matched by reduction in costs.
Support Service Charges	27,250	29,420	2,170	
	<b>498,666</b>	<b>309,574</b>	<b>(189,092)</b>	

Account Name	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Coastal Management</b>				
Gross Direct Costs	497,229	396,360	(100,869)	£51,931 Employee Inflation. (£115,200) Reduction in staffing costs due to cancelled posts. (£26,500) Transfer of staffing costs to Coast Protection. (£11,100) Savings.
Gross Direct Income	(130,000)	(66,500)	63,500	Reduction in external funding due to cancelled staffing posts covered by reduction in costs.
Support Service Charges	(367,229)	(329,860)	37,369	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Ad Sustainable Growth</b>				
Gross Direct Costs	84,324	90,961	6,637	Inflation.
Support Service Charges	(84,324)	(90,961)	(6,637)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Sustainable Growth</b>	<b>3,140,237</b>	<b>3,167,468</b>	<b>27,231</b>	

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## Resources Directorate

## Finance, Assets and Legal

Service	Base Budget	Base Budget	Variance
	2022/23	2023/24	£ Base to Base
	£		£
Industrial Estates	(146,800)	(193,265)	(46,465)
Surveyors Allotments	2,900	9,900	7,000
Parklands	(29,392)	0	29,392
Revenue Services	416,116	588,136	172,020
Benefits Subsidy	0	0	0
Non Distributed Costs	265,496	265,496	0
Estates	313,916	340,453	26,537
Admin Buildings	262,263	241,747	(20,516)
Corporate Finance	501,010	611,167	110,157
Insurance & Risk Management	211,059	152,546	(58,513)
Internal Audit	80,000	84,000	4,000
Chalets/Beach Huts	(185,701)	(217,576)	(31,875)
Investment Properties	(20,500)	(79,792)	(59,292)
Central Costs	94,080	54,413	(39,667)
Corporate & Democratic Core	229,700	355,578	125,878
Members Services	530,613	579,193	48,580
Legal Services	223,585	577,160	353,575
Ad Finance, Assets & Legal	80,898	93,327	12,429
<b>Total Net Costs</b>	<b>2,829,243</b>	<b>3,462,483</b>	<b>633,240</b>
Capital Charges	1,052,892	1,052,892	0
IAS19 Adjustment	(265,496)	(265,496)	0
Support Service Charges In	596,844	533,323	0
Support Service Charges Out			0
<b>Total Net Cost of Services</b>	<b>4,213,483</b>	<b>4,783,202</b>	<b>633,240</b>

## General Fund service Area Summaries 2023/24 Base

## Resources

## Ad Finance, Assets &amp; Legal

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Industrial Estates</b>				
Gross Direct Costs	44,200	45,755	1,555	£22,970 Increased Premises Insurance costs. (£715) Saving on Utilities. (£4,000) Savings on Rent/Hire of Buildings. (£4,600) Saving on Business Rates. (£4,000) Other Profession Fees Saving and (£8,100) Marketing Saving.
Capital Charges	19,246	19,246	0	No Variance.
Gross Direct Income	(191,000)	(239,020)	(48,020)	(£24,500) Increase in rental Income. (£5,710) increase in Service Charge income. (£17,810) increase in Charges - Other Recoverable Income (to offset increased insurance premiums).
Support Service Charges	89,740	99,700	9,960	
	<b>(37,814)</b>	<b>(74,319)</b>	<b>(36,505)</b>	
<b>Surveyors Allotments</b>				
Gross Direct Costs	3,000	10,000	7,000	Budget transferred from Parklands - budget no longer needed to cover future expenditure on Church walls.
Gross Direct Income	(100)	(100)	0	No Variance.
Support Service Charges	18,660	20,750	2,090	
	<b>21,560</b>	<b>30,650</b>	<b>9,090</b>	
<b>Parklands</b>				
Gross Direct Costs	36,768	0	(36,768)	Parklands has been sold, £7,000 of budget transferred to Surveyors Allotments, £4,418 transferred to Admin Buildings - Cromer, the remainder of the budget totalling £25,350 has been given up as savings.
Capital Charges	0	0	0	No Variance.
Gross Direct Income	(66,160)	0	66,160	Parklands has been sold.
Support Service Charges	47,560	0	(47,560)	
	<b>18,168</b>	<b>0</b>	<b>(18,168)</b>	
<b>Revenue Services</b>				
Gross Direct Costs	870,246	1,042,266	172,020	£22,922 transferred from Planning to cover Revenues Officer Post. £141,401 Employee inflation (including Travel). £7,397 Computer Purchasing software/hardware to automate process.
Gross Direct Income	(454,130)	(454,130)	0	No Variance.
Support Service Charges	605,740	669,580	63,840	
	<b>1,021,856</b>	<b>1,257,716</b>	<b>235,860</b>	
<b>Benefits Subsidy</b>				
Gross Direct Costs	19,857,260	16,930,262	(2,926,998)	Based on mid-year estimate.
Gross Direct Income	(19,857,260)	(16,930,262)	2,926,998	Based on mid-year estimate.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Non Distributed Costs</b>				
Gross Direct Costs	265,496	265,496	0	No Major Variances
IAS19 Adjustment	(265,496)	(265,496)	0	No Major Variances
	<b>0</b>	<b>0</b>	<b>0</b>	



	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Estates</b>				
Gross Direct Costs	313,916	340,453	26,537	See <b>Note A</b> below:
Support Service Charges	(313,916)	(340,453)	(26,537)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A: £21,307</b> Employee inflation. £2,740 Increase to Engineering Insurance. £5,990 Increase in premises insurance. £1,500 Increase in Travelling Allowance. (£5,000) Saving in relation to Other Professional Fees.				
<b>Admin Buildings</b>				
Gross Direct Costs	590,702	613,848	23,146	See <b>Note A</b> below: No Variance.
Capital Charges	43,174	43,174	0	
Gross Direct Income	(328,439)	(372,101)	(43,662)	See <b>Note B</b> below:
Support Service Charges	(238,177)	(219,650)	18,527	
	<b>67,260</b>	<b>65,271</b>	<b>(1,989)</b>	
<b>Note A:</b> £4,937 Transferred from Parklands and Itteringham to increase Repairs & Maintenance Budget, Additional Growth of £1,614 requested. £3,307 Inflation in relation to Utilities. £17,788 Inflation in relation to Premises Insurance. £14,674 Inflation in relation to Internal Service Charges. (£4,152) Transferred to Public Conveniences, (£3,089) Transferred to Other Lettings. (£3,333) Saving in relation to Business rates. (£7,600) Saving in relation to Rent/Hire/Purchase of land (N Walsham Kings Arms Street).				
<b>Note B:</b> (£10,000) Increase in rental income, (£21,916) Increase in Service Charge income, (£16,580) Increase in Charges - Other Recoverable Income (to offset insurance premiums), (£14,674) Increase in Internal Income (Service Charge). £19,508 Growth in relation to Rental Income for N.Walsham Kings Arms Street.				
<b>Corporate Finance</b>				
Gross Direct Costs	501,010	611,167	110,157	£46,096 Transferred from Property Services in relation to Procurement Officer post. £53,565 Employee inflation. £13,065 relates to an error within last years subscription budget, offset by (£2,569) savings.
Capital Charges	13,631	13,631	0	
Support Service Charges	(514,641)	(624,798)	(110,157)	No Variance.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Insurance &amp; Risk Management</b>				
Gross Direct Costs	211,059	152,546	(58,513)	£1,855 Inflation on Insurance Premiums, offset by (£60,368) in relation to Public Liability Savings.
Support Service Charges	(211,059)	(152,546)	58,513	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Internal Audit</b>				
Gross Direct Costs	80,000	84,000	4,000	Inflation in relation to Audit Fees.
Support Service Charges	(80,000)	(84,000)	(4,000)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Chalets/Beach Huts</b>				
Gross Direct Costs	50,599	46,194	(4,405)	(£5,275) Saving in relation to Equipment purchases, offset by minor variances totalling £870 in relation to utilities, insurance and business rates.
Gross Direct Income	(236,300)	(263,770)	(27,470)	
Support Service Charges	102,760	113,390	10,630	(£2,470) Inflation on Charges - Other Recoverable income to offset higher Insurance Premiums. (£25,000) Rental Increase.
	<b>(82,941)</b>	<b>(104,186)</b>	<b>(21,245)</b>	

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Investment Properties</b>				
Gross Direct Costs	172,176	171,841	(335)	See <b>Note A</b> below:
Capital Charges	76,841	76,841	0	
Gross Direct Income	(192,676)	(251,633)	(58,957)	See <b>Note B</b> below:
Support Service Charges	147,150	148,750	1,600	
	<b>203,491</b>	<b>145,799</b>	<b>(57,692)</b>	
<b>Note A:</b> £2,570 Budget transfer from Admin Buildings - Cromer to cover increased NNDR costs. (£5,190) Budget transfer to Public Conveniences. £16,279 Increased Insurance Premiums. £9,139 Increased Serco Grounds Maintenance. (£3,500) Saving Council Tax - Empty Properties. (£3,498) Saving on Utilities. (£13,000) Savings on Marketing - General. (£2,675) Saving on Business Rates. Balance made up of minor variances.				
<b>Note B:</b> (£27,920) Increased income in relation to Charges - Other Recoverable (to offset increased insurance premiums). £2,599 Decreased income in relation to Internal Income (Service Charge). (£32,994) Increased Rental Income. Balance made up of minor variances.				
<b>Central Costs</b>				
Gross Direct Costs	94,080	54,413	(39,667)	(£39,667) Budget Transfers to Commercial Services in relation to Staffing.
Support Service Charges	(94,080)	(54,413)	39,667	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate &amp; Democratic Core</b>				
Gross Direct Costs	229,700	355,578	125,878	£10,028 Inflation for Bank Charges. £112,500 Inflation in relation to 150% Increased Audit Fee. Balance of £3,350 made up of other minor variances.
Capital Charges	900,000	900,000	0	No Variance.
Support Service Charges	1,265,540	1,540,410	274,870	
	<b>2,395,240</b>	<b>2,795,988</b>	<b>400,748</b>	
<b>Members Services</b>				
Gross Direct Costs	530,613	579,193	48,580	£9,530 Employee inflation. £29,050 Increased costs in relation to Members Basic Allowance. £10,000 budget from Reserves for contribution for Youth Council.
Support Service Charges	76,050	87,090	11,040	
	<b>606,663</b>	<b>666,283</b>	<b>59,620</b>	
<b>Legal Services</b>				
Gross Direct Costs	553,481	622,160	68,679	£73,145 Increased employee Costs. (£4,466) Expenditure Budget moved to reduce Direct Income Budget.
Gross Direct Income	(329,896)	(45,000)	284,896	£4,466 Expenditure Budget allocated to reduce Direct Income Budget. £295,430 Growth due to loss of Kings Lynn contract. (£15,000) Additional Income if staffing budget agreed.
Support Service Charges	(223,585)	(577,160)	(353,575)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Ad Finance, Assets &amp; Legal</b>				
Gross Direct Costs	80,898	93,327	12,429	Inflation in relation to employee costs.
Support Service Charges	(80,898)	(93,327)	(12,429)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Finance, Assets &amp; Legal</b>	<b>4,213,483</b>	<b>4,783,202</b>	<b>569,719</b>	

## Resources Directorate

## Organisational Resources

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Car Parking	(1,809,799)	(2,021,134)	(211,335)
ICT - Support Services	1,802,688	1,822,151	19,463
Poppyfields Canteen	22,814	22,814	0
Property Services	596,813	665,040	68,227
Playgrounds	77,200	92,635	15,435
Community Centres	5,800	10,520	4,720
Tourist Information Centres	65,410	80,027	14,617
Public Conveniences	603,314	753,197	149,883
Digital Transformation	164,485	138,675	(25,810)
Reprographics	75,389	78,393	3,004
Customer Services - Corporate	912,194	1,011,771	99,577
Ad Organisational Resources	76,955	89,244	12,289
<b>Total Net Costs</b>	<b>2,593,263</b>	<b>2,743,333</b>	<b>150,070</b>
Capital Charges	393,677	393,677	0
Support Service Charges In	(2,817,018)	(2,946,358)	(129,340)
Support Service Charges Out			0
<b>Total Net Cost of Services</b>	<b>169,922</b>	<b>190,652</b>	<b>20,730</b>

## General Fund service Area Summaries 2023/24 Base

## Resources

## Ad Organisational Resources

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Car Parking</b>				
Gross Direct Costs	963,000	1,011,665	48,665	See <b>Note A</b> below:
Capital Charges	75,820	75,820	0	
Gross Direct Income	(2,772,799)	(3,032,799)	(260,000)	(£10,000) Increased income in relation to concessions (Rents - Land). (£250,000) Increase in relation to Credit Card Income.
Support Service Charges	149,690	187,090	37,400	
	<b>(1,584,289)</b>	<b>(1,758,224)</b>	<b>(173,935)</b>	

**Note A:** (£2,900) Saving in relation to Repairs & Maintenance. £6,100 Inflation on Grounds Maintenance. £55,000 Increase in relation to Business Rates. (£10,000) Decrease in management fee. Balance made up of minor variances.

**ICT - Support Services**

Gross Direct Costs	1,802,688	1,822,151	19,463	See <b>Note A</b> below:
Capital Charges	127,978	127,978	0	No Variance.
Support Service Charges	(1,930,666)	(1,950,129)	(19,463)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Note A:** £23,907 Budget transfer from IT Business Support. £21,389 Employee inflation. (£31,076) Savings in relation to Computer Purchases Hardware, Software, Licences, Maintenance, Lines/Modems, Consumables. £5,243 Increased costs in relation to Telephone Calls/Rental.

**Poppyfields**

Gross Direct Costs	22,814	22,814	0	No Variance.
Support Service Charges	21,820	22,770	950	
	<b>44,634</b>	<b>45,584</b>	<b>950</b>	

**Property Services**

Gross Direct Costs	606,813	665,040	58,227	See <b>Note A</b> below:
Capital Charges	47,755	47,755	0	
Gross Direct Income	(10,000)	0	10,000	Growth due to error on last years budget.
Support Service Charges	(644,568)	(712,795)	(68,227)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Note A:** (£46,096) Transferred to Accountancy in relation to Procurement Officer post. £100,776 Employee costs (predominately employee inflation, however also includes growth for Car Parking Officer). £11,042 Increase in relation to Vehicle fuel costs/licences and Travelling Allowance. £3,750 Increased costs in relation to Material Purchases. (£12,000) Savings bid in relation to Other professional fees and Clothing.

	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Playgrounds</b>				
Gross Direct Costs	77,200	92,635	15,435	£4,650 Increased SERCO (Grounds Maintenance) costs. £10,000 Increased budget on Playgrounds - Repair. Balance made up of other minor variances.
Support Service Charges	59,340	54,070	(5,270)	
	<b>136,540</b>	<b>146,705</b>	<b>10,165</b>	
<b>Community Centres</b>				
Gross Direct Costs	5,800	10,520	4,720	Increase to insurance premises.
Support Service Charges	16,010	18,140	2,130	
	<b>21,810</b>	<b>28,660</b>	<b>6,850</b>	
<b>Tourist Information Centres</b>				
Gross Direct Costs	95,580	110,197	14,617	£10,799 Employee inflation. £1,533 Increased Business Rates. £1,440 insurance premium increase. Balance made up of minor variances.
Capital Charges	6,040	6,040	0	
Gross Direct Income	(30,170)	(30,170)	0	No Variance.
Support Service Charges	51,550	54,820	3,270	
	<b>123,000</b>	<b>140,887</b>	<b>17,887</b>	
<b>Public Conveniences</b>				
Gross Direct Costs	603,314	753,197	149,883	See <b>Note A</b> below:
Capital Charges	82,028	82,028	0	
Support Service Charges	190,120	214,450	24,330	
	<b>875,462</b>	<b>1,049,675</b>	<b>174,213</b>	
<b>Note A:</b> £9,342 Transferred from N Walsham Kings Arms Street £4,152 & Itteringham £5,190. £38,000 Increased costs in Repairs and Maintenance. £74,048 Increased costs in relation to Grounds Maintenance and Contract Cleaning. £5,250 Increase costs in relation to Cleansing Contract. £5,339 Cost increase in relation to Utilities. £15,440 Insurance Premium costs. £10,000 Increase in relation to Legionella Surveys. (£2,599) Budget decrease in relation to Internal Service Charges. (£4,937) Saving in relation to Business Rates.				
<b>Digital Transformation</b>				
Gross Direct Costs	164,485	138,675	(25,810)	(£23,907) Budget transfer to ICT Support Services. (£1,903) Staff savings.
Support Service Charges	388,280	398,690	10,410	
	<b>552,765</b>	<b>537,365</b>	<b>(15,400)</b>	
<b>Reprographics</b>				
Gross Direct Costs	82,889	82,393	(496)	£4,504 Employee inflation. (£1,500) Saving in relation to Stationery - Paper. (£3,500) Expenditure budget moved to offset reduction in income target.
Capital Charges	0	0	0	
Gross Direct Income	(7,500)	(4,000)	3,500	Expenditure budget moved to offset decrease in income recovered.
Support Service Charges	(75,389)	(78,393)	(3,004)	
	<b>0</b>	<b>0</b>	<b>0</b>	

	<b>Base Budget 2022/23</b>	<b>Base Budget 2023/24</b>	<b>Movement Base to Base</b>	<b>Explanation for Movement</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Customer Services - Corporate</b>				
Gross Direct Costs	929,444	1,029,021	99,577	£112,277 Employee inflation. £1,800 Increase on travelling allowance. (£10,000) Saving in relation to Stationery - Other. (£2,500) Saving in relation to Postage Costs Direct. (£2,000) Saving in relation to Generic Training.
Capital Charges	54,056	54,056	0	No Variance.
Gross Direct Income	(17,250)	(17,250)	0	No Variance.
Support Service Charges	(966,250)	(1,065,827)	(99,577)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Ad Organisational Resources</b>				
Gross Direct Costs	76,955	89,244	12,289	Employee inflation.
Support Service Charges	(76,955)	(89,244)	(12,289)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Organisational Resources</b>	<b>169,922</b>	<b>190,652</b>	<b>20,730</b>	

<u>Scheme</u>	Updated Budget 2022/23	Updated Budget 2023/24	Updated Budget 2024/25	Updated Budget 2025/26
	£	£	£	£

### Boosting Business Sustainability and Growth

North Walsham Heritage Action Zone	863,500	307,250	0	0
	<b>863,500</b>	<b>307,250</b>	<b>0</b>	<b>0</b>

### Local Homes for Local Need

Disabled Facilities Grants	1,000,000	1,300,000	1,300,000	1,300,000
Community Housing Fund	477,167	0	0	0
S106 Enabling	300,000	300,000	300,000	300,000
	<b>1,777,167</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>

## Climate, Coast and the Environment

Cromer Coast Protection Scheme	1,743,092	0	0	0
Mundesley - Refurbishment of Coastal Defences	1,545,843	0	0	0
	<b>3,288,935</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Quality of Life

Refurbishment of Chalets in Cromer and Sheringham	41,000	0	0	0
	<b>41,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Customer Focus and Financial Sustainability

Purchase of Bins	80,000	0	0	0
User IT Hardware Refresh	55,000	0	0	0
Financial Management System	75,000	0	0	0
	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL EXPENDITURE</b>	<b>6,180,602</b>	<b>1,907,250</b>	<b>1,600,000</b>	<b>1,600,000</b>
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**Capital Programme Financing**

Grants	4,678,935	1,392,500	1,300,000	1,300,000
Other Contributions	300,000	300,000	300,000	300,000
Other Reserves	477,167	0	0	0
Capital Receipts	724,500	214,750	0	0
<b>TOTAL FINANCING</b>	<b>6,180,602</b>	<b>1,907,250</b>	<b>1,600,000</b>	<b>1,600,000</b>

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Bid Title	Perm (P) / One off (O)	Prepared by	Sponsor	Total Estimated Project Costs	Estimated Costs				Funding Already Identified	Total Additional Funding Requested as part of Capital Budget	Annual Revenue Costs / (Income)	Comments	
					2022/23	2023/24	2024/25	2025/26					
<b>Sustainable Growth</b>													
Loans to Housing Providers	O	Nicky Debbage/ Graham Connolly	Rob Young	450,000	150,000	150,000	150,000	0	0	450,000	0	To provide loans to housing organisations to ensure delivery of affordable homes.	
Coastal Management Fund	O	Rob Goodliffe	Rob Young	700,000	100,000	150,000	200,000	250,000	0	700,000	0	Coastal Management fund, initially consolidating existing Sea Defence revenue and capital allocations to set up an ongoing fund to support programmed coastal management works.	
<b>Environment &amp; Leisure</b>													
Additional Bin Purchases	P	Scott Martin	Emily Capps	80,000	20,000	20,000	20,000	20,000	0	80,000	0	New and replacement wheeled bins, this is an extension of an existing budget.	
Holt Country Park	O	Karl Read	Emily Capps	150,000	150,000	0	0	0	0	150,000	0	Installation of mains electricity at Holt Country Park to give opportunity to provide additional services such as onsite glamping.	
<b>People Services</b>													
Poverty Dashboard	O	Trudi Grant/Lindsay Circuit	Karen Hill	23,426	23,426	0	0	0	23,426	0	0	The project will allow us to learn more about low-income families and the challenges facing them. We will be able to use charts and maps to accurately visualise the details, allowing us to track changes over time and create evidence to show what works, and what doesn't. We can also use the data and knowledge to set strategic objectives and define policy.  The project will also allow us to analyse our data to identify vulnerable families, then deploy proactive initiatives to target support to them with pinpoint accuracy. Create engaging outreach campaigns and track how well our interventions have worked.	
<b>Finance, Assets &amp; Legal</b>													
CIVICA OpenRevenues Module	O	Sean Knight	Cara Jordan	11,090	11,090	0	0	0	0	11,090	0	The "AutoSpars" module offers us the opportunity and additional functionality to issue our usual Magistrates Court summons to a defaulter, accompanied by an additional personalised document offering a "Spar" based on set parameters dictated by the authority. Provided the customer pays in line with the terms of the arrangement offered, the Court summons is prevented from progress beyond the obtaining of the Liability Order and this is then held in abeyance whilst continued payment compliance is monitored by other existing automated routines within the system.	
<b>Corporate Support</b>													
Recruitment Software	O	James Claxton	Steve Blatch	35,034	35,034	0	0	0	0	35,034	0	The authority receives some 600 - 800 applicants each year. It takes a member of the HR team 30 minutes to process each application; this is even if the applicant is not shortlisted for interview. Assuming 700 applicants, this is 350 hours/or nearly 9.5 weeks. Also, in this highly competitive recruitment market, its critical that our recruitment journey is strong. We need to be seen as modern and forwards thinking. When recruiting graduates, their expectation is to be able to apply direct from their smart phone or tablet.	
<b>Organisational Resources</b>													
Printer Replacement	O	Kate Wilson	Sean Kelly	48,000	48,000	0	0	0	0	48,000	0	Acquisition of seven multi functional printers as existing printers are out of support	
Network Hardware Replacement	O	Kate Wilson	Sean Kelly	100,000	100,000	0	0	0	0	100,000	0	Upgrade of core network and supporting cabinets as existing equipment is at end of warranty	
Server Replacement	O	Hadley Connor	Sean Kelly	60,000	60,000	0	0	0	0	60,000	0	Upgrade of servers as existing are at the end of their useful life	
Folding Machine/Laminator	O	Stuart Harber	Sean Kelly	24,500	24,500	0	0	0	0	24,500	0	Replacement of end of life equipment	
Public Convenience Improvements	O	Russell Tanner	Sean Kelly	200,000	200,000	0	0	0	0	200,000	0	Removing any dated equipment with energy efficiency systems. Removing dated fittings and fittings and reducing reactive works	
Fire Sensors Replacement	O	Russell Tanner	Sean Kelly	150,000	75,000	0	0	0	0	150,000	0	Installation of improved fire sensor system	
Digital Mailroom Scanners	O	Stuart Harber	Sean Kelly	20,000	20,000	0	0	0	0	20,000	0	Replacement of out of date scanners which are out of support	
Pier Theatre Drainage	O	Russell Tanner	Sean Kelly	200,000	100,000	0	0	0	0	200,000	0	Replace existing foul drainage system, reconfigure existing public convenience provision.	
<b>Total Capital Project Bids</b>				<b>2,252,050</b>	<b>1,117,050</b>	<b>320,000</b>	<b>370,000</b>	<b>270,000</b>	<b>23,426</b>	<b>2,228,624</b>	<b>0</b>		
				<b>2,228,624</b>	To be funded from NNDC Resources								
<b>Potential Revenue Implications:</b>													
Investment Income Reduction and Minimum Revenue Provision					27,926	8,000	9,250	6,750					
<b>Total Estimated Revenue Impact</b>					<b>27,926</b>	<b>8,000</b>	<b>9,250</b>	<b>6,750</b>					

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Reserve	Purpose and Use of Reserve	Balance 01/04/22	Updated Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2025/26	Balance 01/04/27
		£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>2,945,766</b>	(100,330)	<b>2,845,436</b>	(64,491)	<b>2,780,945</b>	(9,298)	<b>2,771,647</b>	0	<b>2,771,647</b>	0	<b>2,771,647</b>
<b>Earmarked Reserves:</b>												
Capital Projects	To provide funding for capital developments and purchase of major assets.	<b>555,618</b>	(400,000)	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>882,030</b>	(24,534)	<b>857,496</b>	0	<b>857,496</b>	0	<b>857,496</b>	0	<b>857,496</b>	0	<b>857,496</b>
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	<b>749,248</b>	(32,303)	<b>716,945</b>	(111,305)	<b>605,640</b>	0	<b>605,640</b>	0	<b>605,640</b>	0	<b>605,640</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	0	<b>224,115</b>	(81,866)	<b>142,249</b>	(53,529)	<b>88,720</b>	(53,529)	<b>35,191</b>	0	<b>35,191</b>
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	<b>4,256,294</b>	(389,000)	<b>3,867,294</b>	(868,093)	<b>2,999,201</b>	(18,000)	<b>2,981,201</b>	(18,000)	<b>2,963,201</b>	(18,000)	<b>2,945,201</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>299,889</b>	(62,422)	<b>237,467</b>	0	<b>237,467</b>	0	<b>237,467</b>	0	<b>237,467</b>	0	<b>237,467</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>569,776</b>	(275,000)	<b>294,776</b>	(275,000)	<b>19,776</b>	0	<b>19,776</b>	0	<b>19,776</b>	0	<b>19,776</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>4,326,421</b>	(2,263,498)	<b>2,062,923</b>	(979,413)	<b>1,083,510</b>	(424,860)	<b>658,650</b>	(10,000)	<b>648,650</b>	(10,000)	<b>638,650</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>197,621</b>	34,800	<b>232,421</b>	(44,800)	<b>187,621</b>	(10,000)	<b>177,621</b>	(10,000)	<b>(10,000)</b>	0	<b>(10,000)</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>103,000</b>	50,000	<b>153,000</b>	(100,000)	<b>53,000</b>	50,000	<b>103,000</b>	50,000	<b>153,000</b>	50,000	<b>203,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	<b>90,125</b>	0	<b>90,125</b>	0	<b>90,125</b>	0	<b>90,125</b>	0	<b>90,125</b>	0	<b>90,125</b>

## Reserves Statement 2023/24 Onwards

## Appendix D

Reserve	Purpose and Use of Reserve	Balance 01/04/22	Updated Budgeted Movement 2022/23	Balance 01/04/23	Budgeted Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2025/26	Balance 01/04/27
		£	£	£	£	£	£	£	£	£	£	£
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	311,193	16,000	327,193	(16,000)	311,193	0	311,193	0	311,193	0	311,193
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,357,656	(141,476)	2,216,180	0	2,216,180	0	2,216,180	0	2,216,180	0	2,216,180
Housing	Previously earmarked for stock condition survey and housing needs assessment. Also now contains the balance of the Housing Community Grant funding received in 2016/17.	2,107,358	(544,192)	1,563,166	(555,899)	1,007,267	(189,179)	818,088	(52,897)	765,191	(54,046)	711,145
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	0	339,152	0	339,152	0	339,152	0	339,152
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	124,323	(29,612)	94,711	(31,745)	62,966	(31,745)	31,221	0	31,221	0	31,221
Minor Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	329,207	150,000	479,207	0	479,207	0	479,207	0	479,207	0	479,207
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	0	222,543	(178,000)	44,543	0	44,543	(18,000)	26,543	(18,000)	8,543
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(59,156)	113,941	(42,742)	71,199	(7,860)	63,339	0	63,339	0	63,339
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	217,926	198,965	416,891	(148,965)	267,926	50,000	317,926	50,000	367,926	50,000	417,926
Restructuring & Invest to Save Proposals	To fund one-off redundancy and pension strain costs and invest to save initiatives. Transfers from this reserve will be allocated against business cases as they are approved. Timing of the use of this reserve will depend on when business cases are approved.	898,995	130,453	1,029,448	0	1,029,448	0	1,029,448	0	1,029,448	0	1,029,448
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	500,000	0	500,000	0	500,000	0	500,000	0	500,000
<b>Total Reserves</b>		<b>23,020,918</b>	<b>(3,741,305)</b>	<b>19,279,613</b>	<b>(3,498,319)</b>	<b>15,781,294</b>	<b>(644,471)</b>	<b>15,136,823</b>	<b>(62,426)</b>	<b>14,896,776</b>	<b>(46)</b>	<b>14,896,730</b>

## CAPITAL STRATEGY 2023-24

- Summary:** This report sets out the Council’s Capital Strategy for the year 2023-24. It sets out the Council’s approach to the deployment of capital resources in meeting the Council’s overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.
- Options Considered:** This report must be prepared to ensure the Council complies with the CIPFA Treasury Management and Prudential Codes.
- Conclusions:** The Council is required to approve a Capital Strategy to demonstrate compliance with the Codes and establishes the strategic framework for the management of the capital programme.
- Recommendations:** **That Cabinet recommends to Full Council that;**  
  
**The Capital Strategy and Prudential Indicators for 2023-24 are approved.**
- Reasons for Recommendation:** Approval by Council demonstrates compliance with the Codes and provides a framework within which to consider capital investment decisions.

### 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)*

None
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Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
Contact Officer and email:	Tracy Stone <a href="mailto:tracy.stone@north-norfolk.gov.uk">tracy.stone@north-norfolk.gov.uk</a>

## 1 Introduction

- 1.1 The CIPFA *Prudential Code for Capital Finance in Local Authorities 2017* and *Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes 2017 Edition* require Local Authorities to publish a Capital Strategy each year. Under the provisions of the Local Government Act 2003, Local Authorities are required to operate within the guidance of the Prudential Code (the Code) with regard to capital

investment decisions.

- 1.2 This Capital Strategy sets out the Council's approach and process to the deployment of capital resources in meeting the Council's overall aims and objectives. It also provides a strategic framework for the effective management and monitoring of the capital programme, within which the Council will work in formulating the strategies for individual services. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

## **2 Capital Expenditure**

- 2.1 The Corporate Plan sets out what the Council intends to do between 2019 and 2023. It focuses on six priorities which will influence how we move forward:

- Local Homes for Local Need
- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and the Environment
- Financial Sustainability and Growth
- Quality of Life

The Council's capital works can be used to help deliver these priorities.

- 2.2 All capital projects are considered and prioritised as part of the Council's overall budget process, with affordability in relation to the Medium Term Financial Strategy (MTFS) being a key consideration. The revenue implications and funding of any approved bids are included within the Council's revenue budget forecasts to identify the resultant effects on future Council Tax levels.
- 2.3 The business case and options appraisal methodology is applied to all significant projects (those with a capital cost of over £50,000). The options appraisal should be undertaken by the relevant manager (project leader) initially.
- 2.4 The business case considers the full options appraisal as evidence to support the recommended option as required. The options analysis will cover elements such as risk, sensitivity and cost benefit analysis and will seek to identify the option that delivers maximum benefit at the lowest or most appropriate cost.
- 2.5 Projects that generate future income streams for the Council, for example industrial estates and other Commercialisation projects are also viewed positively within the evaluation process. The Asset Management Plan framework helps to identify these assets in order to ensure the revenue implications are again fully accounted for in the decision-making process for the disposal of assets.
- 2.6 The Current approved Capital Programme can be found as part of the Council's Outturn Report 2021/22 to Cabinet 6 September 2022 (Appendices D & E).

## **3 Medium and Long Term Funding Strategy**

- 3.1 There are a number of sources of funding available to the Council for capital schemes (capital grants/contributions, capital receipts, borrowing etc). Revenue funding is also



available via a Revenue Contribution to Capital Outlay (RCCO), however it should be noted that the scope for using revenue resources for capital purposes is limited.

- 3.2 Funding from capital receipts is forecast for the next three years to ensure a level of internal resources is maintained and can support future projects. It should however be noted that these are only forecasts at the present time and anticipated balances at the end of the period are based on the current approved capital budget.
- 3.3 The current Capital Programme is funded from grants and contributions, capital receipts from the disposal of assets and from the Council's own reserves, internal and external borrowing. Whilst capital funding is available to invest in new assets or in improving existing assets, the impact on the revenue account due to the loss of investment income is always a key consideration.
- 3.4 The Council has access to short or long term borrowing if required to finance capital expenditure. Although business cases for new capital projects are modelled on the assumption that borrowing will be required (to reflect a 'worst case scenario' in terms of cost), the decision to borrow externally is ultimately a treasury one, and is made closer to the time when expenditure is actually incurred, taking into account available cash balances, the opportunity cost of investments, and the exposure to interest rate and credit risks.
- 3.5 It is a requirement of the new CIPFA code that the Council considers alternative means of financing if required. The Council is aware of the opportunities that may be realisable through a Private Finance Initiative (PFI). The Procurement Strategy includes guidance on appraising Private Public Partnerships in the context of service delivery, and emphasises that obtaining 'value for money' means choosing the optimum combination of whole life costs and benefits to meet the customer's requirements. This is not necessarily the lowest initial price option and requires an assessment of the ongoing revenue/resource implications as well as initial capital investment.
- 3.6 The Council recognises the importance of attracting 'new money' into the district and wherever possible supports match funding requests. When identifying and planning new schemes, the Council will try to maximise all external sources of finance without reducing the effectiveness of the scheme.

#### **4 Asset Management and Commercial Activities**

- 4.1 The Council has a diverse range of land and property held to meet its Corporate Objectives and values as outlined in the Council's Corporate Plan. Land and property assets can play a key role in reducing Council budget deficits and generating both capital and revenue income. The Council can use its assets more effectively to meet tough financial targets both through reducing costs and generating income.
- 4.2 In the main the Council will adopt a "buy and hold" strategy for property investments. This is where the Council purchases an asset and lets it to generate revenue income, whilst retaining it for the long term. A long term investment is considered to be of 10 years and over. Whilst it cannot be guaranteed, in the long term a good overall rate of return is anticipated allowing for a cyclical property market.
- 4.3 In terms of development opportunities, the Council may seek to "buy and hold" assets for the medium term where it sees a strategic advantage of doing so, for example land assembly for town center regeneration or acquiring land to develop in a phased approach to minimise risk of oversupply and for cash flow purposes.

- 4.4 The Council may also seek to “buy and sell on” an asset in the short to medium term of between 1 – 5 years. For example, where there is opportunity to secure good terms or a low price enabling a surplus to be made from a sale or redevelopment.
- 4.5 Further information can be found in the Council’s Land and Property Acquisition Policy.
- 4.6 The Council seeks to achieve a spread of risk across a greater number of assets and by acquiring properties across the range of commercial property types, including: retail, leisure/tourism, office and industrial assets.
- 4.7 The Council has a small portfolio of commercial assets to rent within the district. These are identified within the Asset Management Plan as being held by the Council primarily for the purpose of generating income to support the Councils, revenue and capital budgets. Whilst generating income, returns and financial independence to support the delivery of services, there are a number of benefits to the Council, the community, tourist and business sector from the Council commercial portfolio including promoting strategic regeneration, increasing business rate and council tax income and supporting tourism.
- 4.8 Where assets are identified as being surplus to requirements and not achieving required financial or service delivery performance targets, they can be considered for disposal to provide useable capital receipts, which can then be redirected to achieve the Council’s objectives. Further information can be found in the Council’s Disposal Policy.

4.9 The Council's Property Services Team has historically managed the Council property portfolio with support of the Finance team, Eastlaw and Economic Development. Different types of commercial property require different levels of resource to manage effectively. Business Centers with easy in and out terms, tend to be more management intensive due to the relatively high turnover of tenants, in comparison to the longer leases of industrial units, where typically tenants have responsibility for full maintenance/repairs and insuring.

4.10 Asset management undertaken includes:

- Rent collection and rent arrears management
- Service charge reviews and collection
- Building and grounds maintenance, testing of appliances and monitoring
- Tenant liaison
- Marketing and re-letting empty units
- Negotiating terms of rent reviews and new leases
- Expiry of leases, lease renewals and terminations
- Dilapidations

An increase to the portfolio will require additional resource to manage effectively which could be achieved by additional staff for internal management or appointing experienced commercial agents for external management. Assets held outside of the district would require external resource to manage the assets effectively. In the coming months, the Council will be undertaking surveys across its asset portfolio in order to identify areas for investment in terms of repairs and ongoing maintenance. This will inform future year's Revenue budgets and ensure the ongoing viability of the asset portfolio.

4.11 Successful delivery of the Council's vision for Capital investment relies on the skills and culture of the organisation being appropriate. Members, Statutory Officers, and those with decision making powers keep their relevant knowledge up-to-date through CPD schemes, workshops with treasury advisers and other relevant bodies and networking with other authorities to share best practice. Information is disseminated between parties within the organisation when appropriate.

## **5 Debt Management and MRP Statement**

5.1 Where a local authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as the Minimum Revenue Provision (MRP). There has been no statutory minimum amount to be applied since 2008, although the Local Government Act 2003 does require authorities to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision 2012, which is currently undergoing a revision, subject to consultation.

5.2 The Guidance requires that the Council approve an Annual MRP Statement in advance of each financial year, and identifies a number of options for calculation of a prudent provision for MRP. Whilst there are four alternative methods available for this calculation, only two apply to new borrowing under the Prudential system for which no Government support is being given, i.e. borrowing which is intended to be self-financed.

5.3 All Council decisions made in relation to capital expenditure will be reviewed on their own merits and the most equitable treatment will be introduced in respect of the financing of these schemes. For the purposes of existing schemes and those proposed

for the coming financial years where borrowing has been assumed, the Council will be applying the Asset Life Basis (Option 3 under the DLUHC Guidance). This allows MRP to be charged to the revenue account across the estimated life of the assets that are being funded, in accordance with the regulations.

## 5 Prudential Indicators

5.1 Under the Prudential Code the Council is required to set and approve a range of performance indicators each year in line with the budget and Treasury Management Strategy, and to monitor them during the year. Under these arrangements local authorities are allowed to enter into borrowing to support capital spending as long as they are able to demonstrate that they can afford to do so.

### 5.2 *Authorised Limit for External Debt*

The Council has an integrated Treasury Management Strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council, and not just those arising from capital spending reflected in the CFR. The Council is required to set for the coming year and the following two financial years an authorised limit for its total gross external debt, separately identifying borrowing from other long term liabilities. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Council. It is measured against all external debt items (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). The indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved Treasury Management policy statement and practices. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Authorised limit for borrowing	28.400	28.400	28.400	28.400
Authorised limit for other long-term liabilities	3.000	3.000	3.000	3.000
<b>Authorised limit for external debt</b>	<b>31.400</b>	<b>31.400</b>	<b>31.400</b>	<b>31.400</b>

### 5.3 *Operational Boundary for External Debt*

The Council is required to set for the forthcoming financial year and the following two financial years an operational boundary for its total external debt, excluding investments, separately identifying borrowing from other long-term liabilities. The Operational Boundary is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario, and without the additional headroom included within the Authorised Limit for unusual cash movements.

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Operational boundary for borrowing	23.530	23.530	23.530	23.530
Operational boundary for other long-term liabilities	2.000	2.000	2.000	2.000
<b>Operational boundary for external</b>	<b>25.530</b>	<b>25.530</b>	<b>25.530</b>	<b>25.530</b>

<b>debt</b>				
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#### 5.4 Capital Expenditure

Local Authorities are required by the Prudential Code to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax. The Council is required to make reasonable estimates of the total capital expenditure that it plans to incur during the forthcoming year and at least the following two financial years.

	<b>21/22 Actual £m</b>	<b>22/23 Forecast £m</b>	<b>23/24 Budget £m</b>	<b>24/25 Budget £m</b>	<b>25/26 Budget £m</b>
<b>Capital Expenditure</b>	9.183	18.833	4.795	1.300	1.300

#### 5.5 Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing. The Council is required to make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years as shown in the table below. The total CFR indicated in the table relates in part to vehicles and equipment used on the Council's refuse and car park management contracts. These are recognised under IFRS accounting regulations which require equipment on an embedded finance lease to be recognized on the balance sheet. The CFR takes into consideration the Cabinet decision to provide loan advances to Registered Providers under the Local Investment Strategy. Although initially this will increase the CFR, the capital receipts generated by the annual repayments on the loans will be applied to reduce the CFR across subsequent years. This is a key indicator for prudence. In order to ensure that over the medium-term debt will only be used for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	<b>21/22 Actual £m</b>	<b>22/23 Forecast £m</b>	<b>23/24 Budget £m</b>	<b>24/25 Budget £m</b>	<b>25/26 Budget £m</b>
<b>Capital Financing Requirement</b>	16.003	15.858	16.243	15.894	15.545
<b>Minimum Revenue Provision</b>	0.219	0.326	0.331	0.349	0.349

<b>Financing of Capital Expenditure</b>	<b>21/22 Actual £m</b>	<b>22/23 Forecast £m</b>	<b>23/24 Budget £m</b>	<b>24/25 Budget £m</b>	<b>25/26 Budget £m</b>
Capital Receipts	1.211	4.429	2.615	0.000	0.000
Grants and Other Contributions	2.343	10.803	1.093	1.300	1.300
Revenue Contributions	1.319	3.420	0.371	0.000	0.000

Borrowing	4.310	0.181	0.716	0.000	0.000
<b>TOTAL</b>	<b>9.183</b>	<b>18.833</b>	<b>4.795</b>	<b>1.300</b>	<b>1.300</b>

## 5.6 *Proportion of Financing Costs to Net Revenue Stream*

The Council is required to estimate for the following financial year and the following two years the proportion of financing costs to net revenue stream. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code and is based on the costs net of investment income.

	<b>21/22</b>	<b>22/23 £m</b>	<b>23/24 £m</b>	<b>24/25 £m</b>	<b>25/26 £m</b>
Financing cost (net)	(1.046)	(1.008)	(1.530)	(1.380)	(1.226)
Net Revenue Stream	18.904	18.489	16.748	18.319	18.721
<b>Ratio</b>	<b>(5.54%)</b>	<b>(5.45%)</b>	<b>(9.14%)</b>	<b>(7.53%)</b>	<b>(6.55%)</b>

## 6 **Links to other Strategies and Plans**

6.1 The Council has fully integrated its Capital Strategy as part of its strategic financial planning process and this policy influences both the production of the MTFs and the capital and revenue budget planning process. The Strategy is also linked to the other main asset related policies, namely the Asset Management Plan, the Land and Property Acquisition Policy, the Commercial Property Strategy, the Land and Property Disposals Policy.

6.2 The Treasury Management Strategy details the Council's treasury management arrangements to manage the Council's cash flow, including the anticipated use of reserves, so as to maximise income from investments and minimise interest payments on borrowing, whilst minimising the risk to the Council's assets. This Strategy can influence the potential receipts available for funding capital and will also directly inform any borrowing decisions for capital purposes.

6.3 The Procurement Strategy seeks to ensure that Value for Money is achieved in all of the Council's procurement decision-making activities and systems. The guidance should be applied by all Officers in conjunction with the requirements incorporated within the Council's Contract Standing Orders and Financial Regulations and has great relevance to preparing capital bids.

6.4 The Capital Strategy is also aligned with the Risk Management Strategy, and managers are required to consider risk when completing the standard business case pro-forma.

**7 Financial Implications and Risks** - The financial implications and risks of any capital investment will be included as part of the budget process and business case preparation in relation to individual schemes and proposals coming forward.

**8 Sustainability** – None as a direct consequence of this report.

**9 Equality and Diversity** - None as a direct consequence of this report.

**10 Section 17 Crime and Disorder considerations** - None as a direct consequence of this report.

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## INVESTMENT STRATEGY 2023/24

- Summary:** This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.
- Options Considered:** Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.
- Conclusions:** The preparation of this Strategy is necessary to comply with the guidance issued by the Department of Levelling Up, Housing & Communities (DLUHC).
- Recommendations:** **To recommend that the Council be asked to RESOLVE that The Investment Strategy is approved.**
- Reasons for Recommendation:** The Strategy provides the Council with a flexible investment strategy enabling it to respond to changing market conditions.

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
Contact Officer, telephone number and email: Tina Stankley, <a href="mailto:tina.stankley@north-norfolk.gov.uk">tina.stankley@north-norfolk.gov.uk</a>	

### Introduction

The Council invests its money for three broad purposes:

- Because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- To support local public services by lending to or buying shares in other organisations (**service investments**), and
- To earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories. Treasury investments are part of the Treasury Management Strategy.

The Corporate Plan sets out what the Council intends to do between 2019 and 2023. It focuses on six main priorities which will influence how the Council moves forward:

- Local Homes for Local Need
- Boosting Business Sustainability and Growth
- Customer Focus
- Climate, Coast and Environment
- Financial Sustainability and Growth
- Quality of Life

The Council’s investments can be used to help deliver these priorities.

### **Treasury Management Investments**

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £24m and £45m during the 2023/24 financial year.

Previous year investment balances fluctuated between £34m and £55m, but as outlined in the Treasury Management Strategy, the Council is proposing to repay £10m of long-term Pooled Fund investments to pay off the Council’s rolling short-term borrowing requirement of £5m-£7m and allow extra balance for 1-day notice investments to allow for greater cash flow flexibility.

**Contribution:** The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

**Further details:** Full details of the Council’s policies and its plan for 2023/24 for treasury management investments are covered in a separate document, the treasury management strategy, available elsewhere on this agenda.

### **Service Investments: Loans**

**Contribution:** The Council lends money to housing association and community housing entities to support local public services and stimulate local economic growth. As part of the Councils “Local Homes for Local Need” agenda, these loans are made with the intention of improving the supply of affordable housing within the District.

**Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. To limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

*Table 1: Loans for service purposes in £ millions*

Category of borrower	31.3.2022 actual	2023/24
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	<b>Balance owing</b>	<b>Loss allowance</b>	<b>Net figure in accounts</b>	<b>Approved Limit</b>
Housing Associations	2.423m	0m	2.423m	£5m
Community Housing Entities	0.193m	0m	0.193m	£2m
<b>TOTAL</b>	<b>2.616m</b>	<b>0m</b>	<b>2.616m</b>	<b>£7m</b>

The Treasury does not agree these loans without proposed lending having been agreed by members beforehand. This lending is not actively sought after but decided on an opportunistic basis when the Council is approached by an association asking to borrow.

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

**Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding service loans by using advisors and quality financial press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. The quality of advice is moderated by frequently subjecting the contracts to tender. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Council using an alert system. Other information, such as credit default swaps, are used to assess risk.

### **Service Investments: Shares**

**Contribution:** The Council may invest in the shares of its suppliers, and local businesses to support local public services and stimulate local economic growth. At the present time, the Council does not hold these type of investments.

**Security:** One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. To limit this risk, upper limits on the sum invested in each category of shares have been set shown on the following page:

*Table 2: Shares held for service purposes in £ millions*

<b>Category of company</b>	<b>31.3.2022 actual</b>			<b>2023/24</b>
	<b>Amounts invested</b>	<b>Gains or losses</b>	<b>Value in accounts</b>	<b>Approved Limit</b>
Subsidiaries	0	0	0	£2m
Suppliers	0	0	0	£2m

Local businesses	0	0	0	£2m
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£2m</b>

**Risk assessment:** The approach is very similar to that of the service loans, the Council assesses the risk of loss before entering into and whilst holding shares by using advisors and quality financial press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. The quality of advice is moderated by frequently subjecting the contracts to tender. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Council using an alert system. Other information, such as credit default swaps, are used to assess risk.

**Liquidity:** The Council actively monitors the availability of cash, using established cash flow procedures to inform decisions around the maximum that may be committed over any given time horizon.

**Non-specified Investments:** Shares are the only investment type that the Council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Council's upper limits on non-specified investments. The Council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

### **Commercial Investments: Property**

**Contribution:** The Council invests in local commercial property with the intention of making a profit that will be spent on local public services. The Council currently holds four investment properties which are rented to private sector businesses.

*Table 3: Property held for investment purposes in £ millions*

Property	Actual	31.3.2022 actual		31.3.2023 expected	
	Purchase cost	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Grove Lane Depot	-	0.067m	0.520m	-	0.520m
Hornbeam (Unit D, E & F)	0.650m	2.365m	3.015m	-	3.015m
<b>TOTAL</b>	<b>0.650m</b>	<b>2.432m</b>	<b>3.535m</b>	<b>-</b>	<b>3.535m</b>

- The Grove Lane Depot (80 Grove Lane, Holt, NR25 6ED) investment property is leased to the tenant for an agreed cost of £35,000 per year. This property was not purchased for use as a commercial investment, and was previously for the NNDC's DSU (Direct Services Unit as part of Waste Management). Upon contracting the waste management service, the property was then used as a storage facility for the Council. This property was decided to be leased out as a commercial investment property since

December 2018. The original purchase cost is unknown as the purchase dates back over 30 years.

- The Hornbeam Industrial Units are leased to Howdens for business use. These properties are leased to the tenant for an agreed cost of £49,000 per year. These three units were purchased in 2021, then have been leased out since June 2022.

**Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2022/23 year-end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

**Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding property investments by using advisors and quality financial/property press to assesses the market that the investment will be competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements. The Council has qualified staff that will consider the local market and also have a number of external advisors and agents who we seek advice from where appropriate. This also extends to national advice although the Council's current strategy is to invest within the local area. Risk assessments include reference to credit ratings, but are not the sole indicator of risk used. Credit ratings are actively monitored by advisors and changes are relayed to the Council using an alert system.

**Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Council maintains a balanced portfolio of investments, with short term investments allowing for faster liquidation should it be required. These more liquid investments are favoured as the Council both spend and earns approximately £10m every month.

### **Loan Commitments and Financial Guarantees**

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.

The Council has not currently contractually committed to make any loans or guaranteed any loans and has no current plans to do this.

### **Proportionality**

The Council plans to develop the profit generating investment activity to assist in achieving a balanced revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Council is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Plan. Should it fail to achieve the expected net profit, the Council’s contingency plans for continuing to provide these services is that in the short term the Council will use available reserve balances to meet the shortfall, while a full review of service provision is undertaken.

*Table 4: Proportionality of Investments*

	<b>2021/22 Actual</b>	<b>2022/23 Forecast</b>	<b>2023/24 Budget</b>	<b>2024/25 Budget</b>	<b>2025/26 Budget</b>
Investment income	1.054m	1.157m	1.533m	1.380m	1.226m
Gross service expenditure	104.937m	111.938m	50.147m	49.218m	49.017m
Proportion	1.00%	1.03%	3.06%	2.80%	2.50%

Actual gross expenditure for 2021/22 and 2022/23 is twice the original budgeted figures. This is because the Council has received large amounts of grant funding from central government which was used to pay Test & Trace/Household Support Grants/Business Support Grants. Corresponding income was received to fund this expenditure. Only £8.9m was a cost to the Council following a central government decision to make authorities fund part of the costs.

### **Capacity, Skills and Culture**

**Elected members and statutory officers:** Statutory officers attend regular training on Treasury Investment principles and have access to informed officers who are required to keep up with CPD requirements by their professional bodies. The individual business cases allow Members to assess individual assessments in the context of the strategic objectives and risk profile of the local Council; and enable them to understand how these decisions have changed the overall risk exposure of the local authority. Members will be given the opportunity to attend a training workshop each which will be provided by the Council’s treasury advisors.

**Commercial deals:** The Council’s Asset Management Plan is closely linked to the Corporate Plan and the Capital Strategy which contains the Prudential Indicators. The Council has qualified staff and support from external advisors to support with property transactions and negotiations. The Estates team are aware of the various strategy documents and the requirements contained therein, this also covers the prudential framework and the regulatory regime in which the Council operates and is supplemented by external training and Continuing Professional Development where appropriate.

**Corporate governance:** Budgets for investment purchases are agreed by Full Council in line with corporate objectives. Treasury Investments are subject to governance checks through the agreement of the Treasury Strategy for the year, as well as half-yearly updates.

### **Investment Indicators**

The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

**Total risk exposure:** The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but has not been drawn down and guarantees the Council has issued over third-party loans.

*Table 5: Total investment exposure in £millions*

<b>Total investment exposure</b>	<b>31.03.2022 Actual (£m)</b>	<b>31.03.2023 Forecast (£m)</b>	<b>31.03.2024 Forecast (£m)</b>
Treasury management investments	45.375	41.725	31.725
Service investments: Loans	2.288	2.019	1.750
Commercial investments: Property	3.535	3.535	3.535
<b>TOTAL INVESTMENTS</b>	<b>51.198</b>	<b>47.279</b>	<b>37.010</b>
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
<b>TOTAL EXPOSURE</b>	<b>51,198</b>	<b>47,279</b>	<b>37,010</b>

**Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

*Table 6: Investment rate of return (net of all costs)*

<b>Investments net rate of return</b>	<b>2021/22 Actual</b>	<b>2022/23 Forecast</b>	<b>2023/24 Forecast</b>
Treasury management investments	2.29	3.59	4.48
Service investments: Loans	3.80	3.80	3.80
Commercial investments: Property	1.78	1.78	1.78

*Table 8: Other investment indicators*

<b>Indicator</b>	<b>2021/22 Actual</b>	<b>2022/23 Forecast</b>	<b>2023/24 Forecast</b>
Debt to net service expenditure ratio	0	0	0
Commercial income to net service expenditure ratio	0.47%	0.46%	0.39%





## TREASURY MANAGEMENT STRATEGY STATEMENT 2023/24

- Summary:** This report sets out details of the Council's investment activities and presents a strategy for the prudent investment of the Council's resources.
- Options Considered:** Alternative investment and debt options are continuously appraised by the Council's treasury advisors, Arlingclose and all appropriate options are included within this Strategy.
- Conclusions:** The preparation of this Strategy is necessary to comply with the guidance issued by CIPFA
- Recommendations:** **To recommend that the Council be asked to RESOLVE that The Treasury Management Strategy is approved.**
- Reasons for Recommendation:** 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.

Cabinet Member(s) Cllr E Seward	Ward(s) affected: All
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### Arlingclose Template – England

#### Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy

## **External Context**

### **Economic background:**

The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on the Council's treasury management strategy for 2023/24.

The Bank of England (BoE) increased Bank Rate by 0.50% to 3.5% in December 2022, the largest single rate hike since 1989 and the eighth successive rise since December 2021. The decision was voted for by a 7-2 majority of the Monetary Policy Committee (MPC), with one of the two dissenters voting for a 0% rise and the other for a higher 0.75% rise.

The November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.

The UK economy grew by 0.2% between April and June 2022, but the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

CPI inflation is expected to peak at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets with a peak of 5.25%. However the BoE has stated it considers this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate fell to 3.5%, driven mostly by a shrinking labour force. Earnings were up strongly in nominal terms by 6% for total pay and 5.4% for regular pay but factoring in inflation means real total pay was -2.4% and regular pay -2.9%. Looking forward, the MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

Interest rates have also been rising sharply in the US, with the Federal Reserve increasing the range on its key interest rate by 0.75% in November 2022 to 3.75%-4.0%. This was the fourth successive 0.75% rise in a pace of tightening that has seen rates increase from 0.25%-0.50% in March 2022. Annual inflation has been slowing in the US but remains above 8%. GDP grew at an annualised rate of 2.6% between July and September 2022, a better-than-expected rise, but with official interest rates expected to rise even further in the coming months, a recession in the region is widely expected at some point during 2023.

Inflation has been rising consistently in the Euro Zone since the start of the year, hitting an annual rate of 10.7% in October 2022. Economic growth has been weakening with an expansion of just 0.2% in the three months to September 2022. As with the UK and US, the European Central Bank has been on an interest rate tightening cycle, pushing up its three key interest rates by 0.75% in October, the third major increase in a row, taking its main refinancing rate to 2% and deposit facility rate to 1.5%.

### **Credit outlook:**

Credit default swap (CDS) prices have followed an upward trend throughout the year, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.

CDS price volatility has been higher in 2022 compared to 2021 and this year has seen a divergence in prices between ring-fenced (retail) and non ring-fenced (investment) banking entities once again.

The weakening economic picture during 2022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative from stable.

There are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while higher interest rates provide a boost to net income and profitability.

However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

### **Interest rate forecast:**

The Council's treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2022 and 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target.

While interest rate expectations reduced during October and November 2022, multiple interest rate rises are still expected over the forecast horizon despite looming recession. Arlingclose expects Bank Rate to rise to 4.25% by June 2023 under its central case, with the risks in the near- and medium-term to the upside should inflation not evolve as the Bank forecasts and remains persistently higher.

Yields are expected to remain broadly at current levels over the medium-term, with 5-, 10- and 20-year gilt yields expected to average around 3.6%, 3.7%, and 3.9% respectively over the 3-year period to September 2025. The risks for short, medium and longer-term yields are judged to be broadly balanced over the forecast horizon. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate/yield of 3.72%.

For information only, interest rates on average were 3.59% and short-term borrowing rates were 3.83% under 3 months terms as at 10/01/2023.

### **Local Context**

On 10<sup>th</sup> January 2023 the Council held £7m of short-term borrowing and £40.341m of treasury investments. This is set out in further at Appendix B. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

The expectation is that NNDC will reduce to a minimum the need to take any short-term borrowing for cash-flow purposed to reduce borrowing costs to a minimum by bringing back £10m of Pooled Fund long-term investments from its current pool of £32m when we need it. For the purposes of this TMS it has been assumed it will be before the 31<sup>st</sup> March 2023, but it will only be brought back when needed. This reduction in investment levels has been factored into the forecast of interest received moving forwards

. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. The table below shows the capital expenditure, financing and the capital financing requirement.

*Table 1: Capital Expenditure, Financing and the Capital Financing Requirement Forecast*

	<b>31.3.22 Actual £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>	<b>31.3.25 Forecast £m</b>	<b>31.3.26 Forecast £m</b>
<b>Capital Expenditure</b>	<b>9.183</b>	<b>18.833</b>	<b>4.795</b>	<b>1.300</b>	<b>1.300</b>
Financed by:					
Capital Receipts	-1.211	-4.429	-2.615	0	0
Capital Grants and Other contributions	-2.343	-10.803	-1.093	-1.000	-1.000
Revenue Contributions	-1.319	-3.420	-0.371	-0.300	-0.300
<b>Borrowing Requirement</b>	<b>4.310</b>	<b>0.181</b>	<b>0.716</b>	<b>0</b>	<b>0</b>
<b>MRP</b>	<b>-0.219</b>	<b>-0.326</b>	<b>-0.330</b>	<b>-0.349</b>	<b>-0.349</b>
<b>Capital Financing Requirement</b>	<b>16.003</b>	<b>15.858</b>	<b>16.244</b>	<b>15.895</b>	<b>15.546</b>

The Council's CFR increased significantly in 21/22 because of the borrowing for the leisure centre and it is forecast to increase again in 23/24, but then the forecast is for it start reducing year on year during the remaining two years of the forecast period.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. The Council expects to comply with this recommendation during 2023/24 as it does not have any long-term debt.

### **Borrowing Strategy**

The Council currently holds £7 million of short-term borrowing, a decrease of £6 million on the previous year-end position of £13m. as part of its strategy for funding previous years' capital programmes. The borrowing requirement forecast in table 1 shows that NNDC expects to borrow up to £0.716m to fund the capital expenditure in 2023/24.

**Objectives:** The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

**Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to be when borrowing money to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required i.e. affordability. The secondary consideration is that when it becomes necessary to take external borrowing the Council ensures the longer-term stability of the debt portfolio.

As aforementioned, the borrowing rates (3.83%) currently outweigh the interest rates of the Council's current investment portfolio (3.59% average). Previously interest rates far outweighed borrowing rates, and the Council took the decision to carry out short-term borrowing to maintain a positive cashflow, with the minimal borrowing interest costs being funded from a portion of the surplus investment income over budget.

With borrowing rates now being higher than investment interest rates, the Council is now looking into bringing back £10m of the Council's long-term Pooled Funds investments (current total investment value of £32m). Advice will be sought from the Council's treasury advisors Arlingclose to determine which investments should be brought back in-house by looking at those generating the lowest return and comparing them with those that will result in the smallest capital losses upon redemption. This is likely to happen in February or March 2023, when the Council's cash levels always fall to a low level due to there being very little Council Tax and Business Rate income being received with most taxpayers having paid their bills in 10 monthly instalments from April to January every year.

As in previous years, the Council does not intend to take any long-term external borrowing to avoid significant borrowing costs. Long-term borrowing rates for the shortest duration (1 year) with the PWLB (Public Works Loans Board) are currently at a borrowing rate of 4.42% and inter-local authority long-term borrowing rates for 1 year are only slightly lower at 4.24%. These interest rates are as at 10 January 2023 and are expected to increase further with the Monetary Policy Committee (MPC) predicting base rate increases throughout 2023/24.

By not borrowing, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at short-term or long-term fixed rates in 2023/24 with a view to keeping future borrowing costs low, even if this results in some additional cost in the short-term.

In the event of needing to take some short-term borrowing, the Council will consider borrowing from the PWLB and 'other Local Authorities' and other institutions as listed below under the heading 'Sources of Borrowing'. Borrowing shall be taken from the lender offering the lowest rate and on the most agreeable terms. Borrowers are found through either the Arlingclose idealtrade brokerage portal which has a minimal fee, or through the Council's chosen brokers Tradition (UK) Ltd which has more availability but a higher brokerage fee.

In the event of deciding to take some long-term borrowing, the Council would firstly look towards borrowing from the PWLB but will consider long-term loans from other sources including banks, pension funds and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to reduce borrowing costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council is not planning to buy any such assets and will therefore retain its access to PWLB loans.

Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

The Council may borrow short-term to manage the cash flow. This will be kept to a minimum but may occasionally be necessary to meet the cash flow need. The cashflow forecast is used to predict when we may need to take some short-term borrowing. Using the forecast has already identified that there is a need to bring back some of the Investments in-house as there are several cash flow shortages for a prolonged period occurring in 2023/24. Most of the Council's long-term investments can be withdrawn with a notice period of 3-4 days, with the exception of the CCLA LAMIT Property Fund which has recently increased its notice period to 60 days due to the nature of the fund.

**Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board).
- Any institution approved for investments (please see below).
- Any other bank or building society authorised to operate in the UK.
- Any other UK public sector body
- UK public and private sector pension funds (except Norfolk Pension Fund as this is the Council's pension fund).
- Capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

**Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

**Municipal Bonds Agency:** The UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

**Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

**Debt rescheduling:** This is not applicable to the Council at present as it does not have any long-term borrowing. If the Council had any borrowing it may wish to look at this. The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms or roll borrowing forward to an extended period.

### **Treasury Investment Strategy**

The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the 2022/23 financial year, the Council's treasury investment balance has ranged from £34.325m to £54.471m. The Council may need to withdraw £10m of its long-term Pooled Fund investments to meet extended periods of cash flow shortages in 2023/24 and if this is the case it will cost less (in lost investment income) than undertaking short-term borrowing and incurring borrowing costs.

**Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving low levels of investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

**Strategy:** As previously mentioned, the Council plans to withdraw £10m of Pooled Funds from its current portfolio of £32m long-term investments when needed.

This means that for the 2023/24 financial year, investment balances will be lower. However this will allow the Council to eliminate the need to carry out short-term borrowing at a time when the interest rates for borrowing are higher than the investment interest rates. So it will minimise the net costs of treasury management.

Any surplus cash during 2023/24 in-between large payments will be invested in one day notice funds (primarily Money Market Funds) and will earn interest at a rate of 3.4%. These funds are available immediately and can be used instead of short-term borrowing.

**ESG policy:** Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Council will prioritise banks that are signed up to the UN Principles for Responsible Banking and funds operated by managers that are signed up to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

**Business models:** Under the IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

**Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

*Table 3: Treasury investment counterparties and limits*

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	Unlimited
Local authorities & other government entities	25 years	£5m	£5m
Secured investments *	25 years	£1.75m	£3.5m
Banks (unsecured) *	13 months	£1.75m	£3.5m
Building societies (unsecured) *	13 months	£1.75m	£3.5m
Registered providers (unsecured) *	5 years	£1.75m	£3.5m
Money market funds *	n/a	£3.5m	£24.5m
Strategic pooled funds	n/a	£5m	£24.5m
Real estate investment trusts	n/a	£1.75m	£3.5m
Other investments *	5 years	£1.75m	£3.5m

\* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where



available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

**Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

**Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

**Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

**Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no official sector limit applies to money market funds, a limit has been applied to prevent over-investment in one fund. If excess investment balance is available, this surplus should be put into locked investments for the period of 1 week – 3 months to allow for a higher return when investment balances are high. The Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times, this is done by spreading investment across all seven money mark funds the Council has investment accounts with.

**Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short-term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives and maintaining a healthy cash flow balances to cover the Council's finances will be monitored regularly.

**Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay most of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

**Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

**Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below a threshold of 5% of the Council's portfolio per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

**Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

For inter-local authority lending and borrowing, a "blacklist" is maintained of authorities, pension funds, police authorities and fire authorities that have been declared to be in major financial difficulty. The Council will refrain from carrying out any transactions with organisation on the blacklist.

Where a credit rating agency announces that a credit rating for a counterparty is on review for possible downgrade (also known as "negative watch" so that it may fall below the approved rating criteria, new investment will not be made with that organisation until the outcome of the review is announced. Any investment that can be withdrawn without incurring financial loss to the Council shall be brought back and invested with another organisation until a new review is carried out and a positive outlook is declared for the original counterparty. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including

credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are any doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

**Investment limits:** The Council's available revenue reserves would cover investment losses in the event of fund crash. Current reserve levels are estimated to be around £20m at the end of 2022/23, although this level will decrease over the 2023/24 period following the budget review process. In order that no more than an acceptable level of reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million as shown in the table of limits above.

A Treasury Management Reserve of £500,000 was created in February 2021. This is to be maintained and to allow for minor financial capital losses (adverse variance of redeemed principal to initial investment) if pooled funds are required to be redeemed to prevent future borrowing/in the event of preventing major losses from an unexpected fund collapse.

Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £1.75m in operational bank accounts count against the relevant investment limits.

Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

*Table 4: Additional investment limits*

	<b>Cash limit</b>
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£5m per broker
Foreign countries	£3.5m per country

**Liquidity management:** The Council uses purpose-built cash flow forecasting software tools to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

The Council will spread its liquid cash over at least three providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties with any one provider.

### **Treasury Management Prudential Indicators**

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

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

<b>Credit risk indicator</b>	<b>Target</b>
Portfolio average credit [rating / score]	A

**Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount it can borrow each quarter without giving prior notice.

<b>Liquidity risk indicator</b>	<b>Target</b>
Total sum borrowed in past 3 months without prior notice	£7m

**Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

<b>Interest rate risk indicator</b>	<b>Limit</b>
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£350,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£350,000

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

**Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

<b>Refinancing rate risk indicator</b>	<b>Upper limit</b>	<b>Lower limit</b>
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

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

**Long-term treasury management investments:** The purpose of this indicator is to control the Council’s exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	£20m	£10m	£5m	£50m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

### **Related Matters**

The CIPFA Code requires the Council to include the following in its treasury management strategy.

**Financial derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Council will seek external advice and will consider that advice before using financial derivatives to ensure that it fully understands the implications.

**Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council’s treasury management activities, Treasury believes this to be the most appropriate status.

## **Financial Implications**

The budget for investment income in 2023/24 is £1.533m, based on an average investment portfolio of £34.19m at an average interest rate of 4.48%. The budget for debt interest paid in 2023/24 is £0 although there will be residual borrowing interest from 2022/23 short-term borrowing.

This investment income and borrowing costs budgets are based on £10m of Pooled Fund investments having been brought back in-house in March 2023 to eliminate the Council's expected cash-flow shortfall of £7m at 31<sup>st</sup> March 2023. This decision has been made as borrowing costs are currently higher than the interest that could be earned on the same amount invested. Any surplus funds available for investment throughout the year will be invested in short-term deposits or lent to other local authorities, pension funds, police authorities or fire authorities. This will allow the Council to take advantage of the higher interest rates and thus interest earned on investments whilst rates are fluctuating greatly, instead of being locked into low interest return Pooled Funds.

This assumes that interest rates will continue to increase. Arlingclose currently forecast the base rate to continue to increase by 0.25% - 0.5% at each of the MPC's meetings, resulting in a predicted 4.5% - 5% interest rate by the start of Summer 2023. The base rate is then predicted to stay high until March 2024, when it is forecast to decrease by 0.25% increments at future MPC meetings. Please see Appendix A for the Arlingclose Forecast.

If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Where investment income exceeds budget or debt interest paid is below budget, then a proportion of the revenue savings will be transferred to the Treasury Management Reserve to cover the risk of capital losses or higher interest rates payable in future years. This reserve shall be maintained at a level of £500k which is felt to be an appropriate level for this purpose and also not to the detriment of the General Fund which can be used to fund the Council's revenue budgets.

## **Other Options Considered**

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Accountancy Team, having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller

Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## **Appendix A – Arlingclose Economic & Interest Rate Forecast – November 2022**

### **Underlying assumptions:**

- UK interest rate expectations have eased following the mini-budget, with a growing expectation that UK fiscal policy will now be tightened to restore investor confidence, adding to the pressure on household finances. The peak for UK interest rates will therefore be lower, although the path for interest rates and gilt yields remain highly uncertain.
- Globally, economic growth is slowing as inflation and tighter monetary policy depress activity. Inflation, however, continues to run hot, raising expectations that policymakers, particularly in the US, will err on the side of caution, continue to increase rates and tighten economies into recession.
- The new Chancellor dismantled the mini-budget, calming bond markets and broadly removing the premium evident since the first Tory leadership election. Support for retail energy bills will be less generous, causing a lower but more prolonged peak in inflation. This will have ramifications for both growth and inflation expectations.
- The UK economy is already experiencing recessionary conditions, with business activity and household spending falling. Tighter monetary and fiscal policy, alongside high inflation will bear down on household disposable income. The short- to medium-term outlook for the UK economy is bleak, with the BoE projecting a protracted recession.
- Demand for labour remains strong, although there are some signs of easing. The decline in the active workforce has fed through into higher wage growth, which could prolong higher inflation. The development of the UK labour market will be a key influence on MPC decisions. It is difficult to see labour market strength remaining given the current economic outlook.
- Global bond yields have steadied somewhat as attention turns towards a possible turning point in US monetary policy. Stubborn US inflation and strong labour markets mean that the Federal Reserve remains hawkish, creating inflationary risks for other central banks breaking ranks.
- However, in a departure from Fed and ECB policy, in November the BoE attempted to explicitly talk down interest rate expectations, underlining the damage current market expectations will do to the UK economy, and the probable resulting inflation undershoot in the medium term. This did not stop the Governor affirming that there will be further rises in Bank Rate.

### **Forecast:**

- The MPC remains concerned about inflation but sees the path for Bank Rate to be below that priced into markets.
- Following the exceptional 75bp rise in November, Arlingclose believes the MPC will slow the rate of increase at the next few meetings. Arlingclose now expects Bank Rate to peak at 4.25%, with a further 50bp rise in December and smaller rises in 2023.
- The UK economy likely entered into recession in Q3, which will continue for some time. Once inflation has fallen from the peak, the MPC will cut Bank Rate.
- Arlingclose expects gilt yields to remain broadly steady despite the MPC's attempt to push down on interest rate expectations. Without a weakening in the inflation outlook, investors will price in higher inflation expectations given signs of a softer monetary policy stance.
- Gilt yields face pressures to both sides from hawkish US/EZ central bank policy on one hand to the weak global economic outlook on the other. BoE bond sales will maintain yields at a higher level than would otherwise be the case.



	Current	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
<b>Official Bank Rate</b>													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.50	3.50	3.50
Downside risk	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
<b>3-month money market rate</b>													
Upside risk	0.00	0.25	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25
Arlingclose Central Case	3.00	3.90	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.75	3.75	3.75
Downside risk	0.00	0.25	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
<b>5yr gilt yield</b>													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.36	3.65	3.90	3.90	3.90	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>10yr gilt yield</b>													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.70	3.75	3.75	3.75	3.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>20yr gilt yield</b>													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.88	4.00	4.00	4.00	4.00	4.00	3.90	3.90	3.90	3.90	3.90	3.90	3.90
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>50yr gilt yield</b>													
Upside risk	0.00	0.60	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.24	3.40	3.40	3.40	3.40	3.40	3.30	3.30	3.30	3.30	3.30	3.30	3.30
Downside risk	0.00	0.70	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

UKIB Rate (Maturity Loans) = Gilt yield + 0.60%

## Appendix B – Existing Investment & Debt Portfolio Position

*Amend/add/delete rows where applicable to give a meaningful analysis*

	11/01/2023 <b>Actual portfolio £m</b>	11/01/2023 <b>Average rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	0.000	
Local authorities	7.000	<b>3.01</b>
LOBO loans from banks	0.000	
Other loans	0.000	
<b>Total external borrowing</b>	<b>7.000</b>	<b>3.01</b>
<b>Other long-term liabilities:</b>		
Private Finance Initiative	0.000	
Leases	0.000	
Transferred Debt	0.000	
<b>Total other long-term liabilities</b>	0.000	
<b>Total gross external debt</b>	<b>7.000</b>	
<b>Treasury investments:</b>		
The UK Government	0.000	
Local authorities	0.000	
Other government entities	0.000	
Secured investments	0.000	
Banks (unsecured)	0.000	
Building societies (unsecured)	0.000	
Registered providers (unsecured)	2.325	3.93
Money market funds	6.150	3.37
Strategic pooled funds	32.000	4.07
Real estate investment trusts	0.000	
Other investments	0.390	4.49
<b>Total treasury investments</b>		
<b>Net debt</b>	<b>(33.475)</b>	



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## THE REEF – SHERINGHAM

**Summary:** The aim of this report is to identify key findings from the review carried out following the completion of The Reef.

**Conclusions:** The main conclusion of this report is the following:

- The project was completed in a timely fashion despite supply chain issues caused by the pandemic.
- Circa £100k slippage on £12.7 million - reported to Overview and Scrutiny committee in July 2021 – ([Home | Agenda for Overview & Scrutiny Committee on Wednesday, 14th July, 2021, 9.30 am \(north-norfolk.gov.uk\)](#))
- Delivered a facility fit for purpose
- Membership has exceeded expectations; it has tripled since the closure of splash.

**Recommendations:** It is recommended that Overview and Scrutiny resolve to:

**Note the lessons learnt log (Attached at appendix A) for future projects and ensure consistent management through lifetime of project**

**Reasons for Recommendations:** Prepared at the request of the committee.

### LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

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

Cabinet Member(s): Cllr V Gay	Ward(s) affected: Sheringham South
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## 1. Introduction

- 1.1 In 2015 the Council's Indoor Leisure Facility Study stated that the modernisation or re-provision of the Splash Centre at Sheringham was the greatest priority to meet the council's requirements for a healthy lifestyle. It also stated that Splash was in an area of the district where there is the greatest demand for swimming.
- 1.2 It was agreed that further investigation was required to determine whether a leisure/conventional configuration, or hybrid configuration was required to meet the needs of residents and tourists and that further work would be needed to determine the value for money of a new build vs modernisation of the existing facility.
- 1.3 Timeline of events

Construction of new facility	Oct 2019 – Nov 2021
Handover of new facility	Nov 2021
Opening of new facility to public	November 2021
Demolition of old Facility	March 2020
Covid impact	March 2020 – May 2020
Official opening of new facility	April 2022

## 2. Next Steps

- 2.1 FMG completed a feasibility study which was presented to Cabinet in October 2017, this established that the refurbishment of the existing Splash did not offer the Council value for money.
- 2.2 FMG were asked to produce a business case for reprovision of a wet facility. They recommended a design and facility mix that would provide a wider range of flexible facilities that would offer the local population a far greater programme of wide-ranging health and wellbeing activities, with improved access and availability. It was estimated at that time that a new facility would cost £10.7m. The business case became the basis of a paper to Full Council in December 2017 ([CouncilAgenda19December2017.pdf \(north-norfolk.gov.uk\)](#)), at which point the project and its funding were approved.
- 2.3 Following a change of administration of the Council in May 2019 a review of the project and its budget was undertaken. Additional costs had been accrued during the implementation of the enabling works (due to ground condition improvement and related matters). At the construction contract stage, tenders were received as values exceeding the anticipated budget, despite extensive value engineering exercises having been undertaken and resulted in a request for additional funds (of approximately £2.5m). Approval of this budget, in total £12,607,139 to allow the project to continue was agreed at Full Council in July 2019 ([Home | Agenda for Council on Wednesday, 24th July, 2019, 6.00 pm \(north-norfolk.gov.uk\)](#))
- 2.4 The aim of the project was to build a new, high quality leisure centre, within the agreed capital budget, that would meet the health and wellbeing needs of the local population, whilst providing an attraction to younger people, learner swimmers and leisure visitors. This aim was achieved, and the result is a fully

functioning centre where membership has exceeded expectation, tripling since the closure of Splash and re-opening of The Reef.

### **3. Corporate Plan Objectives**

3.1 Quality of Life: the Council has a strong record of providing and supporting facilities and activities which improve local people's mental wellbeing and quality of life and, within the financial constraints the Council operates within, it is committed to maintaining and enhancing such facilities for the future as they form an essential element of the district's appeal as a place to live and visit.

3.2 5.5.1 of the Corporate Plan, Delivery Plan – Develop the new leisure centre to replace the Splash, to maintain a high quality, inclusive and accessible facility. Working with our leisure contractor and other partners to:

- Encourage people to lead and maintain active and healthy lifestyles
- Provide a range of modern and innovative fitness equipment accessible to all
- Encourage the development of physical activity programmes oriented to the needs of all sections of the local community
- Introduce even the youngest residents to fun and beneficial leisure activities
- Provide opportunities to address specific health conditions (e.g., via social prescribing)

### **4. Medium Term Financial Strategy**

4.1 No direct consequence

### **5. Financial and Resource Implications**

5.1. £12.7 million – circa £100k slippage.

### **6. Legal Implications**

6.1 No legal implications identified

### **7. Risks (identified by the review)**

- Appropriate stakeholders not included from the outset of the project
- Internal expertise not utilised
- Delay in contract being awarded, awaiting outcome of leisure provider contract led to unnecessary delay
- Responsible officer for lifetime of the project

### **8. Sustainability**

The new facility was designed to be as energy efficient as possible, aiming to meet the strict environmental legislative requirements for a building of this type.

Energy saving measures incorporated in the design include:

- building heating from air source heat pumps (air source heat pumps extract heat from the air and convert it to low grade heat for space heating)
- state of the art windows and doors to prevent heat loss

- high performance insulation for hot water pipework
- hot water heated by solar thermal collectors
- LED energy saving lights
- presence and absence detection lights for areas with limited use

Much of the energy consumed by the facility is due to the high hot water demand. Alongside the use of conventional heating methods, the design included solar thermal to help heat the water at the facility. Solar thermal uses energy from the sun to directly heat water. The hot water produced will be used for the showers and pool. To ensure hot water is supplied efficiently, insulation will be applied to the whole length of the circulation pipework. In addition, low flow water fittings have been used throughout to minimise water consumption and reduce the energy needed to generate hot water.

## **9. Climate / Carbon impact**

- 9.1. The energy efficiency technologies were set up by a sub-contractor when installed. However, the leisure provider amended the settings for what they believe will provide the best results, in October 2022. In view of this, it is too early to give accurate feedback on energy, running costs and sustainability of the site and the leisure provider has stated that they would like to have a full twelve months (from them setting the system up) before providing this feedback.

## **10. Equality and Diversity**

- 10.1. The facility is fully accessible and accommodates those with disabilities including level access into the building and through the main reception with automatic entry doors within the lobby area. The facility is wheelchair friendly for key activity spaces and has accessible toilets and changing facilities. The floor finishes, door edges and handles have been designed with appropriate contrasting colours. There are also eleven dedicated accessible car parking spaces.
- 10.2. Pool access has been approved by Sport England and a Changing Places facility provided for, within the design.

## **11. Section 17 Crime and Disorder considerations**

- 11.1. Whilst there are no s17 implications directly arising from the construction of the facility, it is recognized that active leisure plays an important role in providing an option activity for those who may otherwise be drawn into anti-social behaviour.

## **12. Conclusion and Recommendations**

The main conclusion of this report is the following:

- The project was completed in a timely fashion despite supply chain issues caused by the pandemic.



- Circa £100k slippage on 12.7 million - reported to Overview and Scrutiny committee July 2021 – ([Home | Agenda for Overview & Scrutiny Committee on Wednesday, 14th July, 2021, 9.30 am \(north-norfolk.gov.uk\)](#))
- Delivered a facility fit for purpose
- Membership has exceeded expectations; it has tripled since the closure of splash.

It is recommended that Overview and Scrutiny resolve to:

- Note the lessons learnt log (Attached at appendix A) for future projects and ensure consistent management through lifetime of project
- This report is for noting, not approval or decision

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## Lessons learned – The Reef – January 2023

Lesson learnt	Caused by	Recommendations for future
Project timeline slippage	Global pandemic created issues for sub-contractors due to travel restrictions, accommodation issues and supply of materials	Consideration to be given and factored into tender process given the geographical location of NNDC on future projects and included within the risk register
Earlier involvement required from teams such as Corporate Health and Safety and Building Control	Belief of project team that Building Control and Corporate Health and Safety issues were addressed through key project management partners but did not involve in-house NNDC specialists.	Ensure a full process in place to identify key stakeholders that need to be involved to ensure the success of the project and eliminate the need to retrospectively deal with issues that arise.
No responsible officer for lifetime of project	Lack of continuity of responsible officer for extended period of project given staffing changes.	Ensure roles and responsibilities are set out clearly from the outset and Project Management Framework followed, so documents are up to date for handovers when staff move on to other roles or leave the organisation
Some decisions made without appropriate NNDC consultation e.g., manoeuvring of large vehicles, or taking into consideration other recommendations put forward from internal NNDC teams	External stakeholders making decisions without appropriate consultation	Ensuring clear roles and responsibilities identified and processes followed, and appropriate internal stakeholders and expertise utilised

Appendix A

Lesson learnt	Caused by	Recommendations for future
No consistent point of contact for internal stakeholders with external stakeholders or NNDC	No involvement early on to be able to have adequate input into design process, only involved at final design stage	Ensure early involvement and key stakeholders identified and involved in the decision making and consistent communication at all times
Increased input at key stages from operator, would have aided the process	Complications of running leisure management procurement alongside the appointment of design/construction contractor for the new pool	Earlier and ongoing involvement of leisure management company staff, to have input into the design and implementation
Some finishing poor, unacceptable sub-contractor work, being signed off by build contractor	There is a perception that the final stages of the build were rushed, and that the contractor did not check the work before they signed it off	Ensure more robust system in place to avoid this happening in the future
Slippage on timeframes towards the end of the build	In the latter stages of the build, contractors were giving dates of completion for areas, but these were not adhered to	Robust management of contract
Lesson log not in place	Lesson learnt document not being maintained, on a regular basis from outset of project	Dynamic lessons learnt log evidenced and developed throughout lifetime of the project would ensure lessons captured are recorded, even if officers move into different roles, or leave the organisation
Lack of technical knowledge within the council in this field	Inexperience of the internal project team and council of managing projects of this scale and complexity	Ensure appropriate resources and level of expertise on board from the outset

Appendix A

<p>Aspects of the design could have potentially been delivered by internal experts</p>	<p>Lack of formal justification for the use of external professional expertise</p>	<p>Consideration to be given to taking advantage of expertise in-house before decisions being made on external involvement</p>
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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 February 2023 to 31 March 2023



Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
<b>February 2023</b>					
Scrutiny	25 Jan 2023	<b>Fees &amp; Charges 2023/24</b>	<b>Eric Seward</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	<i>Pre-scrutiny</i>
Cabinet	06 Feb 2023				
Council	22 Feb 2023				
Scrutiny	25 Jan 2023	<b>Medium Term Financial Strategy</b>	<b>Eric Seward</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	<i>Pre-scrutiny</i>
Cabinet	06 Feb 2023				
Council	22 Feb 2023				
Scrutiny	25 Jan 2023	<b>2023/24 Base Budget and Projections for 2024/25 to 2025/26</b>	<b>Eric Seward</b> <i>Tina Stankley</i> <i>Director of Finance</i>	<i>Financial Sustainability</i>	<i>Pre-scrutiny</i>
Cabinet	06 Feb 2023				
Council	22 Feb 2023				
Cabinet	06 Feb 2023	<b>Capital Strategy 2023/24</b>	<b>Eric Seward</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	
Scrutiny	15 Feb 2023				
Council	22 Feb 2023				
Cabinet	06 Feb 2023	<b>Investment Strategy 2023/24</b>	<b>Eric Seward</b> <i>Tina Stankley</i> <i>Director of Resources</i>	<i>Financial Sustainability</i>	
Scrutiny	15 Feb 2023				
Council	22 Feb 2023				



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

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

**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 February 2023 to 31 March 2023

Committee(s)	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	06 Feb 2023	Treasury Strategy 2023/24	Eric Seward Tina Stankley Director of Resources	Financial Sustainability	
Scrutiny	15 Feb 2023				
Council	22 Feb 2023				
Cabinet	06 Feb 2023	Delegated Decisions	Tim Adams Emma Denny		
Scrutiny	15 Feb 2023				
Cabinet	06 Feb 2023	Property Transactions Seaview, Cromer	Eric Seward Neil Turvey Renata Garfoot	Financial Sustainability Economic Growth	 Possible Exempt information
<b>March 2023</b>					
Cabinet	06 Mar 2023	Managing Performance Q3	Tim Adams Steve Blatch Chief Executive	Customer Focus	
Scrutiny	15 Mar 2023				
Cabinet	06 Mar 2023	Norfolk Coastal Forum – Review of Terms of Reference	Angie Fitch-Tillett Emma Denny DS Manager		
Cabinet	06 Feb 2023	Solar Car Port – the Reef, Sheringham	Nigel Lloyd Kate Rawlings	Financial Sustainability Economic Growth Climate Change	 Possible Exempt information





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

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**North Norfolk District Council**  
Cabinet Work Programme  
For the Period 01 February 2023 to 31 March 2023

<b>Cabinet</b>	<b>06 Mar 2023</b>	<b>Budget Monitoring Period 10</b>	<b>Eric Seward</b> Tina Stankley <i>Director of Finance &amp; Assets</i> 01263 516243	<i>Financial Sustainability</i>	
<b>Scrutiny</b>	<b>15 Mar 2023</b>				
<b>Cabinet</b>	<b>06 Mar 2023</b>	<b>Property Transactions</b> <i>Rocket House, Cromer – works to address damp</i>	<b>Eric Seward</b> <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i>	 Possible Exempt information
<b>Cabinet</b>	<b>06 Mar 2023</b>	<b>Property Transactions</b> <i>Hornbeam car park</i>	<b>Eric Seward</b> <i>Neil Turvey</i> <i>Renata Garfoot</i>	<i>Financial Sustainability</i> <i>Economic Growth</i>	 Possible Exempt information
<b>Cabinet</b>	<b>06 Mar 2023</b>	<b>North Norfolk Youth Council – terms of reference</b>	<b>Lucy Shires</b> <i>Emma Denny</i>		
<b>Dates tbc:</b>					
<b>Cabinet</b>		<b>Annual review – NN Sustainable Communities Fund</b>			



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

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**North Norfolk District Council**  
 Cabinet Work Programme  
 For the Period 01 February 2023 to 31 March 2023

Removed:					
<b>Cabinet</b>	<i>No longer coming forwards</i>	<b>Economic Growth Strategy</b>	<b>Richard Kershaw</b> <i>Stuart Quick</i> <i>Economic Growth Manager</i>		<i>Removed from the Forward Plan at the request of the Assistant Director for Sustainable Growth</i>
<b>Scrutiny</b>					
<b>Council</b>					



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

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

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>May 2022</b>				
Scrutiny	<b>Anglian Water – Sewage Outflows Briefing/Q&amp;A</b>		To receive a briefing on sewage outflow events and efforts/investment made to address these + Q&A	Council Request
Cabinet Scrutiny	<b>Officer Delegated Decisions</b>	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	<b>O&amp;S Draft 2022/23 Work Programme</b>	Matt Stembrowicz Cllr N Dixon	To review and approve the Committee's draft 2022/23 Work Programme	Annual
Scrutiny Cabinet	<b>Pre-Scrutiny: Engagement Strategy</b>	Karen Hill Cllr V Gay	Pre-scrutiny of the emerging wider Councils' Engagement Strategy prior to Cabinet approval	
Scrutiny Cabinet	<b>Pre-Scrutiny: Parklands Property Disposal</b>	Neil Turvey Cllr E Seward	Pre-scrutiny oversight of Cabinet decision on Parklands property transaction	
Scrutiny Cabinet	<b>Levelling-Up Fund Round 2</b>	Steve Blatch Cllr T Adams	<b>Received as Urgent item</b>	
<b>June</b>				
	<del>Finance Reports Delayed</del>			
	<del>Finance Reports Delayed</del>			
	<del>Finance Reports Delayed</del>			
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr N Lloyd/J Toye	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny	<b>Performance Monitoring Q4</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Scrutiny	<b>Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
	<b>Sheringham Leisure Centre Project Closedown Update</b>			
Scrutiny Council	<b>Overview &amp; Scrutiny Committee Annual Report</b>	Matt Stembrowicz Cllr N Dixon	To approve annual summary of Committee work for 2021-22	Annual

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & desired outcomes	Time cycle
<b>July</b>				
Scrutiny	<b>Ambulance Response Times Monitoring: EEAST &amp; Integrated Care Board</b>	Matt Stembrowicz Cllr V Holliday	To receive an briefing on the status of ambulance response times issues in coastal areas of the District	Committee Request
Scrutiny	<b>Impact of Second Homes &amp; Holiday Lets – Data Report</b>	Matt Stembrowicz Cllr L Withington	To review the Council’s new Housing Strategy	Committee Request
Scrutiny Cabinet	<b>EQL Scrutiny Panel: Public Convenience Recommendations</b>	Maxine Collis Cllr H Blathwayt	To review summary report and recommendations to Cabinet made by EQL Scrutiny Panel	<b>TBC</b>
Scrutiny	<b>Waste Contract: Verbal update on TOM implementation</b>	Steve Hems Cllr N Lloyd	A verbal update to provide assurance that TOM implementation remains on-track for September	Committee Request
<b>September</b>				
Scrutiny	<b>Pre-Scrutiny: Performance Management Reporting Framework</b>	Helen Thomas Cllr T Adams	To consider changes Performance Management Reporting Framework	Committee Request
Cabinet Scrutiny	<b>Performance Monitoring Q1</b>	Steve Blatch Cllr T Adams	To monitor the Council’s performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Planning Service Improvement Plan</b>	Martyn Fulcher Cllr A Brown	To review the Planning Service Improvement Strategy	Committee Request
Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Cabinet Scrutiny Council	<b>Debt Management Annual Report (Cabinet recommendation)</b>	Sean Knight Cllr E Seward	Committee to consider recommendation to Council	<b>Annual</b>
Cabinet Scrutiny Council	<b>Treasury Management Annual Report (Cabinet recommendation)</b>	Cllr E Seward	Committee to consider recommendation to Council	<b>Annual</b>
Cabinet Scrutiny Council	<b>Out-turn report</b>	Cllr E Seward	To make any recommendations to Council – To include an update on savings proposals	<b>Annual</b>
Cabinet Scrutiny	<b>Budget Monitoring P4</b>	Cllr E Seward	To review the budget monitoring position	Periodical

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>October</b>				
Cabinet Scrutiny Council	<b>Council Tax Discount Determinations (Cabinet Recommendation)</b>	Lucy Hume Cllr E Seward	To determine the Council Tax discounts for 2023/24	Annual
Scrutiny	<b>Waste Contract: Serco Briefing</b>	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet WP Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the NWHSZ Project.	Quarterly
Scrutiny	<b>Rural Prosperity Fund</b>	Stuart Quick Cllr R Kershaw	To inform Members of the Rural Prosperity Grant Fund	
<b>November</b>				
Scrutiny	<b>Waste Contract: Follow-up Serco Briefing</b>	Steve Hems Cllr N Lloyd	To receive a formal update on the implementation of the revised waste contract TOM	Committee request
Cabinet Scrutiny	<b>Budget Monitoring P6</b>	Cllr E Seward	To review the budget monitoring position	Periodical
Scrutiny	<b>Coastal Management Briefing</b>	Cllr A Fitch-Tillett Rob Goodliffe	Review maintenance of sea defences, the impact of coastal erosion on residents and associated costs	Committee request
Cabinet Scrutiny Council	<b>Prudential Indicators 2021-22 (Cabinet recommendation)</b>	Director-Resources Cllr E Seward	To ensure the prudential indicators for 2021-22 are fully complied with.	Annual
Cabinet Scrutiny	<b>Corporate Plan Review</b>	Steve Blatch Cllr T Adams	To consider and comment on the priority objectives of the Corporate Plan for the period to May 2023	Six-monthly

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

December				
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Tina Stankley Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Cabinet Scrutiny Council	<b>Treasury Management Half-Yearly Report (Cabinet recommendation)</b>	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Six Monthly
Scrutiny	<b>Beach Huts &amp; Chalets Monitoring</b>	Renata Garfoot Cllr E Seward	To monitor the occupancy, condition and revenue of NNDC owned beach huts and chalets.	Annual
Cabinet Scrutiny Council	<b>North Walsham Market Place Improvement Scheme</b>	Rob Young Cllr R Kershaw	To review additional funding request	
Cabinet Scrutiny	<b>Performance Monitoring Q2</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
Scrutiny	<b>Enforcement Board Update</b>	Martyn Fulcher Cllr A Brown	To receive an update on the work of the Enforcement Board	Bi-annual
Cabinet Scrutiny Council	<b>Shannoeks CPO</b>	Phillip Rowson Cllr A Brown	To provide oversight of CPO process	

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>January 2023</b>				
Cabinet Scrutiny Council	<b>Fees &amp; Charges</b>	Tina Stankley Cllr E Seward	To undertake an annual review of the Council's fees and charges and consider any recommendations for changes	Annual
Scrutiny Cabinet Council	<b>Pre-Scrutiny: Draft Budget 2023-24</b>	Tina Stankley Cllr E Seward	To review the proposed budget and projections	Annual
Scrutiny Cabinet Council	<b>Medium Term Financial Strategy 2023-26</b>	Tina Stankley Cllr E Seward	To review the MTFs for 2023-2026	Annual
Scrutiny Cabinet Council	<b>Treasury Strategy (Cabinet recommendation)</b>	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Capital Strategy (Cabinet recommendation)</b>	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny Cabinet Council	<b>Investment Strategy (Cabinet recommendation)</b>	Tina Stankley Cllr E Seward	Committee to consider recommendation to Council	Annual
Scrutiny	<b>Sheringham Leisure Centre Project Review</b>	Erika Temple Cllr V Gay	To review the implementation of the Sheringham Leisure Centre Project	Committee Request
<b>February</b>				
Scrutiny	<b>Waste Contract: Serco Briefing</b>	Steve Hems Cllr N Lloyd	To update the Committee on waste collection performance and contract GAP analysis progress	Committee Request
Cabinet WP Scrutiny	<b>NWHSZ Project Monitoring</b>	Rob Young Cllr R Kershaw	To monitor the implementation of the Project – Including requested details of £400k funding uplift.	Quarterly
Scrutiny	<b>Planning Service Improvement Plan – Action Plan</b>	Martyn Fulcher Cllr A Brown	To review the PSIP Action Plan	Committee Request
Scrutiny	<b>Ambulance Response Times Monitoring</b>	Cllr V Holliday	To monitor ambulance response times data across the District	Six-Monthly
Scrutiny	<b>Car Park Usage Monitoring</b>	Tina Stankley Cllr E Seward	To undertake an annual review of the usage and revenue of the Council's public car parks	Annual
Cabinet Scrutiny	<b>Officer Delegated Decisions</b>	Emma Denny Cllr T Adams	To review officer delegated decisions	
Scrutiny	<b>Comparison of Filming and Garden Bin Charges</b>	Tina Stankley Cllr E Seward	To see benchmarking information for filming and garden bin charges	Committee Request

## OVERVIEW AND SCRUTINY COMMITTEE – ANNUAL WORK PROGRAMME 2022/23

Meeting	Topic	Officer / Member	Objectives & Desired Outcomes	Time cycle
<b>March</b>				
Scrutiny	<b>Crime and Disorder Briefing</b>	Matt Stembrowicz Cllr N Dixon	PCC Briefing and Q&A – Topic TBC	Annual
Cabinet Scrutiny	<b>Budget Monitoring P10</b>	Tina Stankley Cllr E Seward	To review the budget monitoring position	Periodic
Cabinet Scrutiny	<b>Performance Monitoring Q3</b>	Steve Blatch Cllr T Adams	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly
Cabinet Scrutiny	<b>Performance Benchmarking Report</b>	Helen Thomas Cllr T Adams	To review performance benchmarking data comparatively with similar authorities	Quarterly
	<b>ITEMS TBC</b>			
	Mental health services in North Norfolk TBC		Consider existing work of NHOSC in response to CQC rating	
	Economic Development Strategy – TBC awaiting production		Awaiting confirmation of replacement	
	Cost of Living Crisis TBC		Possible review of future action plans following cost of living summit	



**OVERVIEW & SCRUTINY: OUTCOMES & ACTION LIST – DECEMBER 2022**

<b>REPORT, RECOMMENDATIONS &amp; ACTIONS</b>	<b>ACTION BY</b>	<b>DATE</b>
<p><u>10. CAR PARK INCOME DATA MONITORING - OCTOBER 2021 TO SEPTEMBER 2022</u></p> <p><b>ITEM DEFERRED</b></p>	O&S Committee	December 2022
<p><u>11. FEES AND CHARGES 2023-24</u></p> <p><b>RESOLVED</b></p> <p>1. <b>To 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.</b></p> <p>2. <b>To request that comparison data on filming and garden bin charges be added to the work programme for consideration in February.</b></p>	<p>Full Council</p> <p>S151 Officer</p>	<p>December 2022</p> <p>February 2022</p>
<p><u>12. TREASURY MANAGEMENT HALF YEAR REPORT</u></p> <p><b>RESOLVED</b></p> <p>To note the information provided on the mid-year treasury activity.</p>	O&S Committee	December 2022
<p><u>13. ANNUAL REVIEW OF BEACH HUTS AND CHALETS 2022</u></p> <p><b>RESOLVED</b></p> <p>1. <b>To receive and note the update.</b></p> <p>2. <b>To recommend that consideration is given to increasing the provision of beach huts and chalets in the East of the District.</b></p> <p>3. <b>To recommend that consideration is given to a local prioritisation scheme for the annual-let beach hut and chalet waiting list.</b></p>	<p>O&amp;S Committee</p> <p>Cllr E Seward &amp; Estates Manager</p>	<p>December 2022</p> <p>December 2022</p>

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<p><u>14. NORTH WALSHAM MARKET PLACE IMPROVEMENT SCHEME</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>1. To recommend to Full Council that £400,000 be allocated from the Business Rates Retention Reserve for the completion of the NWSHAZ place-making scheme.</b></li> <li><b>2. To request that a full breakdown of the uplift funding request be provided in advance of Full Council.</b></li> <li><b>3. To recommend that GRAC review the Project Governance and Management Framework for the Scheme to verify whether it followed and complied with the template and whether there are lessons to be learnt in assessing, mitigating and reporting project risks.</b></li> </ol>	<p>O&amp;S Committee</p> <p>AD-Sustainable Growth</p> <p>GRAC</p>	<p>November 2022</p> <p>December 2022</p> <p>March 2023</p>
<p><u>15. MANAGING PERFORMANCE QUARTER 2 2022/23</u></p> <p><b>RESOLVED</b></p> <p><b>To note this report and endorses the actions being taken by Corporate Leadership Team detailed in Appendix A – Managing Performance.</b></p>	<p>O&amp;S Committee</p>	<p>December 2022</p>
<p><u>16. NNDC PERFORMANCE BENCHMARKING</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>1. To receive and note the benchmarking information.</b></li> <li><b>2. To request that the following annual measures be added to future reports:</b> <ul style="list-style-type: none"> <li><b>• CIPFA 8 Total expenditure - Central Services per head of population (RSX)</b></li> <li><b>• CIPFA 9 Rate of births of new enterprises per 10,000 resident population aged 16 and above</b></li> <li><b>• CIPFA 10 Residual household waste per household (annual)</b></li> <li><b>• (Remove) CIPFA 1 Council tax not collected as a percentage of council tax due - annual</b></li> </ul> </li> </ol>	<p>O&amp;S Committee</p> <p>Policy &amp; Performance Management Officer</p>	<p>December 2022</p> <p>March 2023</p>
<p><u>17. ENFORCEMENT UPDATE - DECEMBER 2022</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li><b>1. To note the continued progress of the Enforcement Board and the Combined Enforcement Team.</b></li> </ol>	<p>O&amp;S Committee</p>	<p>December 2022</p>

21. FORMER SHANNOCKS HOTEL SITE – SHERINGHAM

**RESOLVED**

- 1. To confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible.**
- 2. To recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.**

O&S Committee

December 2022

Full Council

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Start Date	Action	Owner	Status	Completion Date
14.07.21	That a project review be added to the Committee's Work Programme for consideration after opening of facility	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	Quarterly NWHHAZ project updates to be added to Work Programme with the inc. budget/cash flow & project risks	Matt Stembrowicz/Rob Young	Added to Work Programme	16.07.21
14.07.21	To write to EEAST to express Committee's support for retaining the CFR - Rapid Response Vehicles	Matt Stembrowicz	Letter sent to EEAST - No Response	
14.07.21	Six-monthly updates to be added to the Committee Work Programme on Ambulance response times	Matt Stembrowicz	Added to Work Programme	16.07.21
14.07.21	Request information on the geographical location of the District's Community First Responders.	Matt Stembrowicz/Cllr V Holliday	Outstanding	
15.09.21	RM to review Business Rates debts to uncover any potential issues relating to specific sector	Sean Knight	Data received - MS to	13.10.21
15.09.21	Original deadlines alongside updated, and benchmarking data included in Performance report, where possible.	CLT	Updated report provided	08.12.21
15.09.21	Ongoing consideration is given to improving the format & presentation of the performance report (TBC November)	CLT	Updated report provided	08.12.21
15.09.21	Scrutiny Officer to arrange meeting to agree working arrangements of Scrutiny Panel(s).	Matt Stembrowicz	Discussion held	19.10.21
13.10.21	EASM to provide additional information relating to NNDC Beach H	Reanata Garfoot	Awaiting information	11.11.21
13.10.21	DFC to arrange SERCO briefing/attendance at future Committee m	Steve Hems	Added to Work Programme	14.10.21
10.11.21	DSGOS to seek appointments to Scrutiny Panel from Group Leaders	Matt Stembrowicz	Confirmed	20.12.21
08.12.21	Monthly verbal updates from DFC on Serco progress implementing waste contract revised TOM	Steve Hems	Added to Work Programme	20.12.21
08.12.21	Add Serco Briefing to the Work Programme for April 2022 for full update on implementation of the waste contract TOM	Matt Stembrowicz	Added to Work Programme	20.12.21
08.12.21	To arrange a Member Workshop on the use of the LG Inform benchmarking software.	Matt Stembrowicz/CDU	Arranged for 10.02.22	
08.12.21	Less historic information within EB matrix, focus placed on metrics and commentary on complex cases in summary report	Phillip Rowson	June O&S EB Update	15.06.22
08.12.21	Review provision of EB information to local Members and Parish/Town Councils.	Cllr J Toye/ADP	Format updated	
12.01.22	Consideration be given to including estimated costs of the Net Zero Strategy within the MTFS	Cllr E Seward/Cllr N Lloyd/Duncan	Outstanding	
12.01.22	To request that the Communications Team prepare a news item covering the outcomes of the MTI Project	Matt Stembrowicz/Joe Ferrari	TBC Awaiting Final Completion	
12.01.22	Proposals for additional staff to support car park management require full business case if consideration of proposal supported.	Duncan Ellis	NA	NA
09.02.22	Member Briefing of Cromer Pier	Matt Stembrowicz	Arranged for 15.03.22	28.02.22
09.02.22	Written responses required on questions relating to the Pier	Cllr V Gay	Responses provided during Pier Briefing Meeting held 05.04.22	15.03.22
09.03.22	PCC to meet with Member Champion for Domestic Abuse	Matt Stembrowicz		
09.03.22	Member Workshop be arranged to review and scrutinise benchmarking data in greater detail.	Matt Stembrowicz	Covered at June O&S	15.06.22
09.03.22	Draft Planning survey be shared with the Committee prior to release	Martyn Fulcher	Completed at April O&S	06.04.22
09.03.22	Request that representatives of the Norfolk CCG and EEAST attend a future Overview & Scrutiny Committee Meeting	Matt Stembrowicz	Requested - awaiting confirmation	20.07.22
06.04.22	DFC to update on implementation of the new collections TOM at July O&S meeting.	Steve Hems	Added to Work Programme	
06.04.22	Review implementation of new collections target operating model at October O&S meeting	Steve Hems	Added to Work Programme	
11.05.22	AW to improve communications with NNDC and residents to improve awareness of sewerage discharge events	Matt Stembrowicz	NNDC contact updated, other	
11.05.22	AW Water Recycling Centre Visit	Matt Stembrowicz	Booked for 14.07.22	
15.06.22	Revised performance data reporting format to be considered at September meeting	Helen Thomas	Due September 22	
15.06.22	Review new framework and agree key outcomes/issues or exceptions reporting	O&S Committee	Due September 22	

20.07.22	ICB to share data of Multidisciplinary Teams reducing the number of Ambulance Service requests .	ICB	Outstanding	
20.07.22	ICB to share plans for reducing delays in transferring patients from hospitals to long-term care.	ICB	Outstanding	
20.07.22	Consideration as to how NNDC may help promote key health messages at Town & Parish level	ICB/EEAST	Outstanding	
20.07.22	Housing Strategy & Delivery Manager to provide written reply on the number of tenants evicted to create short-term lets.	Housing Strategy & Deliver Manag	TBC Awaiting Final Completion	
20.07.22	Housing Strategy & Delivery Manager to provide data on registered second home Council Tax bands.	Housing Strategy & Deliver Manag	Information provided	
20.07.22	Scrutiny Officer to arrange Member Briefing on impact of second homes with Prof. C Hilber	Scrutiny Officer	Booked for 26.09.22	
28.09.22	Discussions on limited contextual information to be added to performance reports	Scrutiny Officer	Complete	14.12.22
12.10.22	Additional Serco Briefing to consider progress of ongoing TOM implementation and GAP Analysis	Director for Communities	Added to Work Programme	
12.10.22	Council Tax Discount Report title to be considered for amendment to reflect inclusion of premiums	Revenues Manager	Complete	
09.11.22	Next Serco update be added to Committee Work Programme for February	Scrutiny Officer	Added to Work Programme	
14.12.22	Comparison data on fliming and garden bin charges be added to Work Programme for February consideration	Scrutiny Officer / Tina Stanlkley	Added to Work Programme	
14.12.22	Following measures to be added to future benchmarking reports: CIPFA 8, CIPFA 9, CIPFA 10, and remove CIPFA 1	Policy & Performance Managemen	Due March 23	