

# Overview & Scrutiny Committee



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Tuesday, 6 February 2024

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 14 February 2024** 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: [neil.white@north-norfolk.gov.uk](mailto:neil.white@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:** Cllr N Dixon, Cllr S Penfold, Cllr M Batey, Cllr J Boyle, Cllr G Bull, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr V Holliday, Cllr N Housden, Cllr R Macdonald and Cllr L Vickers

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 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 24 January 2024.

**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**

9 - 14

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

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

To consider any petitions received from members of the public.

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

To consider any requests made by non-executive Members of the Council, submitted to the Democratic Services Manager 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**

15 - 16

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

**10. REVENUE BUDGET 2024 - 2025**

17 - 66

To consider the latest iteration of the Council's budget for 2024/25 and details of the proposed Capital Programme for 2023/24 to 2027/28 along with proposed bids for inclusion in the Capital Programme.

**11. LOCAL ECONOMIC STRATEGY & ACTION PLAN**

67 - 132

The consider the draft Economic Strategy and Action Plan (2023-2027)

which sets out the approach and actions the Council will undertake to support delivering against its 'Investing in Our Local Economy & Infrastructure' objective and supporting the growth of the local economy over the next four years.

**12. WASTE CONTRACT UPDATE** 133 - 146

To consider an update on the Council's Waste and Related Services Contract.

**13. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 147 - 148

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.

**14. 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."

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## OVERVIEW & SCRUTINY COMMITTEE

**Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 24 January 2024 in the Council Chamber - Council Offices at 9.30 am**

<b>Committee Members Present:</b>	Cllr N Dixon (Chairman)	Cllr M Batey
	Cllr J Boyle	Cllr G Bull
	Cllr C Cushing	Cllr A Fletcher
	Cllr M Hankins	Cllr V Holliday
	Cllr N Housden	Cllr R Macdonald
	Cllr L Vickers	

**Members also attending:** Cllr T Adams, Cllr A Brown, Cllr A Finch-Tillett, Cllr W Fredericks, Cllr P Heinrich, Cllr L Shires, Cllr J Toye, Cllr L Withington

**Officers in Attendance:** Democratic Services and Governance Officer - Scrutiny, Chief Executive, Democratic Services Manager, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Director for Resources / S151 Officer, Director for Communities, Housing Strategy and Delivery Manager and Housing Options Manager

**Also in attendance:**

### **101 TO RECEIVE APOLOGIES FOR ABSENCE**

An apology for absence was submitted by Councillor Saul Penfold.

### **102 SUBSTITUTES**

There were no substitutes at the meeting.

### **103 PUBLIC QUESTIONS & STATEMENTS**

None received.

### **104 MINUTES**

The minutes of the meeting held on 13th December 2023 were approved as a correct record and signed by the Chairman.

### **105 ITEMS OF URGENT BUSINESS**

None received.

### **106 DECLARATIONS OF INTEREST**

None received.

### **107 PETITIONS FROM MEMBERS OF THE PUBLIC**

None received.

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

None received.

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

The Democratic Services and Governance Officer advised that there were no responses from Cabinet to recommendations made by the Committee.

**110 COMMUNITY CALL FOR ACTION - HOMELESSNESS**

The Committee considered a Councillor Call for Action from Councillor Dr Victoria Holliday on Homelessness.

Councillor Holliday stated that as of 30th November 2023, there were 2495 households on the council waiting list, with 562 having the most urgent housing needs. Houses let from 1st April to 31st October 2023 were 155. As of 30th November, there were 141 households either homeless or at threat of homelessness, and 66 households in temporary accommodation. Of these latter group, 45% had dependent children. The majority of households are in temporary accommodation for 3 months or more, at maximum up to 2 years. The emotional, mental and physical toll this takes on households was beyond comprehension.

Councillor Holliday added that there were certain unique factors to homelessness in North Norfolk and that the Council should take a deep dive into the causes and relief of homelessness in our district.

The Committee noted that the Council's constitution set out a range of options for how it could deal with this request and after hearing from the Council's Portfolio Holder, Councillor Wendy Fredericks, that there was some Audit work being undertaken to look at whether the Council's Homeless service had the resources in place to deal with the increase in demand for housing and homelessness, the committee agreed that there was scope to look at the wider issues that caused people to become homeless.

The Committee agreed to set up a Task and Finish group made up of 5 Councillors, with group leaders requested to put forward members from their groups to sit on the group. Councillor Cushing advised that Councillors Holliday and Vickers would sit on the group on behalf of the Conservative Group.

The Committee agreed that Councillor Holliday chair the Task and Finish group.

**Resolved that a Task and Finish group of five Councillors, to be chaired by Councillor Dr Victoria Holliday, be established to look into the causes and relief of homelessness in the district and make recommendations to the Overview and Scrutiny Committee on its findings.**

**111 DRAFT REVENUE BUDGET FOR 2024/2025**

The Portfolio Holder for Finance, Estates & Property Services, Councillor Lucy Shires, presented a report on the Council's Draft Revenue Budget for 2024-25, along with proposed budget savings and use of Reserves used to set a balanced

budget for 2024/25.

The Committee noted that the final budget report will be discussed by Cabinet at its meeting on 5 February 2024 along with any recommendations made by this Committee, so that it can make its recommendations to full Council on 21 February 2024.

Councillor Shires advised that local authorities throughout the UK are finding themselves affected financially by many external factors that are beyond their control such as the war in Ukraine, a continuing cost-of-living crisis and an uncertain economic outlook but the Council was in a better position than some other authorities in Norfolk.

The Committee noted that the Council was seeking to address a £1.49m deficit in its 2024/5 budget to be funded through proposed budget savings and the use of the Council's reserves. The Portfolio Holder expressed her confidence that the level of proposed savings and expected increase in income expenditure could be achieved following the level of work that has been undertaken by the Council officers in determining where savings could be best achieved. However, there was further work to be done on finalising the savings proposals before they went to full council.

The Committee raised the question as to what provisions there were for contingency funding within the council's budget to cover any unexpected circumstances that the council would face in the future. Councillor Shires commented that there were enough savings proposals for this year and that work will be ongoing each year to determine where future savings will come to cover any budget gap the council may have.

In response to questioning, both Councillor Shires and Councillor Wendy Fredericks, Portfolio Holder for Housing and People Services, expressed their frustration at the level of government funding that the council received especially in respect of homelessness where local authorities of all political colours had sought additional government funding to deal with the extraordinary numbers of people becoming homeless in their areas.

The Portfolio Holder and the Director of Resources gave more information to questions from Councillor Nigel Housden on the changes in expenditure in the Communities service area, the level of Revenue Financing for Capital, and Retained Business Rates, that were shown on page 27 of the agenda.

In response to a question from Victoria Holliday, on using the income from the second homes premium on dealing with the number of people becoming Homeless in the District, the Leader of the Council, Councillor Tim Adams, stated that it was the council's intention but due to the wording of the legislation, the council had to negotiate with Norfolk County Council and the Police and Crime Commissioner to try and seek funding to help the Homelessness situation in the District.

Councillor Shires confirmed that 4 or 5 of the budget savings proposals would be subject to public consultation as well as questions on the overall budget on the council's website and the business community, the results of which will be part of the budget report that goes to full council.

Councillor Shires considered that most of the current budget savings proposals were about doing things more efficiently rather than directly affecting members of the public, but it may be the case in the future that there may be proposals that could disadvantage some people.

Following a suggestion from Councillor Shires the committee agreed it would be useful for the council's budget monitoring to include the expected level income streams within the council budget and this should be reported to the Overview and Scrutiny Committee.

The Committee further agreed that it would be useful for the Director of Resources to produce at the start of the new financial year a timetable that sets out the key events as the budget is developed throughout the year such as which committee meetings it will be reported to and periods of public consultation.

**Recommendation – that (A) council's budget monitoring to include the expected level income streams within the council budget should be reported in future to the Overview and Scrutiny Committee, and**

**(B) the Director of Resources be requested to produce at the start of the new financial year a timetable that sets out the key events as the budget is developed throughout the year such as which committee meetings it will be reported to and periods of public consultation.**

## 112 MANAGING PERFORMANCE 2019 - 2023

The Leader of the Council, Councillor Tim Adams presented a report final managing performance report for the Council's Corporate Plan 2019 – 2023.

Councillor Adams reflected on the success and disappointments especially as the global COVID-19 pandemic from 2020 required the Council to direct and deploy its resources for an extended period of time initially in responding to the pandemic and keeping our communities safe through periods of national lockdown and subsequently supporting businesses and local communities to "open up" during the recovery phases of the crisis.

Councillor Adams was very pleased by how well the officers and Councillors had responded to the challenges presented by the pandemic. The Committee joined Councillor Adams in thanking members of staff during this period.

In response to questioning on long term empty properties and affordable homes, Councillor Adams commented that the post created to deal with empty properties had largely paid for itself and there was an opportunity to move forward on affordable homes following the disappointment caused by nutrient neutrality. The Committee noted that both issues could be looked at by the Homelessness Task and Finish group that the committee had established earlier in the meeting.

Of taking learning from the Plan, Councillor Adams thought it had shown the value of people-based services and the importance of net zero and biodiversity to the local communities but now the Council faced a Housing crisis as a result of nutrient neutrality and rising homelessness.

In respect of a question regarding the Council's carbon footprint the committee agreed that it would like a report to the committee's meeting on 20 March 2024 on the progress towards the council's Net Zero 2030 strategy including the Council's carbon footprint.

In respect of questions regarding water quality issues Councillor Adams felt that this was an issue that the Council and the Overview and Scrutiny Committee needed to continue to look at.



**Resolved – that (A) the Overview and Scrutiny Committee acknowledges that the majority of the Corporate Plan 2019-2023 priorities and objectives were achieved despite the unprecedented circumstances presented by the global COVID pandemic,**

**(B) the Council’s staff be thanked for their work in dealing with the challenges presented by the Covid pandemic, and**

**(C) a report be submitted to the committee’s meeting on 20 March 2024 on the progress towards the council’s Net Zero 2030 strategy including the Council’s carbon footprint.**

### **113 MANAGING PERFORMANCE QUARTER 2 2023/24.**

The Leader of the Council, Councillor Tim Adams presented a report that detailed the Council’s performance in the period 1<sup>st</sup> July to 30<sup>th</sup> September 2023.

Councillor Adams stated that he was pleased with the progress that was being made towards the Council’s objectives but as this Corporate Plan had only just started there was a long way to go yet.

Councillor Fredericks, Portfolio Holder for Housing and People Services, in response to a question from Councillor Cushing, said the take up for the Government’s Warm Homes Grant had improved following a targeted campaign although the public were unsure about the grants. The Council was currently the second best in Norfolk for their take up, but more proactive work was planned.

Councillor Withington, Portfolio Holder for Community, Leisure and Outreach, in response to a question from councillor Holliday, advised that there hadn’t been negative feedback from members of the public regarding the length of time needed to answer calls in the Customer Contact Centre, but they were more concerned about getting the right answers which sometimes took time to resolve.

Councillor Heinrich, Portfolio Holder for Sustainable Growth confirmed that he would respond in writing to Councillor Cushing’s request for more details of where in the District the Shared prosperity fund had been spent.

The Director of Resources in response to a question from Councillor Cushing on the work on taking a more commercial approach to the delivery of discretionary services was currently looking at discrete service areas but it was still in its early stages.

Councillor Adams following a question from Councillor Housden stated he wasn’t aware of any variance to the budget for the works needed on the structure of Cromer Pier.

Councillor Fredericks in response to a comment from Councillor Dixon on press reports on how the Council compared to other Broadland and South Norfolk Councils on the number of homelessness, said that North Norfolk had the highest number of owner owned homes in Norfolk, the highest number of second homes in the country apart from London, and the oldest demographic in the United Kingdom which created very different circumstances resulting in very few homes to buy or rent in the district.

**Resolved that the Overview and Scrutiny Committee noted the contents of the**

## Quarter 2 Managing Performance Report 2023/24

### 114 PEER REVIEW - ACTION PLAN

The Leader of the Council, Councillor Tim Adams presented a report on an Action Plan that had been developed in response to recommendations following a Local Government Association Corporate Peer Challenge in September 2023.

The Chief Executive commented that the Peer Challenge had noticed the significant improvements that had been made by the Council and in the way it worked but there were some areas of improvement that been highlighted which the action plan sought to address.

The Chief Executive added that the Local Government Association would revisit the authority in approximately June or July 2024 to check how the Council had responded to its recommendations and to see what improvements had been or were likely to be made.

Councillor Dixon in response to a question from Councillor Housden commented that there was scope for more joined up and effective working between the Council's committees and the externally facilitated workshop referred to in paragraph 3.6 of the report was to be arranged to look in part at this.

**Recommended - that (A) the Overview and Scrutiny Committee agrees that the Peer Review Action Plan be presented to Cabinet for agreement and adoption.**

**(B) a report be submitted to the Overview and Scrutiny Committee following the Local Government's Association revisit to the Council on the progress that had been on the changes proposed with thin the Action Plan.**

### 115 TREASURY MANAGEMENT STRATEGY

#### Treasury Management Strategy

The Portfolio Holder for Finance, Estates & Property Services, Councillor Lucy Shires, presented a report on the Council's Treasury Management Strategy for the year 2024/25. It set out details of the Council's Treasury Management activities and presented a strategy for the prudent investment of the Council's resources. It also set out the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.

The Committee commented following a question from Councillor Shires that the recent training on Treasury Management had not been sufficient in bringing the new information committee members had been seeking to help understand the complexities involved in the Treasury Management Strategy.

Councillor Cushing stated that it would be useful for members of the public if the report detailed the key risks and challenges that the Council faced in delivering this strategy.

The Director of Resources in response to Councillor Housden's question advised that the Council's liquidity allowance was a professional requirement that the Council had to meet.

The Director of Resources would reply in writing to the committee following

Councillor's Hankins question on who brokered the council's investments.

Councillor Dixon's response to Councillor Housden comments that investments should meet the ethical requirements that the council has set and should be reviewed regularly could be done by the Governance Risk and Audit Committee and there needed to be a discussion about that.

**Resolved that the Treasury Management Strategy 2024/25 be submitted to full council as written.**

## **116 THE CABINET WORK PROGRAMME**

The Committee noted the contents of the Cabinet's current work programme.

## **117 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE**

The Democratic Services and Governance Officer presented a report that detailed the Overview and Scrutiny Committee's work plan.

Councillor Dixon commented that it would be useful for a verbal update to be given at future meetings of the committee on the progress of The Homelessness Task and Finish group that was established earlier in the meeting.

The Chief Executive advised in response to Councillor Hankins concern at the level of postal deliveries in rural areas across the district that this did fall into the wider question around the loss of services within the rural areas of the district and was an area of concern for local councillors.

Councillor Hankins advised that he would undertake further investigations and produce a report.

Councillor Housden questioned whether it would be beneficial to call the Environment agency to a future committee meeting on the issue of water quality. The Chief Executive advised that the East of England Local Government Association was holding a Water summit on March 8 but the council only send one Councillor and one Officer to it.

The Committee agreed that it would be useful to have a report back from that summit to the March or April committee meeting.

Councillor Withington, Portfolio Holder for Community, Leisure & Outreach in response to a question from Councillor Boyle advised that she had just attended a briefing on dentistry that morning and would be happy to produce a summary of the key points from it to all members of the council.

**Resolved that (A) verbal updates be given to the Committee on the progress of The Homelessness Task and Finish group,**

**(B) a report back from the East of England Local Government Association Water summit be given to the March or April Committee meeting.**

## **118 EXCLUSION OF THE PRESS AND PUBLIC**

The meeting ended at Time Not Specified.

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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**

You have a personal interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority
- b) any body
  - (i) exercising functions of a public nature
  - (ii) any body directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)



**North Norfolk District Council**

**Overview and Scrutiny Committee Recommendations Tracker**

Ref	Scrutiny Recommendation	Decision Maker	Cabinet Decision	Implemented
24/01/24 Draft Revenue Budget for 2024/25	(A) council’s budget monitoring to include the expected level income streams within the council budget should be reported in future to the Overview and Scrutiny Committee, and  (B) the Director of Resources be requested to produce at the start of the new financial year a timetable that sets out the key events as the budget is developed throughout the year such as which committee meetings it will be reported to and periods of public consultation.	Cabinet	Agreed	
24/01/24 Peer Review – Action Plan	(A) the Overview and Scrutiny Committee agrees that the Peer Review Action Plan be presented to Cabinet for agreement and adoption, and  (B) a report be submitted to the Overview and Scrutiny Committee following the Local Government’s Association revisit to the Council on the progress that had been on the changes proposed with thin the Action Plan.	Cabinet	Agreed	

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Draft Revenue Budget for 2024-25	
<b>Executive Summary</b>	<p>This report presents the latest iteration of the budget for 2024/25. It is intended to present the position as we currently know it and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2024/25, which is expected on around the 5 or 6 February 2024.</p> <p>The report also contains details of the proposed Capital Programme for 2023/24 to 2027/28 along with proposed bids for inclusion in the Capital Programme.</p>
<b>Options considered.</b>	<p>No other options have been considered as it is a requirement to calculate “the expenditure which the authority estimates it will incur in the forthcoming year in performing its functions” and then subtract “the sums which it estimates will be payable for the year into its general fund”. This is required to set a balanced budget before 11 March 2024.</p>
<b>Consultation(s)</b>	<p>Pre-Scrutiny by Overview and Scrutiny took place on 24 January 2024 prior to the report being considered by Cabinet on 5 February 2024. Consultation with other stakeholders will take place, e.g. Council Taxpayers and Business Rates payers, the results of which will be incorporated into the report being presented to full Council on 21 Feb 2024.</p> <p>Overview and Scrutiny have this opportunity to undertake post-Cabinet scrutiny of the Budget proposals and post-Cabinet Scrutiny of the Capital Programme for 2023/24 to 2027/28 and bids for inclusion in the Capital Programme and then make recommendations to full Council.</p>
<b>Recommendations</b>	<p>That the Overview and Scrutiny Committee undertake post-Cabinet scrutiny of the Budget proposals and make recommendations to full Council for it to consider when approving the Council’s revenue budget for 2024/25 at its meeting on 21 February 2024.</p> <p>That the Overview and Scrutiny Committee consider the list of proposed savings, the use of reserves and the setting of a savings target and make recommendations to full Council on the combination to include in the Budget for 2024/25 for full Council to consider when it meets on 21 February 2024 to set a balanced budget for 2024/25.</p> <p>That the Overview and Scrutiny Committee review the proposed Capital Programme and new capital bids and make a recommendation to full Council on which bids should be included in the Capital Programme.</p>
<b>Reasons for recommendations</b>	<p>To enable the Council to set a balanced budget.</p>
<b>Background papers</b>	<p>2023/24 Budget report presented to full Council on 22 February 2023.</p>

	2024/25 Budget Report presented to Cabinet on 8 January 2024
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<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Tina Stankley Director of Resources and s151 Officer <a href="mailto:tina.stankley@north-norfolk.gov.uk">tina.stankley@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	Strong Responsible & Accountable Council.
Medium Term Financial Strategy (MTFS)	The setting of a balanced budget for 2024/25 provides the base position for reviewing the following years of the Medium-Term Finance Plan.
Council Policies & Strategies	Budget Setting & Medium-Term Finance Strategy.

<b>Corporate Governance:</b>	
Is this a key decision	Yes
Has the public interest test been applied	Yes
Details of any previous decision(s) on this matter	

## 1. Purpose of the report

This report is being presented to Overview and Scrutiny to enable it to scrutinise the budget, the assumptions made in the draft budget and its alignment to the Corporate Plan and to enable it make recommendations to full Council on 21 February 2024.

The report also contains details of the proposed Capital Programme for 2023/24 to 2027/28 along with a list of proposed new schemes to be included in the Capital Programme. Overview and Scrutiny are asked to review the Capital Programme and new bids and then make recommendations on these to full Council on 21 February 2024.

## 2. Introduction & Background

- 2.1 Officers have spent some time in reviewing their budgets. These have now been consolidated to give a Summary General Fund Budget for 2024/25.
- 2.2 The context in which the Council is operating is that local authorities throughout the UK are finding themselves affected financially by many external factors that are beyond their control. There is the ongoing impact of

the ongoing war in Ukraine, high but reducing inflation levels which are currently at 4.6%, but half of what it was this time last year (9.2% in December 2022), higher interest rates (although several economists have recently said that they think these have now peaked), labour shortages, the residual impact of COVID as we are learning to live with it, a continuing cost-of-living crisis and an uncertain economic outlook and the uncertainty which accompanies the year in which a general election is to be held.

- 2.3 In advance of next month's final Local Government Finance Settlement additional funding was announced on 24 January 2024. Most notable for the Council is an increase in the Rural Services Delivery Grant and that the funding guarantee would be increased from 3% to 4%. At present exact figures are not available, however it is recommended that any additional funding should be used to reduce the drawn down of reserves to balance the budget.
- 2.4 The Council is seeing the high utility and contract costs persisting, which has fed through to demands for higher pay rises for a second year running. The continuing cost-of-living crisis is also leading to an increase in the demand for the Council's services. This is creating a particular pressure on the Temporary Accommodation budgets, as the number of people presenting themselves as homeless is increasing. Whilst government subsidy can be claimed for this expenditure it does not fully cover this and it is anticipated that the shortfall will amount to a budget pressure of over £600k by the end of 2023/24 and will be at least the same again in 2024/25. This is a nationwide issue for councils across the country with a significant number experiencing pressures on their Temporary Accommodation budgets. Lobbying by Councils is taking place to try and gain some central government financial support for this.

### **3. Current Proposed Budget for 2024-25**

- 3.1 The 2024/25 budget presented below is a balanced budget – see line 29. The MTFP is contained in Appendix A along with further detail of Service Budgets contained in Appendix B

Table 1: General Fund Summary Budget

<b>General Fund Summary 2024/25 Base Budget</b>				
<b>Line no.</b>		<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>
	<b>Service Area</b>	<b>2023/24 Base Budget £</b>	<b>2023/24 Updated Base Budget £</b>	<b>2024/25 Base Budget £</b>
1	Corporate Leadership/ Executive Support	484,705	517,720	406,877
2	Communities	10,156,967	10,056,257	10,768,774
3	Place and Climate Change	6,509,032	6,500,859	7,121,376
4	Resources	5,518,103	5,518,103	4,682,536
5	Savings to be Identified	0	0	(250,000)
6	<b>Net Cost of Services</b>	<b>22,668,807</b>	<b>22,592,939</b>	<b>22,729,563</b>
7	Parish Precepts	2,875,207	2,875,207	2,875,207
8	Capital Charges	(2,456,953)	(2,456,953)	(2,962,374)
9	Interest Receivable	(1,533,436)	(1,533,436)	(1,865,172)
10	External Interest Paid	0	0	23,880
11	Revenue Financing for Capital:	710,000	3,757,578	170,000
12	Minimum Revenue Provision	330,000	330,000	487,860
13	IAS 19 Pension Adjustment	265,496	265,496	268,000
14	<b>Net Operating Expenditure</b>	<b>22,859,121</b>	<b>25,830,831</b>	<b>21,726,964</b>
<b>Income from Government Grant and Taxpayers</b>				
15	Collection Fund – Parishes	(2,875,207)	(2,875,207)	(2,875,207)
16	Collection Fund – District	(6,738,797)	(6,738,797)	(7,052,536)
17	Retained Business Rates	(6,315,000)	(6,315,000)	(7,683,000)
18	New Homes bonus	(31,080)	(31,080)	(5,600)
19	Revenue Support Grant	(102,462)	(102,462)	(309,046)
20	3% Funding Guarantee	(974,416)	(974,416)	(928,923)
21	Rural Services Delivery Grant	(567,386)	(567,386)	(567,386)
22	LCTS Admin Grant	(136,747)	(136,747)	0
23	Ctax Discount Grant	(50,074)	(50,074)	(51,576)
24	Services Grant	(130,442)	(130,442)	(108,848)
25	Business rates Levy Surplus	(27,049)	(27,049)	0
26	<b>Income from Government Grant and Taxpayers</b>	<b>(17,948,660)</b>	<b>(17,948,660)</b>	<b>(19,582,122)</b>
27	<b>(Surplus)/Deficit</b>	<b>4,910,461</b>	<b>7,882,171</b>	<b>2,144,842</b>
28	<b>Contribution To/(From) Reserves</b>	<b>(4,910,461)</b>	<b>(7,882,171)</b>	<b>(2,144,842)</b>
29	<b>Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>

3.2 The table above shows

- In Column 1 the Original Base Budget which was approved by full Council on 22 February 2023. It shows a balanced budget position for 2023/24.
- In Column 2 the latest updated balanced budget position as reported to full Council on 20 September 2023. However, it should be noted that the latest budget monitoring report (i.e. as at 30 September 2023) identifies a forecast overspend for this current year against this budget of at least £600k. Action is currently being taken by officers to reduce expenditure wherever possible and thus reduce the overspend position for the year.
- In Column 3 the budget for 2024/25 is a balanced position as per line 29.
- Line 6 shows the net cost of running the Council's services. It is the total of Lines 1 to 5. This figure comprises the cost less the fees and charges income earned by the services.



- Line 14 is the total cost of operating as a Council and includes items that are not attributable to any particular service e.g. investment income. It is the total of Lines 6 to 13.
- Line 26 is the total of Lines 15 to 25, and it is the amount that is funded by Government Grant and Local Taxpayers.
  - Line 15 is the income that NNDC will collect from taxpayers for the parish precepts, the town and parish councils as shown at line 6.
  - Line 16 is NNDC's Council Tax income to be collected from Council Taxpayers. This includes an assumed increase of £4.95.
  - Line 17 is NNDC's Business Rate income to be collected from Businesses within the District.
  - Line 18 to 25 are the grants that NNDC will receive from Central Government.
- Line 27, Column 3 is the deficit that needs to be met from NNDC reserves.
- Line 28, Column 3 shows the net amount of reserves that are required to balance the budget for 2024/25. It should be noted that a summary of the reserves being utilised is contained in paragraph 3.14.

3.3 The initial draft budget for 2024-25 presented to Cabinet on 8 January 2024 had a net deficit of £1.459m. Additional savings and additional income have since been identified and by including these in the budget along with the additional use of reserves (Economic Development Reserve £148k and Grants Reserve £268k) along with £250k of savings yet to be identified a balanced budget can be presented by officers for Cabinet to agree at its meeting on 5 February 2024. The list of proposed savings and additional income can be found at Appendix C. Table 2 below shows a summary of the movements to arrive at a balanced budget.

Table 2 – Summary of Movements to Achieve Balanced Budget

<b>Explanation of movement</b>	<b>£m</b>
Budget Deficit for 2024/25 when presented to Cabinet on 8 January 2024.	1.459
Additional growth in service budgets identified since the initial draft budget was prepared:	0.136
Local Council Tax Support Grant included twice in error taken out	0.140
Additional savings in service budgets identified	(0.094)
Savings and additional income that has been included in the General Fund Summary that was identified by officers in December 2023 and January 2024 to balance the budget.	(0.975)
Savings to be Identified	(0.250)
Additional use of reserves to balance the budget for 2024/25 (Economic Development Reserve £148k and Grants Reserve £268k)	(0.416)
<b>Budget Deficit for 2024/25</b>	<b>0.000</b>

#### **Variances 2023/24 to 2024/25**

3.4 The changes in base budget from 203/24 to 2024/25 are summarised in Table 3 below and significant variances are explained in 3.5 to 3.10.

Table 3: Variance Base Budgets 2023/24 to 2024/25

	2023/24 Base Budget	2024/25 Base Budget	Variance	Percentage Movement
	£	£	£	%
Employees/Support Services	16,127,912	16,741,060	613,148	4.57
Premises	3,732,544	4,037,919	305,375	11.00
Transport	290,856	278,277	(12,579)	(4.22)
Supplies & Services	13,079,499	14,008,823	929,324	9.39
Transfer Payments	17,078,067	18,628,032	1,549,965	7.22
Income (External)	(29,829,024)	(33,658,922)	(3,829,898)	11.69
<b>Total Direct Costs and Income</b>	<b>20,479,854</b>	<b>20,035,189</b>	<b>(444,665)</b>	<b>(2.95)</b>
Notional Charges:				
Capital Charges	2,456,953	2,962,374	505,421	25.73
IAS19 Notional Charges	(268,000)	(268,000)	0	0.00
<b>Total Notional Charges</b>	<b>2,188,953</b>	<b>2,694,374</b>	<b>505,421</b>	<b>18.86</b>
<b>Total Net Costs</b>	<b>22,668,807</b>	<b>22,729,563</b>	<b>60,756</b>	<b>0.34</b>

## Employees

3.5 The significant variances in employee's costs are summarised in Table 4

Table 4: Employee Cost Variances

£	Explanation
966,647	Employee Inflation and pay award
656,635	Employee costs funded from various grants within people services
110,283	Employee Growth
-396,948	Reduced employee budgets and savings exercise
-732,766	Movement through reserves of temporary funded posts non-recurring

## Pay Inflation

3.6 Currently pay inflation is included at 5% for 2024/25 and then at 3.5% for the remaining years of the Medium-Term Financial Plan. The table below shows what the impact on the budget would be if different levels of pay inflation are assumed.

Table 5: Pay Inflation

Inflation % Applied	Total Salary, NI & Super Inflation £	Movement £	Narrative
3.5%	543,123	(233,256)	Budget saving
5.0%	776,379	-	Budgeted figure
7%	1,086,246	309,867	Additional budget pressure

### **Premises Costs**

3.7 Significant variances are highlighted in the following table:

Table 6: Premises Costs

<b>Category</b>	<b>Variance</b>
Building Maintenance	134,138.00
Water	31,893.80
Energy Costs	112,143.00
Cleaning	24,867.00

### **Transport Costs**

3.8 There has been inflation and growth on Transport Costs of £7,000 but this has been offset by a reduction of £19,000 generated through savings.

### **Supplies and Services**

3.9 There are a number of variances across this wide-ranging category of expenditure the most significant being those highlighted in the following table:

Table 7: Supplies and Services Variances

<b>Category</b>	<b>Variance</b>
Professional Fees	267,962
Banking & treasury	-25,228
Other Fees and Charges	189,939
Postages	37,765
Computers and Telephones	199,312
Insurances	48,495
Grants and Subscriptions	230,675

### **Transfer Payments**

3.10 The increase in expenditure is predominantly due to Housing Benefit payments (£1,614,522) which is in line with the mid-year subsidy estimate for 2023/24. This is offset by an increase in income referenced in paragraph 3.11.

## Income

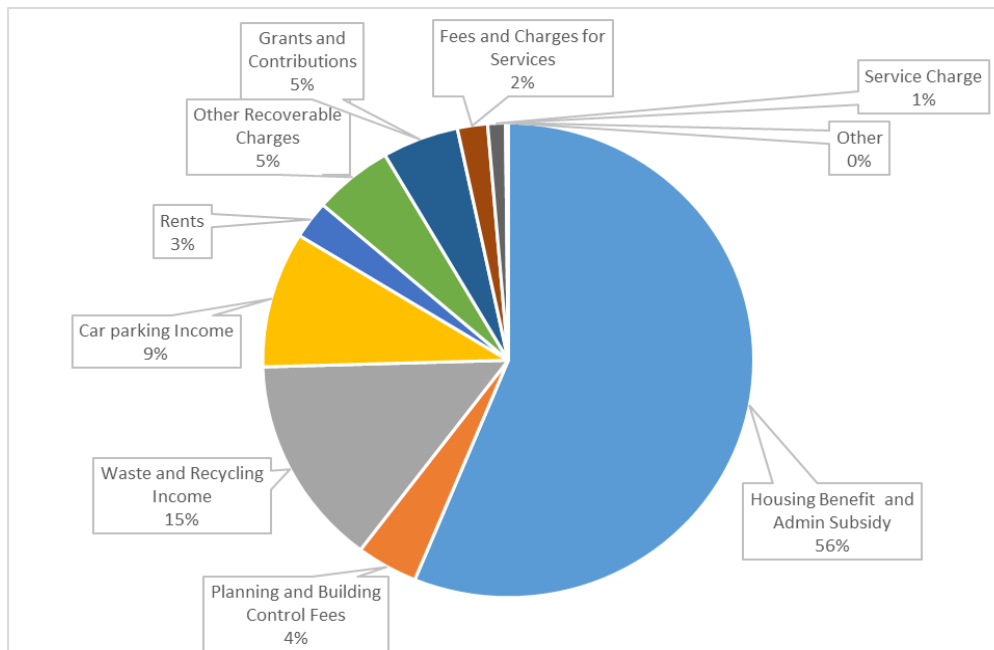
- 3.11 The significant variances in income between Base 2023/24 and 2024/25 are summarised in the Table 8 below:

Table 8: Income Variances

Category	Variance
Housing Benefit and Admin Subsidy	-1,641,737
Planning and Building Control Fees	-25,000
Waste and Recycling Income	-382,365
Car Parking Income	-97,500
Rents	-101,120
Other Recoverable Charges	-113,313
Grants and Contributions	-1,336,810
Fees and Charges for Services	-38,183
Service Charge	-79,370
Other	-14,500

- 3.12 The increase in Housing Benefit Subsidy is offset by a corresponding increase in payments within Transfer Payments.
- 3.13 A graphical breakdown of the 2024/25 budgeted income is represented in the following chart.

Table 9: 2024/25 Budgeted Income



## Reserves

- 3.14 The Council holds a General Fund Reserve which it keeps for unexpected expenditure or for emergencies. The Council's s151 Officer assesses what the minimum level for this reserve should be each year to ensure that the Council has sufficient funds to meet any unexpected expenditure. The

Council also holds some Earmarked Reserves, all of which have been set up to fund specific expenditure. These Earmarked Reserves are being used to fund some of the costs of services. There are also instances of contributions being made to the reserves and this is where it is known that costs will be incurred in the future and so the contributions are set aside e.g. district council elections are held every 4 years at a cost of about £200k and so each year £50k is put into the Elections Reserve so that there is a balance of £200k to take from the Elections Reserve in the fourth year to cover the cost. A full breakdown of the use of Reserves can be found at Appendix D.

Table 10: Use of Reserves

<b>Contributions to/(from) Earmarked Reserves:</b>	<b>2023/24 Base Budget</b>	<b>2023/24 Updated Base Budget</b>	<b>2024/25 Base Budget</b>
Capital Projects Reserve	(400,000)	(400,000)	0
Asset Management	0	(405,564)	(120,000)
Benefits	(111,305)	(111,305)	(46,622)
Building Control	(81,866)	(89,690)	(122,542)
Business Rates	(1,278,267)	(1,278,268)	(18,000)
Coast Protection	0	(134,003)	(265,738)
Common Training			
Communities	(275,000)	(275,000)	(131,550)
Delivery Plan	(1,289,412)	(2,464,360)	(472,403)
Economic Development & Tourism	(44,800)	(44,800)	(157,621)
Elections	(100,000)	(133,015)	60,000
Environmental Health	(16,000)	(34,372)	0
Grants	0	(304,784)	(343,681)
Housing	(555,898)	(1,257,875)	(128,318)
Land Charges	0	0	(89,100)
Legal	(31,745)	(31,745)	(36,000)
Major Repairs Reserve	0	(341,223)	(50,000)
New Homes Bonus Reserve	(178,000)	(48,000)	(150,000)
Organisational Development	(42,742)	(42,742)	(26,123)
Planning Revenue	(148,965)	(128,965)	(37,300)
Contribution to/(from) the General Reserve	(356,461)	(356,460)	(9,844)
<b>Contribution to/(from) Reserves Line 28 of the table in paragraph 3.1)</b>	<b>(4,910,461)</b>	<b>(7,882,171)</b>	<b>(2,144,842)</b>

- 3.15 As shown in the table above the projected drawdown from reserves over the 2-year period 2023/24 to 2024/25 is £10m. It should be noted that this use of reserves does include the planned use of reserves which have been set aside in previous years to meet the expenditure that is being incurred now.

### Funding

- 3.16 On the funding side one of the assumptions that has been made is to increase the Council Tax by £4.95 for a Band D property. The tables below show:
- Lines 1-5 of the first table - how the Council Tax income has been calculated.
  - Line 6 of the first table – the amount that is generated from 2025/26 onwards by starting to charge the 100% premium that can be charged on second homes. It is anticipated that this will generate an additional £550k per annum.
  - Line 7 of the first table - the additional Council Tax income that will be generated by being able to charge a 100% premium on long term empty

properties that have been empty for a consecutive period of longer than 12 months instead of 24 months. This has been calculated to generate an additional £68k in 2024/25 then £50k per annum after that.

- the amount of Council Tax income that the annual increase of £4.95 would generate is £0.205m for 2024/25. This is calculated by multiplying the taxbase at Line 1 by the increase in Council Tax at Line 3. This, along with the increases in the following 3 years, is shown in the second table below.
- The third table below shows what the annual increase would be for each Council Tax Band, if a £4.95 increase for a Band D property is approved. This is for the district element only and does not include any increase that the County Council may approve nor that the Police may approve.

Table 11: Council Tax

Line no.		Council tax			
		24/25	25/26	26/27	27/28
1	Council Tax Base for 24/25 based on central government's assumed increase	41,392.1	41,700.7	42,012.7	42,327.6
2	Band D Council Tax before increase	£163.62	£168.57	£173.61	£178.80
3	Maximum increase allowed	£4.95	£5.04	£5.19	£5.35
4	Band D Council Tax after increase (Add Lines 2 and 3)	£168.57	£173.61	£178.80	£184.15
5	<b>Income assuming CT increase (line 1 multiplied by Line 4)</b>	<b>£6,977,466</b>	<b>£7,239,659</b>	<b>£7,511,871</b>	<b>£7,794,628</b>
6	Second homes premium	-	£550,000	£566,445	£583,382
7	Empty homes income	£68,000	£70,033	£72,127	£74,284
8	<b>Total Council Tax (Add Lines 5, 6 and 7)</b>	<b>£7,045,466</b>	<b>£7,309,692</b>	<b>£7,583,998</b>	<b>£7,868,911</b>
Additional Council Tax generated by the annual increase - Council Tax base (Line1) multiplied by Maximum increase allowed (Line 3)		£204,891	£210,172	£218,046	£226,453

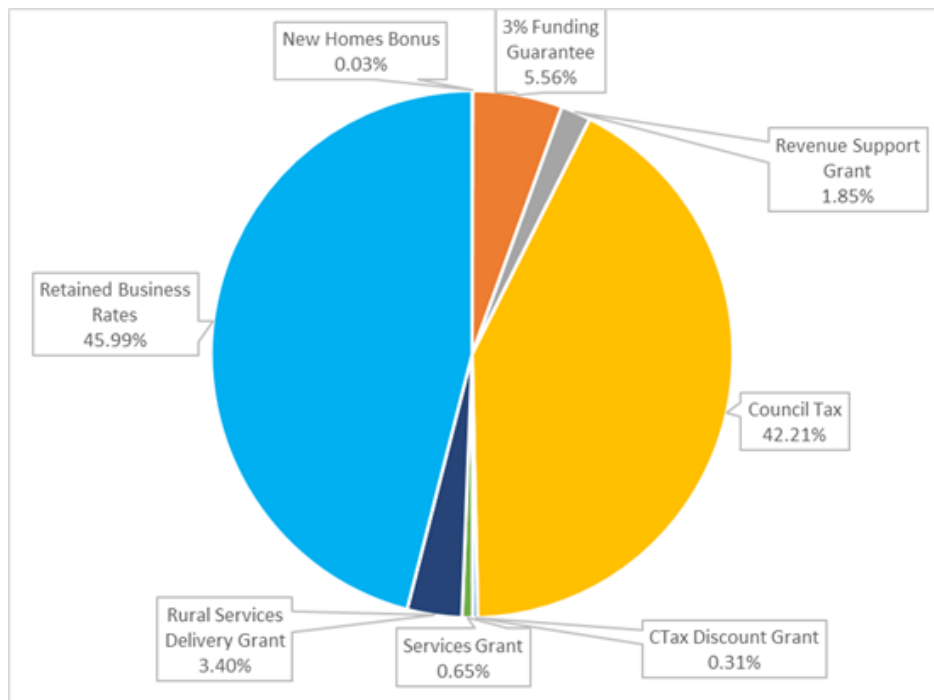
Band	A	B	C	D	E	F	G	H
Value of increase across the Bands	£3.30	£3.85	£4.40	£4.95	£6.05	£7.15	£8.25	£9.90

3.17 To calculate the forecast income level for the Retained Business Rates financial modelling has been undertaken that uses information available for 2023/24 which is then updated with any known changes. The resulting income is based on what is known now, but this will be updated should any further information come to light, e.g. upon completion of a government return due to be completed by 31 January 2024.

3.18 The remaining income comprises grants from central government. The provisional Local Government Finance Settlement was announced on 18 December 2023 and the General Fund Summary has been updated to reflect the funding announced. The final Local Government Finance Settlement will be announced in late January or early February.

- 3.19 The Government have made available through the provisional local government finance settlement an increase for councils in England of 6.5% in core spending power when compared with the 2023-24 amount. This does however assume that District Councils apply the maximum increase before requiring a referendum of 3.00% or £5 in Council Tax.
- 3.20 The Funding Guarantee introduced last year has been maintained for 2024/25 to ensure every council in England sees at least a 3% increase in Core Spending Power before any local decisions are made around council tax. The increase in Core Spending Power for NNDC equates to an increase of 4.6% for 2024/25 when compared to 2023/24.

Table 12: Funding Sources 2024/25



- 3.21 The years 2025/26 to 2027/28 of the Medium-Term Financial Plan show a significant increasing deficit. Plans are being put in place to achieve the level of savings required to set a balanced budget for future years. This will involve a rolling programme of service delivery reviews and it is planned to start these in March or April 2024.
- 3.22 Cabinet Members now have a balanced budget to discuss and agree so that a balanced budget can be recommended to full Council at its meeting on 21 February 2024.

#### 4. The Medium-Term Financial Plan

- 4.1 The Medium-Term Financial Plan (MTFP) has been prepared alongside the budget for 2024/25. The detailed MTFP can be found as Appendix A. Assumptions have been made for the years 2025/26 to 2027/28 which are listed below. It should be noted that the further into the future we look the greater the increase in uncertainty is particularly around the funding streams.

Table 13: Projected Deficit over the life of the MTFP.

	2023/24 Base Budget £	2023/24 Updated Base Budget £	2024/25 Base Budget £	2025/26 Projection £	2026/27 Projection £	2027/28 Projection £
(Surplus)/Deficit	4,910,460	7,882,170	2,144,840	2,035,640	2,995,200	3,313,730
Contribution To/(From) Reserves	(4,910,460)	(7,882,170)	(2,144,840)	(189,330)	(3,050)	7,710
Net Position	0	0	0	1,846,310	2,992,150	3,321,440

4.2 Assumptions included are:

- The pay award is assumed to be at 3.5% for years 2025/26 as the rate of inflation has started to fall significantly.
- Increases in costs have been included for all years where we are contracted to increase costs on an annual basis.
- Increases in fees and charges (included in the Net Cost of Services) have been increased based on prudent assumptions that are in line with the increases that have been assumed for expenditure.
- For the calculation of Council Tax income, a modest increase of around 1% in the tax base has been assumed year on year and then the maximum increase has been applied to the Band D Council Tax each year at 2.99%.
- For the central government funding, the assumptions made have been to generally increase funding by 3% as has happened in the last two Local Government Finance Settlements (23/24 and 24/25) and have been based on a guaranteed increase in core spending power of at least 3%.

4.3 There is a huge level of uncertainty in the funding levels for local authorities as there are two major reviews where the outcomes of which have yet to be implemented. The current funding system is recognised by all as being no longer fit for purpose and no longer an appropriate model. A Fair Funding Review has been postponed for several years, but it is expected that this will take place and the outcomes implemented at some point over the term of this MTFP. However, it is expected that the outcome will favour authorities with Social Care responsibilities and that district authorities will suffer.

4.4 There is also a reform of the Business Rates due and again this has been postponed for some time. The Council retains the services of Pixel Financial Management Services which provide expert advice and support on government funding. They provide a forecast of central government funding for the Council and their prediction is that the Business Rates reform may take place in 2026/27 and that this will have a negative impact on the level of Business Rates income for the Council, but as there is yet no detail around this the Business Rates Income levels have been included at the 2024/25 level to be prudent.

4.5 There is an increasing deficit over the period of the MTFP 2024/25 to 2027/28 as shown in Table 13 above. Work is underway to address this forecast deficit with plans developed for officers of the Council to carry out reviews during 2024/25 to look at how services are delivered and how



savings can be achieved, so that any changes or cessation in service delivery can be implemented over the period of the MTFP.

## 5. Capital Programme

5.1 The capital programme is what the Council intends to spend on providing new assets and improving its existing ones over the next three years. As capital expenditure is incurred, a source of finance must be identified. Capital expenditure can be financed by applying capital receipts, grants and other revenue resources or alternatively through borrowing. A summary of the Capital Programme is shown below. The list of schemes that are included in the approved programme can be found at Appendix E and the details of proposed new bids is contained in Appendix F.

Table 14: The Capital Programme and its Funding for 2023/24 to 2027/28

<b>Capital Programme 2023/24 to 2027/28</b>	<b>Updated Budget 2023/24</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Our Greener Future	28,949,100	220,000	270,000	270,000	-
Developing Our Communities	4,003,200	-	-	-	-
Meeting Our Housing Need	6,420,500	1,761,600	1,300,000	1,300,000	1,000,000
Investing In Our Local Economy And Infrastructure	5,427,100	1,283,400	-	-	-
A Strong, Responsible And Accountable Council	307,600	60,000	60,000	60,000	-
<b>Total of the Approved Capital Programme</b>	<b>45,107,500</b>	<b>3,325,000</b>	<b>1,630,000</b>	<b>1,630,000</b>	<b>1,000,000</b>
<b>Funding of the Capital Programme</b>					
Grants and Contributions	33,608,600	2,895,000	1,300,000	1,300,000	1,000,000
Revenue Funding (Reserves)	3,757,600	-	-	-	-
Revenue Funding (RCCO)	100,000	-	-	-	-
Capital Receipts	5,030,300	430,000	-	330,000	-
Borrowing	2,611,000	-	330,000	-	-
<b>Total Funding of Approved Capital Programme</b>	<b>45,107,500</b>	<b>3,325,000</b>	<b>1,630,000</b>	<b>1,630,000</b>	<b>1,000,000</b>
<b>Proposed New Bids for approval</b>	-	1,573,200	312,000	60,000	-
<b>Total of the Capital Programme</b>	-	<b>1,573,200</b>	<b>312,000</b>	<b>60,000</b>	-
<b>Funding of the Capital Programme</b>					
Revenue Funding (Reserves)	-	50,000	-	-	-
Capital Receipts	-	588,700	-	-	-
Borrowing	-	934,500	312,000	60,000	-
<b>Total of Funding for Proposed Bids</b>	-	<b>1,573,200</b>	<b>312,000</b>	<b>60,000</b>	-

5.2 The new bids proposed by service managers have been reviewed to determine which would make the highest contribution in reducing the Council's carbon emissions and this is a factor that should be taken into account when considering whether they should be included in the Capital Programme. This information has been included for each project listed in the Proposed Bids in Appendix F.

5.3 The proposed funding for the schemes is also shown in Table 14 above. Consideration is given to level of grants we have available, the level of capital receipts we have and what we might generate in future years and for any

expenditure financed through borrowing, it increases the Council's 'Capital Financing Requirement' (CFR). This will result in a revenue charge (one that impacts on the bottom line of the budget and is a charge to the Council Taxpayer) called the Minimum Revenue Provision (MRP) that is made to reflect the funding of the CFR by the taxpayer. It is required to be set aside each year starting the year after the works are completed and/or the asset comes into use. It is a charge to revenue that covers the repayment of the borrowing needed to finance the capital expenditure. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally in the short term, and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.

5.4 Any new projects included in the programme in the future will need to be financed by borrowing, which will result in an additional MRP charge if no capital resources such as capital grants or capital receipts are available. Alternatively, existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge. Both are charges to the General Fund and will be included in the amount to be met from Government grant and local taxpayers.

5.5 In addition to the existing capital programme, approval is also being sought to include the proposed capital projects as outlined within Appendix F. Cabinet need to decide which of these projects should be included for full Council's consideration.

## **6. Corporate Plan Objectives**

6.1 Financial Sustainability and Growth – a balanced budget based on savings that are achievable will ensure the Council's financial sustainability over the medium term.

## **7. Financial and Resource Implications**

7.1 The Council must set a balanced budget for 2024/25 before 11 March 2024. This report presents the budget for 2024/25 which has been achieved through a combination of planned savings, draw down from reserves and a level of savings which have yet to be identified. This early consideration of the position allows action to be taken to reduce the deficit and set a balanced budget before 11 March 2024. The Medium-Term Finance Strategy is also presented in this report.

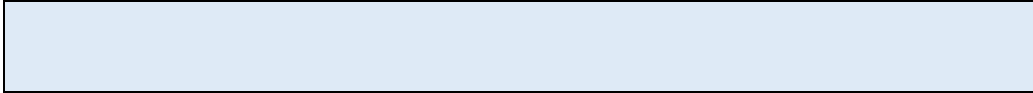
### **Comments from the S151 Officer:**

The Council must set a balanced budget before the start of the forthcoming financial year.

## **8. Legal Implications**

8.1 This report does not raise any new legal implications.

## Comments from the Monitoring Officer



### **9. Risks**

- 9.1 This report does raise the risk that a balanced budget may not be set, but the financial sustainability of the Council is already included in the risk register.

### **10. Net Zero Target**

- 10.1 This report does not raise any issues relating to Climate change.

### **11. Equality, Diversity & Inclusion**

- 11.1 This report does not raise any new issues relating to equality and diversity.

### **12. Community Safety issues**

- 12.1 This report does not raise any issues relating to Crime and Disorder considerations.

### **13. Conclusion and Recommendations**

- 13.1 This report presents the latest iteration of the General Fund budget for 2024/25. The assumptions in arriving at the position are laid out in the report.
- 13.2 It is recommended that this Overview and Scrutiny Committee consider the contents of this report and make its recommendations to full Council for it consider when setting the Revenue Budget for 2024/25 and Capital programme.
- 13.3 It is recommended that this Overview and Scrutiny Committee consider Cabinet's proposed combination of making savings, generating additional income and using reserves so that a balanced budget can be set, and then make its recommendations to full Council for it to consider when setting the Council's revenue budget for 2024/25 and Capital Programme on 21 February 2024.

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## General Fund Summary 2024/25 Base Budget

Service Area	2023/24 Base Budget £	2023/24 Updated Base Budget £	2024/25 Base Budget £	2025/26 Projection £	2026/27 Projection £	2027/28 Projection £
Corporate Leadership/ Executive Support	484,710	517,720	406,880	435,410	447,050	459,190
Communities	10,156,970	10,056,260	10,768,770	11,237,310	11,644,490	12,095,400
Place and Climate Change Resources	6,509,030	6,500,860	7,121,380	6,606,100	6,577,610	6,721,990
Savings to be Identified	5,518,100	5,518,100	4,682,540	4,560,810	4,693,820	4,855,350
	0	0	(250,000)	0	0	0
<b>Net Cost of Services</b>	<b>22,668,810</b>	<b>22,592,940</b>	<b>22,729,570</b>	<b>22,839,630</b>	<b>23,362,970</b>	<b>24,131,930</b>
Parish Precepts	2,875,210	2,875,210	2,875,210	2,875,210	2,875,210	2,875,210
Capital Charges	(2,456,950)	(2,456,950)	(2,962,370)	(2,962,370)	(2,962,370)	(2,962,370)
Refcus	0	0	0	0	0	0
Interest Receivable	(1,533,440)	(1,533,440)	(1,865,170)	(1,865,170)	(1,865,170)	(1,865,170)
External Interest Paid	0	0	23,880	23,880	23,880	23,880
Revenue Financing for Capital:	710,000	3,757,580	170,000	0	0	0
Minimum Revenue Provision	330,000	330,000	487,860	501,300	515,250	529,730
MRP - Waste Contract	0	0	0	0	0	0
IAS 19 Pension Adjustment	265,500	265,500	268,000	268,000	268,000	268,000
<b>Net Operating Expenditure</b>	<b>22,859,130</b>	<b>25,830,840</b>	<b>21,726,980</b>	<b>21,680,480</b>	<b>22,217,770</b>	<b>23,001,210</b>
<b>Income</b>						
Collection Fund – Parishes	(2,875,210)	(2,875,210)	(2,875,210)	(2,875,210)	(2,875,210)	(2,875,210)
Collection Fund – District	(6,738,800)	(6,738,800)	(7,052,540)	(7,309,690)	(7,584,000)	(7,868,910)
Retained Business Rates	(6,315,000)	(6,315,000)	(7,683,000)	(7,683,000)	(7,683,000)	(7,863,000)
New Homes bonus	(31,080)	(31,080)	(5,600)	0	0	0
Revenue Support Grant	(102,460)	(102,460)	(309,050)	(325,050)	(325,050)	(325,050)
3% Funding Guarantee	(974,420)	(974,420)	(928,920)	(700,270)	0	0
Rural Services Delivery Grant	(567,390)	(567,390)	(567,390)	(567,390)	(567,390)	(567,390)
LCTS Admin Grant	(136,750)	(136,750)	0	0	0	0
Ctax Discount Grant	(50,070)	(50,070)	(51,580)	(52,610)	(53,660)	(53,660)
Lower Tier Services Grant	0	0	0	0	0	0
Services Grant	(130,440)	(130,440)	(108,850)	(131,620)	(134,260)	(134,260)
Business rates Levy Surplus	(27,050)	(27,050)	0	0	0	0
<b>Income from Government Grant and Taxpayers</b>	<b>(17,948,670)</b>	<b>(17,948,670)</b>	<b>(19,582,140)</b>	<b>(19,644,840)</b>	<b>(19,222,570)</b>	<b>(19,687,480)</b>
<b>(Surplus)/Deficit</b>	<b>4,910,460</b>	<b>7,882,170</b>	<b>2,144,840</b>	<b>2,035,640</b>	<b>2,995,200</b>	<b>3,313,730</b>
<b>Contribution To/(From) Reserves</b>	<b>(4,910,460)</b>	<b>(7,882,170)</b>	<b>(2,144,840)</b>	<b>(189,330)</b>	<b>(3,050)</b>	<b>7,710</b>
<b>Net Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,846,310</b>	<b>2,992,150</b>	<b>3,321,440</b>

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## General Fund Service Area Summaries 2024/25 Base

## Place and Climate Change

## AD Sustainable Growth

Account Name	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Economic Growth</b>				
Gross Direct Costs	110,492	666,990	556,498	£597,500 UK shared prosperity fund costs covered by income. (£18,000) Savings. (£13,500) Grant funded contributions (£10,707) Completed fixed term post.
Capital Charges	2,037	47,792	45,755	Depreciation movement in line with capital programme.
Gross Direct Income	(138,500)	(597,500)	(459,000)	(£597,500) UK shared prosperity fund grant. £138,500 Removal of previous years grants.
Support Service Charges	259,403	320,680	61,277	Movement in base budget and revised allocations.
	<b>233,432</b>	<b>437,962</b>	<b>204,530</b>	
<b>Tourism</b>				
Gross Direct Costs	77,050	68,050	(9,000)	(£10,000) Savings bid. £1,000 Inflation on contributions.
Support Service Charges	155,700	65,450	(90,250)	Movement in base budget and revised allocations.
	<b>232,750</b>	<b>133,500</b>	<b>(99,250)</b>	
<b>Coast Protection</b>				
Gross Direct Costs	267,450	526,702	259,252	Coastwise employee costs funded from grant in reserves.
Capital Charges	508,701	503,880	(4,821)	Depreciation movement in line with capital programme.
Support Service Charges	404,860	536,410	131,550	Movement in base budget and revised allocations.
	<b>1,181,011</b>	<b>1,566,992</b>	<b>385,981</b>	
<b>Business Growth Staffing</b>				
Gross Direct Costs	347,922	295,666	(52,256)	£12,364 Employee inflation. (£59,380) Reduction in fixed term posts funded from reserves. (£6,740) Pension fund adjustment.
Support Service Charges	(347,922)	(295,666)	52,256	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Housing Strategy</b>				
Gross Direct Costs	207,044	184,781	(22,263)	£2,092 Employee inflation. (£11,900) Savings bid in relation to employee costs. (£11,131) Fixed term post funded from reserves.
Capital Charges	777,167	761,647	(15,520)	Refcus movement in line with capital programme.
Gross Direct Income	0	(10,000)	(10,000)	Contribution from UK shared prosperity fund.
Support Service Charges	101,490	103,270	1,780	Movement in base budget and revised allocations.
	<b>1,085,701</b>	<b>1,039,698</b>	<b>(46,003)</b>	
<b>Environmental Strategy</b>				
Gross Direct Costs	280,154	281,263	1,109	£18,562 Employee growth. £10,715 Employee inflation. (£20,000) Reduced use of reserve for climate projects. (£10,000) Savings bid in relation to Green Build.
Support Service Charges	29,420	49,390	19,970	Movement in base budget and revised allocations.
	<b>309,574</b>	<b>330,653</b>	<b>21,079</b>	
<b>Coastal Management</b>				
Gross Direct Costs	396,360	381,776	(14,584)	£20,590 Employee inflation. (£21,525) Reduction in fixed term posts externally funded. (£13,649) Pension fund adjustment.
Gross Direct Income	(66,500)	(45,000)	21,500	Reduced income for completed externally funded post.
Support Service Charges	(329,860)	(336,776)	(6,916)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>AD Sustainable Growth</b>				
Gross Direct Costs	90,961	94,571	3,610	£2,698 Employee inflation. £1,000 Training.
Support Service Charges	(90,961)	(94,571)	(3,610)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Sustainable Growth</b>	<b>3,042,468</b>	<b>3,508,805</b>	<b>466,337</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Place And Climate Change

## AD Planning

Account Name	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Development Management</b>				
Gross Direct Costs	1,530,841	1,589,865	59,024	£99,754 Employee inflation. £6,225 Pension fund adjustment. (£24,700) Training budgets transfer to AD budget. (£22,700) Employee budget transfer to conservation team budget. (£3,625) Savings bids.
Capital Charges	76,501	76,501	0	No Major Variances.
Gross Direct Income	(865,000)	(900,000)	(35,000)	(£100,000) Income inflation due to fee increase. (£65,000) One off income growth for previous year removed.
Support Service Charges	946,560	1,033,390	86,830	Movement in base budget and revised allocations.
	<b>1,688,902</b>	<b>1,799,756</b>	<b>110,854</b>	
<b>Planning Policy</b>				
Gross Direct Costs	736,819	624,281	(112,538)	£23,000 Employee inflation. (£60,000) Reduced reserve funding for local plan. (£46,150) Savings bids. (£28,908) Employee budget transfer to conservation team budget. (£2,000) Training budgets transfer to AD budget.
Support Service Charges	196,150	227,570	31,420	Movement in base budget and revised allocations.
	<b>932,969</b>	<b>851,851</b>	<b>(81,118)</b>	
<b>Conservation, Design &amp; Landscape</b>				
Gross Direct Costs	440,366	453,680	13,314	£40,893 Employee budget transfer. £15,101 Employee inflation. £4,563 Pension fund adjustment. (£50,000) Reserve funded professional fees.
Support Service Charges	95,290	119,770	24,480	Movement in base budget and revised allocations.
	<b>535,656</b>	<b>573,450</b>	<b>37,794</b>	
<b>Building Control</b>				
Gross Direct Costs	578,529	573,299	(5,230)	£37,769 Employee inflation. £1,846 Pension fund adjustment. (£40,295) Reduction in fixed term posts funded from reserves. (£7,000) Training budgets transfer to AD budget.
Gross Direct Income	(497,500)	(487,500)	10,000	Energy assessment fee removal due to legislation change.
Support Service Charges	187,890	194,250	6,360	Movement in base budget and revised allocations.
	<b>268,919</b>	<b>280,049</b>	<b>11,130</b>	
<b>Combined Enforcement Team</b>				
Gross Direct Costs	238,520	240,062	1,542	£11,901 Employee inflation. (£4,045) Reduction in fixed term posts funded from reserves. (£4,000) Training budgets transfer to AD budget.
Support Service Charges	(238,520)	(240,062)	(1,542)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Property Information</b>				
Gross Direct Costs	179,768	254,225	74,457	£75,000 Transition costs covered by income. £6,970 Employee inflation. (£5,000) Training budgets transfer to AD budget. (£2,007) Pension fund adjustment.
Gross Direct Income	(195,960)	(235,950)	(39,990)	(£75,000) Transition payment to cover additional costs. £35,010 loss of income due to compulsory transfer.
Support Service Charges	56,310	89,190	32,880	Movement in base budget and revised allocations.
	<b>40,118</b>	<b>107,465</b>	<b>67,347</b>	
<b>AD Planning</b>				
Gross Direct Costs	95,619	130,755	35,136	£43,700 Planning training budgets transferred to AD budget. (£9,639) Savings in relation to employee costs.
Support Service Charges	(95,619)	(130,755)	(35,136)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Planning</b>	<b>3,466,564</b>	<b>3,612,571</b>	<b>146,007</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Communities Directorate

## AD Environment &amp; Leisure Services

Account Name	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Commercial Services</b>				
Gross Direct Costs	358,088	0	(358,088)	All budgets transferred to Public Protection.
Gross Direct Income	(4,000)	0	4,000	All budgets transferred to Public Protection.
Support Service Charges	193,170	0	(193,170)	Movement in base budget and revised allocations.
	<b>547,258</b>	<b>0</b>	<b>(547,258)</b>	
<b>Internal Drainage Board Levies</b>				
Gross Direct Costs	478,176	502,085	23,909	Inflation on Internal Drainage Board (IDB) Levies.
Support Service Charges	300	370	70	Movement in base budget and revised allocations.
Gross Direct Income		(35,265)	(35,265)	Grant from DLUHC towards IDB inflation.
	<b>478,476</b>	<b>467,190</b>	<b>(11,286)</b>	
<b>Travellers</b>				
Gross Direct Costs	52,890	62,048	9,158	Inflation on operating lease rentals at both sites.
Capital Charges	23,174	6,104	(17,070)	Depreciation movement in line with capital programme.
Gross Direct Income	(2,000)	(2,000)	0	No Major Variances.
Support Service Charges	7,870	9,000	1,130	Movement in base budget and revised allocations.
	<b>81,934</b>	<b>75,152</b>	<b>(6,782)</b>	
<b>Public Protection</b>				
Gross Direct Costs	238,104	765,454	527,350	See <b>Note A</b> below:
Gross Direct Income	(202,100)	(253,000)	(50,900)	(£24,900) Additional Licensing income. (£36,000) Transfer of budgets from Commercial and Environmental Protection - predominantly in connection with Private Water Sampling.
Support Service Charges	144,330	383,700	239,370	Movement in base budget and revised allocations.
	<b>180,334</b>	<b>896,154</b>	<b>715,820</b>	
<b>Note A:</b> £122,615 Employee inflation. Transfer of budgets from Commercial to include: £308,418 for Employee, £4,975 for misc. supplies and services and £44,880 for professional fees (including Private Water Sampling). £34,462 Pension Fund adjustment. £12,000 Computer maintenance costs for the Assure upgrade.				
<b>Street Signage</b>				
Gross Direct Costs	12,000	10,000	(2,000)	Savings bid relating to Misc. supplies and services.
Support Service Charges	23,300	42,360	19,060	Movement in base budget and revised allocations.
	<b>35,300</b>	<b>52,360</b>	<b>17,060</b>	
<b>Environmental Protection</b>				
Gross Direct Costs	696,692	655,231	(41,461)	See <b>Note A</b> below:
Capital Charges	52,962	37,620	(15,342)	Depreciation movement in line with capital programme.
Gross Direct Income	(45,000)	(13,000)	32,000	Budget transferred to Public Protection in relation to Private Water Sampling.
Support Service Charges	251,400	302,120	50,720	Movement in base budget and revised allocations.
	<b>956,054</b>	<b>981,971</b>	<b>25,917</b>	
<b>Note A:</b> £8,000 - Computer maintenance costs for the Assure system. (£16,000) - One off saving from non-recurring Employee costs. £4,000 Employee standby budget. (£4,918) Pension Fund adjustment. (£32,270) Transfer of professional fees from Commercial Services.				
<b>Environmental Contracts</b>				
Gross Direct Costs	350,589	386,398	35,809	£28,865 Employee Inflation. £4,000 Employee Growth. £2,944 Pension Fund adjustment.
Capital Charges	4,521	0	(4,521)	Depreciation movement in line with capital programme.
Support Service Charges	(355,110)	(386,398)	(31,288)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate Health and Safety</b>				
Gross Direct Costs	71,626	85,954	14,328	£6,175 Employee inflation, training and subscriptions. £2,250 Professional fees in respect of administering training courses. £5,903 Pension Fund adjustment.
Gross Direct Income	0	(24,000)	(24,000)	Income from charging for training in respect of Institute of Occupational Safety & Health (IOSH) courses.
Support Service Charges	(71,626)	(61,954)	9,672	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	

## General Fund Service Area Summaries 2024/25 Base

Communities Directorate  
AD Environment & Leisure Services

Account Name	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Markets</b>				
Gross Direct Costs	56,192	45,432	(10,760)	Transfer of Employee budgets to Foreshore.
Gross Direct Income	(40,000)	(40,000)	0	No Major Variances.
Support Service Charges	42,160	43,530	1,370	Movement in base budget and revised allocations.
	<b>58,352</b>	<b>48,962</b>	<b>(9,390)</b>	
<b>Parks &amp; Open Spaces</b>				
Gross Direct Costs	339,484	345,668	6,184	Inflation on the Grounds Maintenance and Cleansing contract.
Capital Charges	16,206	1,368	(14,838)	Depreciation movement in line with capital programme.
Gross Direct Income	(8,500)	(8,500)	0	No Major Variances.
Support Service Charges	138,000	139,600	1,600	Movement in base budget and revised allocations.
	<b>485,190</b>	<b>478,136</b>	<b>(7,054)</b>	
<b>Foreshore</b>				
Gross Direct Costs	81,585	87,224	5,639	£4,000 Transfer of Employee budgets from Markets. £6,648 Employee inflation. £9,991 Inflation on insurance and utilities. (£15,000) Savings bid against repair and maintenance.
Capital Charges	27,880	0	(27,880)	Depreciation movement in line with capital programme.
Support Service Charges	85,270	72,520	(12,750)	Movement in base budget and revised allocations.
	<b>194,735</b>	<b>159,744</b>	<b>(34,991)</b>	
<b>Leisure Complexes</b>				
Gross Direct Costs	139,569	145,711	6,142	£22,792 Higher insurance premiums based on revaluations. (£17,000) Rent/Hire of Stalham Sports centre.
Capital Charges	492,459	587,211	94,752	Depreciation movement in line with capital programme.
Gross Direct Income	(44,105)	(85,398)	(41,293)	Leisure Contract Profit Share income.
Support Service Charges	103,090	116,350	13,260	Movement in base budget and revised allocations.
	<b>691,013</b>	<b>763,874</b>	<b>72,861</b>	
<b>Other Sports</b>				
Gross Direct Costs	98,462	53,710	(44,752)	£5,707 Higher insurance premiums based on revaluations. (£40,000) Reduced budget in relation to the Mammoth Marathon. - this is offset by reduced fee income. (£3,459) Pension Fund adjustment. (£4,400) Budget for grant payments no longer required.
Gross Direct Income	(40,000)	(8,000)	32,000	Reduced fee income from events - predominantly the Mammoth Marathon (this is offset by reduced expenditure).
Support Service Charges	76,290	68,300	(7,990)	Movement in base budget and revised allocations.
	<b>134,752</b>	<b>114,010</b>	<b>(20,742)</b>	
<b>Recreation Grounds</b>				
Gross Direct Costs	13,950	14,300	350	No Major Variances.
Capital Charges	5,632	6,046	414	No Major Variances.
Gross Direct Income	(1,000)	(1,000)	0	No Major Variances.
Support Service Charges	3,860	4,090	230	Movement in base budget and revised allocations.
	<b>22,442</b>	<b>23,436</b>	<b>994</b>	
<b>Pier Pavilion</b>				
Gross Direct Costs	9,300	3,000	(6,300)	Electricity budget not required.
Capital Charges	17,020	20,286	3,266	Depreciation movement in line with capital programme.
Gross Direct Income	0	(10,000)	(10,000)	Savings Bid in respect of Pier Contract Profit Share.
Support Service Charges	28,230	42,780	14,550	Movement in base budget and revised allocations.
	<b>54,550</b>	<b>56,066</b>	<b>1,516</b>	
<b>Beach Safety</b>				
Gross Direct Costs	378,730	370,415	(8,315)	£5,500 Inflation on Cleansing contract. £7,885 Inflation on the RNLI Lifeguard contract. (£8,000) Budget not required for emergency telephone lines. (£13,700) Savings bid against Memorial seats/benches.
Support Service Charges	78,900	76,820	(2,080)	Movement in base budget and revised allocations.
	<b>457,630</b>	<b>447,235</b>	<b>(10,395)</b>	

## General Fund Service Area Summaries 2024/25 Base

Communities Directorate  
AD Environment & Leisure Services

Account Name	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Woodlands Management</b>				
Gross Direct Costs	228,406	262,414	34,008	£29,058 Employee inflation. £2,214 Pension Fund adjustment. The balance relates to higher utility and insurance costs.
Capital Charges	1,346	5,449	4,103	Depreciation movement in line with capital programme.
Gross Direct Income	(33,960)	(56,460)	(22,500)	(£18,500) Savings bid relating to increased car parking income at Holt Country Park.
Support Service Charges	165,920	159,650	(6,270)	Movement in base budget and revised allocations.
	<b>361,712</b>	<b>371,053</b>	<b>9,341</b>	
<b>Waste Collection And Disposal</b>				
Gross Direct Costs	5,603,220	5,826,469	223,249	See <b>Note A</b> below:
Capital Charges	459,571	764,192	304,621	Depreciation movement in line with capital programme.
Gross Direct Income	(4,423,210)	(4,824,575)	(401,365)	See <b>Note B</b> below:
Support Service Charges	514,840	488,000	(26,840)	Movement in base budget and revised allocations.
	<b>2,154,421</b>	<b>2,254,086</b>	<b>99,665</b>	
<b>Note A:</b> £102,100 Serco waste contract inflation. £92,474 NEWS Contract inflation and growth (due to changes in tonnage). £42,175 Increase in gate fees for commercial waste disposal. (£3,500) Budget not required for clinical waste disposal - this is offset by lower recharges. (£10,000) Savings bids relating to lower contributions to the Norfolk Waste Partnership and recycling initiatives.				
<b>Note B:</b> Additional fee income of (£10,000) Bulky waste collections, (£90,000) Trade waste, (£172,750) Garden waste with a further savings bid of (£50,000) to expand the Composting service. (£62,115) Increased recycling credit income. (£20,000) NEWS Profit share. £3,500 Budget not required for clinical waste recharges - offset by reduced expenditure.				
<b>Cleansing</b>				
Gross Direct Costs	1,059,500	1,087,850	28,350	Cleansing contract inflation.
Capital Charges	85,500	0	(85,500)	Depreciation movement in line with capital programme.
Gross Direct Income	(66,000)	(87,495)	(21,495)	Additional fee income from litter and dog bin recharges.
Support Service Charges	51,840	77,760	25,920	Movement in base budget and revised allocations.
	<b>1,130,840</b>	<b>1,078,115</b>	<b>(52,725)</b>	
<b>Leisure</b>				
Gross Direct Costs	189,416	201,058	11,642	£12,553 Employee inflation. £2,531 Inflated contribution to Active Norfolk. (£3,442) Pension Fund adjustment.
Support Service Charges	(189,416)	(201,058)	(11,642)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Community Safety</b>				
Gross Direct Costs	13,794	12,752	(1,042)	No Major Variances.
Support Service Charges	23,320	25,180	1,860	Movement in base budget and revised allocations.
	<b>37,114</b>	<b>37,932</b>	<b>818</b>	
<b>Civil Contingencies</b>				
Gross Direct Costs	96,472	100,056	3,584	Employee inflation.
Support Service Charges	41,000	64,100	23,100	Movement in base budget and revised allocations.
	<b>137,472</b>	<b>164,156</b>	<b>26,684</b>	
<b>AD Environmental &amp; Leisure Svs</b>				
Gross Direct Costs	90,251	98,595	8,344	Employee inflation.
Support Service Charges	(90,251)	(98,595)	(8,344)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Environment and Leisure</b>	<b>8,199,579</b>	<b>8,469,632</b>	<b>270,053</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Communities Directorate

## AD People Services

Service	Base Budget	Base Budget	Movement	Explanation for Movement
	2023/24	2024/25	Base to Base	
	£	£	£	
<b>Benefits Administration</b>				
Gross Direct Costs	1,193,732	1,194,420	688	See <b>Note A</b> below:
Capital Charges	31,700	31,700	0	No Major Variances.
Gross Direct Income	(380,000)	(413,215)	(33,215)	Additional grant income.
Support Service Charges	434,060	494,610	60,550	Movement in base budget and revised allocations.
	<b>1,279,492</b>	<b>1,307,515</b>	<b>28,023</b>	
<b>Note A:</b> £25,000 Purchase of Low-Income Family Tracker (LIFT) Dashboard and £11,000 Contribution to Citizen Advice Bureau for debt counsellor (funded from New Burdens Grant). £66,451 Employee inflation. (£94,859) One-off Employee savings from posts funded from Reserves or Grants in prior year.				
<b>Homelessness</b>				
Gross Direct Costs	1,123,591	1,282,137	158,546	£166,440 Professional fees funded from grant income. (£6,000) Lower software costs relating to Your Choice Your Home.
Capital Charges	28,482	83,963	55,481	Depreciation movement in line with capital programme.
Gross Direct Income	(1,045,495)	(1,580,000)	(534,505)	Grant income (£325,098) Homelessness Prevention Grant (HPG) and (£144,767) Rough Sleeper Initiative (RSI). (£70,000) Savings bid relating to additional rental income from rent increases.
Support Service Charges	1,142,250	1,219,500	77,250	Movement in base budget and revised allocations.
	<b>1,248,828</b>	<b>1,005,600</b>	<b>(243,228)</b>	
<b>Housing Options</b>				
Gross Direct Costs	714,749	791,660	76,911	£8,606 Employee inflation. £19,483 Pension Fund adjustment. £50,292 One-off funding from Reserves towards Employee costs.
Support Service Charges	(714,749)	(791,660)	(76,911)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Community</b>				
Gross Direct Costs	1,074,449	977,423	(97,026)	See <b>Note A</b> below:
Gross Direct Income	(36,964)	(389,999)	(353,035)	Grant income (£340,000) Homes for Ukraine and (£49,999) Health & Wellbeing Partnership. £36,964 Assumed loss of contributions from Primary Care Network.
Support Service Charges	68,750	160,250	91,500	Movement in base budget and revised allocations.
	<b>1,106,235</b>	<b>747,674</b>	<b>(358,561)</b>	
<b>Note A:</b> £96,205 Higher employee costs to include inflation and posts funded from grants. £103,538 Professional fees funded from grants. £11,450 Pension Fund adjustment. (£33,260) Savings bid in relation to Arts grants. (£275,000) North Norfolk Sustainable Communities Fund grant budgets offered as a savings.				
<b>AD People Services</b>				
Gross Direct Costs	87,469	93,657	6,188	Employee inflation.
Support Service Charges	(87,469)	(93,657)	(6,188)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total People Services</b>	<b>3,634,555</b>	<b>3,060,789</b>	<b>(573,766)</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Corporate Directorship

## Corporate Support

	Base Budget 2023/24 £	Base Budget 2024/25 £	Movement Base to Base £	Explanation for Movement
<b>Human Resources &amp; Payroll</b>				
Gross Direct Costs	415,190	469,875	54,685	£26,027 Employee inflation. £17,000 Reserve funded recruitment software. £9,700 Occupational health costs. £3,498 Pension fund adjustment. (£3,270) Savings bid.
Gross Direct Income	(1,000)	(1,000)	0	No major variances.
Support Service Charges	(414,190)	(468,875)	(54,685)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Registration Services</b>				
Gross Direct Costs	354,670	216,787	(137,883)	(£150,000) Local election reserve funding removed. £6,186 Employee inflation. £4,709 Printing and postage inflation.
Gross Direct Income	(51,995)	(1,500)	50,495	New burdens grant removal.
Support Service Charges	182,030	191,590	9,560	Movement in base budget and revised allocations.
	<b>484,705</b>	<b>406,877</b>	<b>(77,828)</b>	
<b>Corporate Leadership Team</b>				
Gross Direct Costs	782,533	824,858	42,325	£39,052 Employee inflation. £5,130 Pension fund adjustment. £2,790 Officials Indemnity transfer from Insurance budget. (£4,647) Removal of fixed term posts funded from reserves.
Support Service Charges	(782,533)	(824,858)	(42,325)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Communications</b>				
Gross Direct Costs	279,334	280,547	1,213	£10,903 Employee inflation. (£10,482) Completed capital funded post.
Capital Charges	55,954	55,954	0	No major variances.
Support Service Charges	(335,288)	(336,501)	(1,213)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate Delivery Unit</b>				
Gross Direct Costs	192,429	207,749	15,320	£18,147 Employee inflation. (£3,700) Savings.
Support Service Charges	(192,429)	(207,749)	(15,320)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Corporate Directorship</b>	<b>484,705</b>	<b>406,877</b>	<b>(77,828)</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Resources

## Ad Finance, Assets &amp; Legal

	Base Budget 2023/24	Base Budget 2024/25	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Industrial Estates</b>				
Gross Direct Costs	45,755	29,126	(16,629)	(£17,550) Premises insurance savings due to contract changes and revaluations.
Capital Charges	19,246	24,189	4,943	Depreciation movement in-line with capital programme.
Gross Direct Income	(239,020)	(218,006)	21,014	£17,130 Other Recoverable costs (offset by reduced insurance premiums mentioned above). £7,550 Rental Income. Other minor Inflation totalling (£3,666).
Support Service Charges	99,700	81,730	(17,970)	Movement in base budget and revised allocations.
	<b>(74,319)</b>	<b>(82,961)</b>	<b>(8,642)</b>	
<b>Surveyors Allotments</b>				
Gross Direct Costs	10,000	5,000	(5,000)	(£10,000) Saving bid for Cromer Church Wall (now a capital expense). £5,000 Growth for Stalham Wall.
Gross Direct Income	(100)	(50)	50	Rents - Land.
Support Service Charges	20,750	20,140	(610)	Movement in base budget and revised allocations.
	<b>30,650</b>	<b>25,090</b>	<b>(5,560)</b>	
<b>Revenue Services</b>				
Gross Direct Costs	1,042,266	1,082,305	40,039	See <b>Note A</b> below:
Gross Direct Income	(454,130)	(454,130)	0	No Variance.
Support Service Charges	669,580	707,910	38,330	Movement in base budget and revised allocations.
	<b>1,257,716</b>	<b>1,336,085</b>	<b>78,369</b>	
<b>Note A:</b> £13,390 Employee Growth. £37,326 Employee Inflation. £10,000 Other professional fees to cover disbursements. £18,000 Annual Billing, £10,000 Postage cost, and £12,000 Hybrid Mail inflation. £10,431 Additional reserve drawdown. Other minor variances totalling £5,225. (£13,419) Savings for NI and Pension. (£50,414) Pension Fund Adjustment. Savings bids in relation to Ascendant Contract, Capita, CFH Mailing, Process Serving and E-Billing totalling (£12,500).				
<b>Benefits Subsidy</b>				
Gross Direct Costs	16,930,262	18,544,784	1,614,522	Based on mid-year estimate.
Gross Direct Income	(16,930,262)	(18,544,784)	(1,614,522)	Based on mid-year estimate.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Non Distributed Costs</b>				
Gross Direct Costs	268,000	268,000	0	No Variance.
IAS19 Adjustment	(268,000)	(268,000)	0	No Variance.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Estates</b>				
Gross Direct Costs	340,453	280,762	(59,691)	See <b>Note A</b> below:
Support Service Charges	(340,453)	(280,762)	59,691	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A:</b> £18,224 Employee cost increase mainly in relation to Inflation. £6,770 Insurance Premium Inflation. Other minor inflation totalling £3,700. Non recurring Employee costs (£10,440). Insurance budget Transfer to Property Services (£8,840). Saving bids: (£50,755) Employee costs, (£13,000) Other Professional Services, and other minor savings totalling (£5,350).				
<b>Admin Buildings</b>				
Gross Direct Costs	613,848	714,387	100,539	See <b>Note A</b> below:
Capital Charges	43,174	30,487	(12,687)	Depreciation movement in-line with capital programme.
Gross Direct Income	(372,101)	(452,007)	(79,906)	See <b>Note B</b> below:
Support Service Charges	(219,585)	(239,222)	(19,637)	Movement in base budget and revised allocations.
	<b>65,336</b>	<b>53,645</b>	<b>(11,691)</b>	Premises insurance increase due to revaluations.

**Note A:** Inflation in relation to: £9,947 Repairs & Maintenance, £12,734 Business Rates, £27,612 Utilities, £12,302 Premises insurance increase due to revaluations (offset by recovery of costs below), £21,327 Internal Service Charge (offset by additional service charge income below). £27,500 Growth in relation to Utilities and Cleaning at Cedars North Walsham. (£11,869) One of savings in relation to contract cleaning.

**Note B:** Inflation in relation to: (£7,570) Rental Income, (£17,802) Other recoverable costs (mainly to offset additional insurance premiums), (£21,327) Internal Service Charge income (offset by internal service charge expenditure above), and (£33,107) Service Charge income from tenants.

## General Fund Service Area Summaries 2024/25 Base

## Resources

## Ad Finance, Assets &amp; Legal

	Base Budget 2023/24	Base Budget 2024/25	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Corporate Finance</b>				
Gross Direct Costs	686,167	582,275	(103,892)	Inflation in relation to: £17,474 Employee, Non recurring items removed: (£75,000) Agency Fees and (£48,894) for 2 Apprentice posts.
Capital Charges	13,631	13,631	0	No Variance.
Support Service Charges	(699,798)	(595,906)	103,892	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Insurance &amp; Risk Management</b>				
Gross Direct Costs	152,546	202,940	50,394	£54,930 Insurance Inflation (Employee, Public Liability and Theft etc). (£4,536) Budget transfers to IT, Members and CLT.
Support Service Charges	(152,546)	(202,940)	(50,394)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Internal Audit</b>				
Gross Direct Costs	84,000	88,200	4,200	Other Professional Fees.
Support Service Charges	(84,000)	(88,200)	(4,200)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Chalets/Beach Huts</b>				
Gross Direct Costs	46,194	54,458	8,264	£10,764 Premises Costs inflation, mainly in relation to Premises insurance increase due to revaluations (Offset by additional income below) and Business Rates.
Capital Charges	0	4,530	4,530	Depreciation movement in-line with capital programme.
Gross Direct Income	(263,770)	(323,570)	(59,800)	Mainly in relation to Rental Income and additional income to offset increased Insurance Premiums.
Support Service Charges	113,390	107,640	(5,750)	Movement in base budget and revised allocations.
	<b>(104,186)</b>	<b>(156,942)</b>	<b>(52,756)</b>	
<b>Investment Properties</b>				
Gross Direct Costs	171,841	213,539	41,698	Inflation in relation to: £16,341 Utilities, £15,169 Repairs and Maintenance and (£12,430) Premises insurance due to revaluations (offset by reduction in income below). £22,076 Repairs and Maintenance Growth mainly in relation to Rocket House.
Capital Charges	76,841	111,696	34,855	Depreciation movement in-line with capital programme.
Gross Direct Income	(251,633)	(289,799)	(38,166)	See <b>Note A</b> Below:
Support Service Charges	148,750	187,500	38,750	Movement in base budget and revised allocations.
	<b>145,799</b>	<b>222,936</b>	<b>77,137</b>	
<b>Note A:</b> £12,430 Reduction in Other Recoverable income due to decreased insurance premiums. (£24,030) Additional Service Charge Income. (£20,000) Additional Income - QR codes, advertising on carparks, concessions. (£4,600) Saving bid for additional income.				
<b>Central Costs</b>				
Gross Direct Costs	54,413	51,000	(3,413)	Pension Fund Adjustment.
Support Service Charges	(54,413)	(51,000)	3,413	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate &amp; Democratic Core</b>				
Gross Direct Costs	415,578	635,135	219,557	£281,250 Increase in Audit Fee by 150%. (£60,000) Removal of Supermarket contribution.
Capital Charges	900,000	0	(900,000)	Refcus movement in-line with capital programme.
Support Service Charges	1,615,410	1,500,680	(114,730)	Movement in base budget and revised allocations.
	<b>2,930,988</b>	<b>2,135,815</b>	<b>(795,173)</b>	

## General Fund Service Area Summaries 2024/25 Base

## Resources

## Ad Finance, Assets &amp; Legal

	Base Budget 2023/24	Base Budget 2024/25	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Members Services</b>				
Gross Direct Costs	579,193	609,206	30,013	See <b>Note A</b> below:
Support Service Charges	87,025	96,680	9,655	Movement in base budget and revised allocations.
	<b>666,218</b>	<b>705,886</b>	<b>39,668</b>	
<b>Note A:</b> Inflation in relation to: £9,255 Employee costs and £30,000 Members Allowances. Growth of £3,800 Members Careers Allowance and £4,000 for Independent Person. (£7,702) Savings mainly in relation to Public Transport. (£10,000) Additional savings as a result of savings bid in relation to Travelling Allowance and Members training.				
<b>Legal Services</b>				
Gross Direct Costs	622,160	554,352	(67,808)	See <b>Note A</b> below:
Gross Direct Income	(45,000)	(50,000)	(5,000)	Additional income in relation to savings bid of (£5,000).
Support Service Charges	(577,160)	(504,352)	72,808	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A:</b> Inflation in relation to: £19,385 Employee and £6,000 Books. £5,749 Employee Growth. £3,122 Pension Fund Adjustment. (£15,505) Savings in relation to Employee costs. (£88,924) Removal of non recurring employee costs.				
<b>Ad Finance, Assets &amp; Legal</b>				
Gross Direct Costs	93,327	105,281	11,954	Employee Inflation.
Support Service Charges	(93,327)	(105,281)	(11,954)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Finance, Assets &amp; Legal</b>	<b>4,918,202</b>	<b>4,239,554</b>	<b>(678,648)</b>	

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## General Fund Service Area Summaries 2024/25 Base

## Resources

## Ad Organisational Resources

	Base Budget 2023/24	Base Budget 2024/25	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Car Parking</b>				
Gross Direct Costs	1,011,665	1,110,631	98,966	Inflation in relation to: £20,310 Repairs and Maintenance, £10,000 Rent/Hire/Purchase of land, £22,226 Electricity and £8,000 Management Fee. Repairs and Maintenance Growth of £32,590.
Capital Charges	75,820	55,829	(19,991)	Depreciation movement in-line with capital programme.
Gross Direct Income	(3,032,799)	(3,156,799)	(124,000)	Additional income in relation to: Rental Income (£45,000) and savings bid additional income of (£79,000) by creating more spaces on Meadow Car park.
Support Service Charges	187,090	180,930	(6,160)	Movement in base budget and revised allocations.
	<b>(1,758,224)</b>	<b>(1,809,409)</b>	<b>(51,185)</b>	
<b>ICT - Support Services</b>				
Gross Direct Costs	1,822,151	2,032,374	210,223	See <b>Note A</b> below:
Capital Charges	127,978	206,587	78,609	Depreciation movement in-line with capital programme.
Support Service Charges	(1,950,129)	(2,238,961)	(288,832)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A:</b> £60,456 Increase in Employee costs. £79,812 Inflation in relation to Computer Purchases Hardware, Software, Licences, Maintenance, Lines/Modems, Consumables. £74,999 Growth due to purchase of software etc within departments during year without letting IT know. £13,381 funding from Reserves for fixed term post. £10,536 Budget transfers from Digital Transformation and Insurance. (£18,876) Employee savings as a result of saving bids.				
<b>Poppyfields</b>				
Gross Direct Costs	22,814	23,525	711	No major variance.
Support Service Charges	22,770	22,890	120	Movement in base budget and revised allocations.
	<b>45,584</b>	<b>46,415</b>	<b>831</b>	
<b>Property Services</b>				
Gross Direct Costs	665,040	702,298	37,258	See <b>Note A</b> below:
Capital Charges	47,755	16,354	(31,401)	Depreciation movement in-line with capital programme.
Support Service Charges	(712,795)	(718,652)	(5,857)	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A:</b> £8,840 Budget transferred from Estates for Engineering Insurance. £38,126 Increase in Employee costs. £5,725 Pension Fund Adjustment. £4,067 Minor Inflation. Savings bid totalling (£19,500) Standby payments, Generic Training and Travelling Allowances.				
<b>Playgrounds</b>				
Gross Direct Costs	92,635	93,160	525	No major variance.
Support Service Charges	54,070	59,950	5,880	Movement in base budget and revised allocations.
	<b>146,705</b>	<b>153,110</b>	<b>6,405</b>	
<b>Amenity Lighting</b>				
Gross Direct Costs	37,875	61,221	23,346	£23,346 Inflation mainly in relation to Electricity.
Support Service Charges	29,980	30,360	380	Movement in base budget and revised allocations.
	<b>67,855</b>	<b>91,581</b>	<b>23,726</b>	
<b>Community Centres</b>				
Gross Direct Costs	10,520	12,670	2,150	Premises insurance increase due to revaluations.
Capital Charges	0	1,460	1,460	Depreciation movement in-line with capital programme.
Support Service Charges	18,140	18,120	(20)	Movement in base budget and revised allocations.
	<b>28,660</b>	<b>32,250</b>	<b>3,590</b>	

## General Fund Service Area Summaries 2024/25 Base

## Resources

## Ad Organisational Resources

	Base Budget 2023/24	Base Budget 2024/25	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Tourist Information Centres</b>				
Gross Direct Costs	110,197	135,851	25,654	£18,804 Utilities inflation. Other minor inflation totalling £6,974.
Capital Charges	6,040	2,651	(3,389)	Depreciation movement in-line with capital programme.
Gross Direct Income	(30,170)	(30,170)	0	No Variance.
Support Service Charges	54,820	61,050	6,230	Movement in base budget and revised allocations.
	<b>140,887</b>	<b>169,382</b>	<b>28,495</b>	
<b>Cromer Pier</b>				
Gross Direct Costs	213,667	176,000	(37,667)	(£36,470) Premises insurance savings due to the fact we are now only insuring half of the Pier.
Capital Charges	20,737	72,849	52,112	Depreciation movement in-line with capital programme.
Support Service Charges	106,990	99,930	(7,060)	Movement in base budget and revised allocations.
	<b>341,394</b>	<b>348,779</b>	<b>7,385</b>	
<b>Public Conveniences</b>				
Gross Direct Costs	753,197	815,592	62,395	See <b>Note A</b> below:
Capital Charges	82,028	139,989	57,961	Depreciation movement in-line with capital programme.
Gross Direct Income	0	(8,000)	(8,000)	Additional income from sale of extra Woo Woo loo.
Support Service Charges	214,450	245,010	30,560	Movement in base budget and revised allocations.
	<b>1,049,675</b>	<b>1,192,591</b>	<b>142,916</b>	
<b>Note A:</b> £20,219 Utilities Inflation, £5,660 Premises insurance increase due to revaluation. £23,850 Growth and Inflation in relation to Contract Cleaning and Grounds Maintenance. £9,000 Repairs and Maintenance growth for Changing Places toilet inspections. Other minor inflation.				
<b>Digital Transformation</b>				
Gross Direct Costs	138,675	131,173	(7,502)	(£8,921) Budget transfer to ICT - Support Services. £7,702 Employee Inflation. (£5,991) Pension Fund Adjustment.
Support Service Charges	398,690	87,110	(311,580)	Movement in base budget and revised allocations.
	<b>537,365</b>	<b>218,283</b>	<b>(319,082)</b>	
<b>Reprographics</b>				
Gross Direct Costs	82,393	39,868	(42,525)	(£45,456) Employee saving (merging with Digital Mailroom).
Gross Direct Income	(4,000)	(4,000)	0	No variance.
Support Service Charges	(78,393)	(35,868)	42,525	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Customer Services - Corporate</b>				
Gross Direct Costs	1,029,021	967,810	(61,211)	See <b>Note A</b> Below:
Capital Charges	54,056	54,056	0	No Variance
Gross Direct Income	(17,250)	(17,250)	0	No Variance
Support Service Charges	(1,065,827)	(1,004,616)	61,211	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A:</b> £52,457 Employee Inflation. £14,000 Employee growth (previously budgeted at incorrect spinal point). (£5,764) Employee Savings. (£118,056) Reduction in fixed term posts funded from Reserves. (£7,632) Pension Fund Adjustment.				
<b>Ad Organisational Resources</b>				
Gross Direct Costs	89,244	82,747	(6,497)	Employee savings.
Support Service Charges	(89,244)	(82,747)	6,497	Movement in base budget and revised allocations.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Organisational Resources</b>	<b>599,901</b>	<b>442,982</b>	<b>(156,919)</b>	



**Accepted Savings/Income 2024/25 to 2027/28**

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>									
<b>COMMUNITIES</b>									
COM01	People Services - Housing Options	Temporary Accommodation additional Income	Increase in temporary accommodation rental income due to rent increases from 1 January 2024 and 1 April 2024.	I	P	70,000	70,000	70,000	70,000
COM03	People Services - Early Help and Prevention	Sustainable Communities Fund	Cease payment of Grant	S	O	131,550	0	0	0
COM04	People Services - Early Help and Prevention	Arts and Cultural Grant	Cease payment of Grant	S	P	33,260	33,260	33,260	33,260
COM05	Environment and Safety Services	Savings from provision of street signs.	Fewer signs need replacing as more robust signs are now used resulting in a savings in expenditure.	S	P	2,000	2,000	2,000	2,000
COM06	Environment and Safety Services	Income from further promotion of garden bins.	Further active promotion of the garden waste collection service could generate additional income from 1,000 additional subscribers.	I	P	50,000	54,800	59,600	64,300
COM07	Environment and Safety Services	Income from health and safety training.	Opportunity for NNDC to act as a training provider to 3rd parties and charge for this service. Expanding additional service to increase income.	I	P	20,000	22,500	25,000	27,500
COM08	Environment and Safety Services	Reduction in spend on recycling initiatives.	Budgets exist for the promotion of recycling initiatives both internally and in conjunction with the Norfolk Waste Partnership. These budgets have not fully been spent in recent years and as such, a saving can be offered for both aspects.	S	P	10,000	10,000	10,000	10,000
COM11	Leisure & Locality Services	Pier Pavilion Theatre changes to budget	Remove budget allocated to electricity at the Pier Pavilion Theatre as this is no longer required.	S	P	5,000	5,000	5,000	5,000
COM12	Leisure & Locality Services	Holt Country Park Car Parking	Increase the budget for car parking income to better reflect the actual income received which has increased in recent years. Also to increase parking by 20p per visit to increase income received. Increasing the cost of parking at HCP to £2.50 is still seen as very good value.	I	P	18,500	18,500	18,500	18,500
COM13	Leisure & Locality Services	HCP Events and Sale of goods	Increased income from events and sale of goods.	I	P	4,000	4,000	4,000	4,000
COM15	Leisure & Locality Services	Pier Contract Profit Share	The Pier Pavilion Theatre has enjoyed a strong year and it is predicted that the Council will receive a profit share from the contract for the first time this year.	I	P	10,000	10,000	10,000	10,000
COM16	Leisure & Locality Services	Reduce R&M on Foreshores	R&M of promenades and foreshores. By its very nature this can fluctuate form year to year depending on weather and other factors and this saving is reflective of activity.	S	P	15,000	15,000	15,000	15,000
COM17	Leisure & Locality Services	Memorial Seats/Benches	Review of R&M responsibilities.	S	P	13,700	13,700	13,700	13,700
<b>SUB TOTAL COMMUNITIES</b>						<b>383,010</b>	<b>258,760</b>	<b>266,060</b>	<b>273,260</b>
<b>CORPORATE</b>									

**Accepted Savings/Income 2024/25 to 2027/28**

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>									
CORP01	Human Resources	HR & Common Training Budget Review	Review of HR & Common training budgets frealising savings across Equipment Purchases, First Aid Purchases, Subscriptions, Other Fees & Charges and Health & Safety.	S	P	3,270	3,270	3,270	3,270
<b>SUB TOTAL CORPORATE</b>						<b>3,270</b>	<b>3,270</b>	<b>3,270</b>	<b>3,270</b>
<b>PLACE</b>									
PL01	Development Management	Planning Performance Agreements	An enhanced focus on securing funding via more Planning Performance Agreements. This will be designed in the first half of 2024/25 and delivered from 2025 onwards.	I	P	0	20,000	20,000	20,000
PL02	Development Management	Improved Pre-Application Service	A review of the pre-application service is underway and planned to be in place during 2024/25 and a prediction is made that that for 2025/26 the income levels will hit a mid point between the current target (of £145,000) and the target for next year (£80,000). That means an increase of income of £32,500 is predicted in 2025/26 - and can then assume a £10,000 per annum increase thereafter.	I	P	0	32,500	42,500	52,500
PL03	Development Management	Fee Income	Reduction in 2024/25 reflects the under recover in 2023/24 influenced by the state of the national economy and age of the Local Plan. This partially offset by the recently announced Government increases in fee levels. It is estimated that the adoption of the Local Plan should increase the number of applications received (but that will probably take effect in the 2nd half of the next financial year).	I	P	-50,000	50,000	70,000	90,000
PL04	Planning	Basket of Minor Savings	Minor reductions to a number of services.	S	P	10,225	10,225	10,225	10,225
PL05	Planning Policy	Planning Policy Savings	The Local Plan is expected be adopted in the summer of 2024 and a review of resource needs to coincide at that point is considered appropriate. It is considered that a lower staffing level would be appropriate and it is estimated that this could be introduced in-year at no direct cost to the Council.	S	P	45,000	52,500	52,500	52,500
PL06	Planning	Use of Planning Reserve	The Local Plan Examination is expected to be completed by the end of March 2024. Some further expenditure above normal budget levels might be required prior to adoption (although these could possibly be funded from witin existin resources) . The production of a new Plan should be a cheaper process as the Government are endeavouring to simplify the process and the Council won't be starting from a review of a Plan that is significantly out of date. It is estimated that a reserve position of £200,000 for the 2025/26 financial year is appropriate and therefore the level above that can be offered by way of a reduction in reserve levels.	S	O	87,300	0	0	0
PL07	Land Charges	Use of Land Charges Reserve	Reduction in reserve to a level that allows for £40,000 per annum (for this year and the 4 years of the Medium Term Plan). As a consequence, a saving is offered by way of a proposed reduction in the reserve level.	S	O	89,100	0	0	0
PL08	Housing Strategy & Delivery	Reduction in staffing levels (with no redundancy)	Review of the way in which services within the wider team are managed.	S	P	11,900	14,300	14,300	14,300
PL09	Climate and Environment	Greenbuild	Discontinuing a "Greenbuild" style event. event. Engagement would be limited to smaller activities and/or where events are entirely sponsored or paid for by third parties.	S	P	10,000	10,000	10,000	10,000
PL10	Economic Growth	Conference Expenses	Reduction in Conferences attended	S	P	1,000	1,000	1,000	1,000

**Accepted Savings/Income 2024/25 to 2027/28**

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>									
PL12	Economic Growth	Marketing General (Deep History Coast).	Reduction in Marketing spend. A core budget needs to be retained for maintaining the Deep History Coast app and general marketing savings are achievable.	S	P	10,000	10,000	10,000	10,000
PL13	Economic Growth	Grants	Reduction of grant award	S	P	10,000	10,000	10,000	10,000
<b>SUB TOTAL PLACE</b>						<b>224,525</b>	<b>210,525</b>	<b>240,525</b>	<b>270,525</b>
<b>RESOURCES</b>									
RES01	IT Infrastructure	Personnel Budget Saving	Reduction in resource requirement	S	P	18,876	18,876	18,876	18,876
RES02	IT Web	Replacing Council Workflow System	Workbench, workflow and online forms system needs to be replaced as it will soon no longer be supported by the software provider. The proposal is to work with C3 (providers of contact centre software for Customer Services) to develop this so that it can be rolled out across the council at no extra cost. Also Microsoft software can be used to create any required online forms.	S	P	15,000	15,000	15,000	15,000
RES03	Customer Services	DM/Reprographics Restructure	Deletion of vacant post	S	P	45,456	45,456	45,456	45,456
RES05	Legal	Legal Reserves	A contribution can be made of some of legal reserve fund of £36,000.	S	O	36,000	0	0	0
RES06	Legal	Additional Legal Fee Income	Increase income target by increasing the number of section 106 agreements and income from legal work on beach hut leases.	I	P	5,000	5,000	5,000	5,000
RES07	Democratic Services	Travelling General	Non-formal meetings such as pre-agendas etc to move to a remote format to reduce members travel claims (and also help meet our Net Zero target). More decisions could be taken under delegation..	S	P	4,000	4,000	4,000	4,000
RES08	Democratic Services	Member Training	Reduction in Member Training budget (providing there is capacity to increase in an election year).	S	P	6,000	6,000	6,000	6,000
RES09	Revenues	Second Home additional income	Review of council and business rates discounts and review of second home council tax charging.	S	P	0	18,000	18,000	18,000
RES10	Revenues	Various	Improvements in service delivery	S/I	P	12,500	12,500	12,500	12,500
RES11	Revenues	Council Tax Support Cases	The current benefits scheme awards only 91.5% of Council Tax Support in some cases. It is proposed that 100% is awarded in all cases to remove the unnecessary administration and associated costs.	S	P	5,000	5,000	5,000	5,000
RES12	Estates	Various expenditure Savings	- Catfield Industrial Estates - Fakenham Connect Marketing budget reduction - Chalets and beach huts: Equipment and Marketing - Other lettings: Marketing - Estates -Professional fees, Subscriptions.	S	O	33,272	33,272	33,272	33,272

**Accepted Savings/Income 2024/25 to 2027/28**

Ref.	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>									
RES13	Estates	Various Income Generation	- Fakenham Connect: - Other Lettings: Electricity recharge. - Shared Equity Insurance Recharges..	I	P	4,700	4,700	4,700	4,700
RES14	Estates	New Ideas - Income generation	QR codes income donation on pier & other assets in Cromer. Advertising on car parks Concessions/Click and Collect.	I	P	20,000	20,000	20,000	20,000
RES15	Estates	Employee Savings	Deletion of fixed term strategic surveyor post along other efficiencies within the team.	S	O/P	50,755	0	0	0
RES16	Estates	Mileage Claims	Reduction in Mileage Claims	S	P	1,000	1,000	1,000	1,000
RES17	Property Services	Reduction in generic training	Reduction in generic training	S	P	5,000	5,000	5,000	5,000
RES18	Property Services	Travel allowances	Remove the travel allowance general budget.	S	P	3,000	3,000	3,000	3,000
RES20	Property Services	Sale of additional unused temporary facility	Unit purchased for temporary use was not installed.	S	O	8,000	0	0	0
RES33	Property Services	Extension of The Meadow Car Park	Extension of the Car Park into the grassed area in the vacant pitch and putt area. This car park is always busy all year round.	I	P	79,000	99,000	99,000	99,000
RES34	Property Services	Discontinue support for non-NNDC events	Stop the support for non NNDC Events by PS Team. This includes Cromer Carnival / New Years Fire Works and Openwide events	S	P	11,500	11,500	11,500	11,500
<b>SUB TOTAL RESOURCES</b>									
						<b>364,059</b>	<b>307,304</b>	<b>307,304</b>	<b>307,304</b>
<b>Total</b>						<b>974,864</b>	<b>779,859</b>	<b>817,159</b>	<b>854,359</b>

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Reserve	Purpose and Use of Reserve	Balance	Updated	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance	Budgeted	Balance
		01/04/23	Budget Movement 2023/24	01/04/24	Movement 2024/25	01/04/25	Movement 2025/26	01/04/26	Movement 2026/27	01/04/27	Movement 2027/28	01/04/28
		£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>2,980,242</b>	(356,461)	<b>2,623,781</b>	(9,844)	<b>2,613,937</b>	0	<b>2,613,937</b>	0	<b>2,613,937</b>	0	<b>2,613,937</b>
<b>Earmarked Reserves:</b>												
Capital Projects	To provide funding for capital developments and purchase of major assets.	555,618	(400,000)	155,618	0	155,618	0	155,618	0	155,618	0	155,618
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	846,107	(405,564)	440,543	(120,000)	320,543	0	320,543	0	320,543	0	320,543
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.	725,822	(111,305)	614,517	(46,622)	567,895	0	567,895	0	567,895	0	567,895
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	224,115	(89,690)	134,425	(122,542)	11,883	(11,883)	0	0	0	0	0
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.	3,661,297	(1,278,268)	2,383,029	(18,000)	2,365,029	(18,000)	2,347,029	(18,000)	2,329,029	(18,000)	2,311,029
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	466,288	(134,003)	332,285	(265,738)	66,547	0	66,547	0	66,547	0	66,547
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	406,550	(275,000)	131,550	(131,550)	0	0	0	0	0	0	0
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	3,124,029	(2,464,360)	659,669	(472,403)	187,266	(159,764)	27,502	(10,000)	17,502	(10,000)	7,502
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	232,421	(44,800)	187,621	(157,621)	30,000	(10,000)	20,000	(10,000)	10,000	(10,000)	0
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	186,015	(133,015)	53,000	60,000	113,000	60,000	173,000	60,000	233,000	60,000	293,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	60,490	0	60,490	0	60,490	0	60,490	0	60,490	0	60,490
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	494,476	(34,372)	460,104	0	460,104	0	460,104	0	460,104	0	460,104
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.	2,620,356	(304,784)	2,315,572	(343,681)	1,971,891	(44,410)	1,927,481	(19,780)	1,907,701	(9,020)	1,898,681
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.	2,274,036	(1,257,875)	1,016,161	(128,318)	887,843	(55,273)	832,570	(55,273)	777,297	(55,273)	722,024
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	339,152	(89,100)	250,052	0	250,052	0	250,052	0	250,052
Legal	One off funding for Compulsory Purchase Order (CPO) work and East Law Surplus.	93,452	(31,745)	61,707	(36,000)	25,707	0	25,707	0	25,707	0	25,707
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	587,979	(341,223)	246,756	(50,000)	196,756	0	196,756	0	196,756	0	196,756
Net Zero Initiatives	to support the Councils Net Zero programme	500,000	0	500,000	0	500,000	0	500,000	0	500,000	0	500,000
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review	222,543	(48,000)	174,543	(100,000)	74,543	0	74,543	0	74,543	0	74,543
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	155,224	(42,742)	112,482	(26,123)	86,359	0	86,359	0	86,359	0	86,359
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.	416,891	(128,965)	287,926	(87,300)	200,626	50,000	250,626	50,000	300,626	50,000	350,626
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.	664,008	0	664,008	0	664,008	0	664,008	0	664,008	0	664,008
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>22,576,677</b>	<b>(7,882,172)</b>	<b>14,694,505</b>	<b>(2,144,842)</b>	<b>12,549,663</b>	<b>(189,330)</b>	<b>12,360,333</b>	<b>(3,053)</b>	<b>12,357,280</b>	<b>7,707</b>	<b>8,706,995</b>

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## Capital Programme - Budget Monitoring 2023/24

<u>Scheme</u>	Updated Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £
<b>Our Greener Future</b>					
Cornish Way Industrial Units	52,484	0	0	0	0
Purchase of Property Services Electric Vehicles	14,535	0	0	0	0
Cromer Office LED Lighting Programme	91,597	0	0	0	0
Catfield Industrial Units - Net Zero works	30,000	0	0	0	0
Cromer Coast Protection Scheme	6,218,182	0	0	0	0
Coastal Erosion Assistance	31,991	0	0	0	0
Coastal Adaptations	244,990	0	0	0	0
Mundesley Coastal Management Scheme	6,381,120	0	0	0	0
Sea Palling Ramp	9,650	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	0	0	0
Coastal Management Fund	147,000	200,000	250,000	250,000	0
Coastwise	14,554,958	0	0	0	0
Purchase of Bins	100,000	20,000	20,000	20,000	0
Waste Vehicles	415,340	0	0	0	0
Electric Vehicle Charging Points	33,317	0	0	0	0
The Reef Solar Carport	578,449	0	0	0	0
	<b>28,949,112</b>	<b>220,000</b>	<b>270,000</b>	<b>270,000</b>	<b>0</b>

<u>Scheme</u>	Updated Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £
<b>Developing Our Communities</b>					
Public Conveniences (Fakenham & Wells)	(51,978)	0	0	0	0
Public Conveniences Sheringham & North Walsham	625,942	0	0	0	0
Changing Places Toilets - Stalham (Publicly Accessible, Modular Unit)	20,000	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	0	0	0	0
Countryside Machinery	31,216	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	576,087	0	0	0	0
3G Facility at North Walsham/Fakenham	847,568	0	0	0	0
Cromer 3G Football Facility	1,000,000	0	0	0	0
The Reef Leisure Centre	300,727	0	0	0	0
Green Road Football Facility	50,223	0	0	0	0
Holt Country Park Electricity Improvements	150,000	0	0	0	0
Environmental Health Noise Equipment	18,372	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	0	0	0
	<b>4,003,157</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Meeting Our Housing Need</b>					
Disabled Facilities Grants	1,475,730	1,000,000	1,000,000	1,000,000	1,000,000
Compulsory Purchase of Long Term Empty Properties	429,617	0	0	0	0
Community Housing Fund	708,161	0	0	0	0
Provision of Temporary Accommodation	982,598	0	0	0	0



<u>Scheme</u>	Updated Budget	Budget	Budget	Budget	Budget
	2023/24	2024/25	2025/26	2026/27	2027/28
	£	£	£	£	£
<b>S106 Enabling</b>	1,600,000	300,000	300,000	300,000	0
<b>Loans to Housing Providers</b>	300,000	150,000	0	0	0
<b>Local Authority Housing Fund</b>	924,343	311,647	0	0	0
	<b>6,420,449</b>	<b>1,761,647</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,000,000</b>

### Investing In Our Local Economy And Infrastructure

<b>Sheringham Enabling Land</b>	78,681	0	0	0	0
<b>Administrative Buildings</b>	8,868	0	0	0	0
<b>Rocket House</b>	1,036,836	0	0	0	0
<b>Collectors Cabin</b>	29,840	0	0	0	0
<b>Fakenham Connect/Crinkle Crankle Wall</b>	224,360	0	0	0	0
<b>North Walsham Heritage Action Zone</b>	281,509	0	0	0	0
<b>Unit 1 &amp; 2, Surf Lifesaving School, Cromer Promenade</b>	55,000	0	0	0	0
<b>Fakenham Urban Extension</b>	1,780,000	0	0	0	0
<b>Property Acquisitions</b>	704,784	0	0	0	0
<b>Chalet Refurbishment</b>	125,000	0	0	0	0
<b>Marrams Building Repair</b>	50,000	0	0	0	0
<b>Car Parks Refurbishment</b>	226,000	0	0	0	0
<b>Marrams Footpath and Lighting</b>	50,000	0	0	0	0
<b>Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)</b>	175,000	0	0	0	0
<b>Morris Street Car Park Boundary Wall</b>	11,247	0	0	0	0

<u>Scheme</u>	Updated Budget	Budget	Budget	Budget	Budget
	2023/24	2024/25	2025/26	2026/27	2027/28
	£	£	£	£	£
UK Shared Prosperity Fund	75,551	190,000	0	0	0
Rural England Prosperity Fund	364,460	1,093,388	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	0	0	0	0
	<b>5,427,136</b>	<b>1,283,388</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>A Strong, Responsible And Accountable Council</b>					
User IT Hardware Refresh	60,602	60,000	60,000	60,000	0
Members IT	26,549	0	0	0	0
Backup Network Upgrade	14,000	0	0	0	0
Fire Wall Replacements	3,510	0	0	0	0
Refurbishment of IT Training Room	15,000	0	0	0	0
Financial Management System	3,034	0	0	0	0
Recruitment Software	35,050	0	0	0	0
Printer Replacement	2,503	0	0	0	0
Network Hardware Replacement	8,881	0	0	0	0
Server Replacement	100,000	0	0	0	0
Folding Machine Laminator	22,880	0	0	0	0
Digital Mailroom Scanners	15,617	0	0	0	0
	<b>307,627</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>
<b>TOTAL OF THE CAPITAL PROGRAMME</b>	<b>45,107,481</b>	<b>3,325,035</b>	<b>1,630,000</b>	<b>1,630,000</b>	<b>1,000,000</b>

**Capital Bids 2024/25**

<u>Scheme</u>	Total Funding Requested £	Estimated Carbon Savings £	Officer Comments/Recommendation
<b>Our Greener Future</b>			
<b>Holt Country Park Electricity Improvements</b>	250,000	16 tonnes of CO2e per year	<ul style="list-style-type: none"> <li>* There's a current approved bid of £150k, but because there isn't a nearby mains supply the cost if installation will be much higher i.e. c. £400k.</li> <li>* Currently a diesel generator is used to generate the power, which is neither economical, (white diesel has to be used now whereas in the past cheaper red deisel was allowed), nor an environmentally friendly way to supply electricity. The generator is at the end of its useful life and so a decision needs to be made about what the alternative should be.</li> <li>* Electricity is needed for the office, staff room, workshop, visitor centre, current public conveniences and team room. There is no hot water if the generator is not on .The provision of electricity would provide the potential of EV charging points in the future. It would also enable the use of equipment powered by electricity to be used instead of those currently powered by fossil fuels e.g. chainsaws, drills and vehicles.</li> <li>* Continued use of a generator could prevent the park from maintaining its Green Flag status in the future.</li> <li>* An electricity supply would guarantee a supply of power to its tenant which is a contractual obligation in the lease.</li> <li>* Alternative sources of power (solar, wind etc.) but have been considered but the current technology would not provide an adequate supply for daily operation.</li> <li>* Replacing the diesel generator with a mains electricity supply would save 16 tonnes of CO2e per year. However this is likely to lead to an increase the consumption of power at the site once the power is unlimited e.g. to provide hot water all the time and the use of EV charging points. This is indicated by the additional facilities that have already been anticipated by the comments e.g 24/7 hot water in the toilets, public EV charging. Renewable energy supply is an option but only as a supplement supply. There will be a carbon cost to the installation.</li> </ul>
<b>Solar PV Panels at Victory Swim and Fitness</b>	200,000	30 tonnes of CO2e	<ul style="list-style-type: none"> <li>* This bid is to install a solar panels on the roof of the Victory Swim and Fitness Leisure centre, which would reduce carbon emissions significantly as leisure centres are high energy consumers. There would also be the added benefit of reducing energy costs in the long-term.</li> <li>* The Council is waiting to hear the outcome of an application for grant funding of £200k (including a £15k contingency) from Sport England for this project. If the funding application is not successful then the project will not go ahead unless Members decide this is a priority and another source of funding can be found.</li> <li>* The net income is thought to be £38k per annum with the panels useful life expected to be 25 years. The payback period based on this level of income is 5 years 4 months. Whilst this will be income that Everyone Active will receive it is expected that the Council and the contractor will negotiate a discount on the leisure management contract which will result in a benefit to both the Council and the Contractor.</li> <li>* It is estimated that the solar panels will save at least 30 tonnes of carbon by reducing the use of electricity from the grid. There will be a carbon cost to the contract.</li> </ul>
<b>Public Conveniences Energy Efficiencies</b>	150,000	8 tonnes on CO2e	<ul style="list-style-type: none"> <li>* This bid is to carry out energy efficiencies to all of the Council's Public Conveniences.</li> <li>* A similar bid was previous approved as part of the Council's ZBB process, as part of the Public Conveniences Improvements to Fakenham, Wells, Sheringham &amp; North Walsham). However due to extra expenditure on the major construction at these sites, the energy efficiencies aspect was not completed as the previous funding was fully spent. This bid is seeking new funding specifically for energy efficiency separate to other public convenience construction projects.</li> <li>* It is difficult to estimate the carbon savings this project would deliver when the energy efficiencies are not detailed. In total the Council's approx 30 PCs produce 27 tonnes of CO2e but this is not evenly split. High energy using toilets could be targeted but unlikely to provide quick ROI particularly if solar panels were planned as the method of delivery.</li> </ul>
<b>Purchase of Waste Bins</b>	600,000		<ul style="list-style-type: none"> <li>* The existing rolling capital budget is £100k per annum. The adequacy of this budget is reviewed every four years to determine if it is sufficient to purchase the number of bins required for delivering both the statutory and non-statutory services. The non-statutory garden waste collection service generates a significant level of income.</li> <li>* With the levels of inflation persisting the budget is no longer sufficient to purchase the number of bins required to replace our stock of bins, many of which are and will reach the end of their useful life over the next few years (15+ years old) and to provide new bins for all new housing developments and the expanding garden waste collection service (which earns income for the Council).</li> </ul>
<b>Developing Our Communities</b>			

**Capital Bids 2024/25**

Scheme	Total Funding Requested £	Estimated Carbon Savings £	Officer Comments/Recommendation
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	Potential for carbon savings, but not currently calculated.	<p>* The Pier Pavilion Theatre is operated by Openwide Coastal under the current management contract, but as the owner of the building NNDC retains the responsibility to maintain the building. The theatre is seen as an important tourist attraction and is part of the overall cultural and leisure offering that NNDC provide.</p> <p>* The bar area was upgraded in 2022/23. However the rest of the building hasn't been upgraded for 20 years. There is now a need to update, modernise and improve all of the backstage areas including; changing rooms, toilets &amp; showers, storage rooms, office accommodation. These areas are in a poor state and are no longer fit for purpose. If upgraded there will be savings in energy costs and reductions in carbon emissions e.g. single glazed windows being replaced with double or triple glazed windows.</p> <p>* To continue to attract good acts and shows this work needs to be carried out. It is estimated that it will cost £331k including a contingency of £35k. This work would be the second phase of a 3 phase project, with the upgrade of the bar area being the first phase and the third phase being the upgrade of the theatre area which will follow once this work has been completed.</p> <p>* An important part of the works would be to undertake them in a way that minimises waste and uses low carbon building materials.</p>
Holt Country Park Staff Facilities	93,500	0	<p>* The bid includes a £10k contingency.</p> <p>* The only facilities on site at present to carry out any work or for staff to take a break in or use as an office space is in an old metal workshop that is over 30 years old which is in a dilapidated state. It also serves as the wood store. It is in a very poor state of repair and needs to be replaced. It is proposed that one larger space could be provided which could be divided up to serve as a workshop area, staff room, drying room and office. There could also be dedicated staff toilets which currently don't exist. Drinking water could also be provided (none currently on site).</p> <p>* The new structure would be a well insulated and energy efficient, with all work done to make the building as carbon neutral as possible.</p> <p>* If a net zero facility is delivered then there is only the carbon cost of the construction</p>
Cromer Church Wall	50,000	0	<p>* The Council has responsibility for the boundary walls at Cromer Church. These walls are grade I listed with a total length of 183.5 metres. The walls require extensive renovation across all elevations (loose/missing flints, fracturing, cracking and corrosion of metal fittings).</p> <p>* The estimate for the works is £38k, but £50k has been requested to include a £12k contingency.</p> <p>* No carbon savings. Carbon cost of construction contract</p>
Changing Places Access Control	40,000	0	<p>* This bid is to install an electronic access control system to all changing places facilities. The system would be very effective in reducing any acts of vandalism and anti-social behaviour. The toilets can be locked and opened using remote technology so they can be opened and closed on a routine daily basis or if there is an incident requiring the opening or closure of the toilets.</p> <p>* There would be carbon savings in not requiring anyone to travel to the toilet to open and close them and then also in preventing any need for repair works to be undertaken and thus preventing carbon emissions. Carbon cost of contract.</p>
<b>Investing In Our Local Economy And Infrastructure</b>			
Car Park Refurbishments - 2024/25	165,000	0	<p><b>2024/25:</b></p> <p>* Refurbish and update some of the more well-used car parks across the District:</p> <ul style="list-style-type: none"> <li>- 10 pay and display machines replaced with more up to date versions - <b>£60,000</b></li> <li>- Partial resurfacing of Stearmans Yard in Wells, which has broken down in places due to tree root damage. <b>£70,000</b></li> </ul> <p>* Introduce Motorcycling parking barriers at multiple locations to encourage more visitors to use the Council car parks - <b>£10,000</b></p> <p>* Redesign drainage works at Clink Road, Sea Palling as the car park becomes flooded around the pay &amp; display machines and redesign the coach parking areas which cause confusion and generate complaints - <b>£25,000</b></p> <p>* No carbon savings. Carbon cost of construction contracts.</p>

## Capital Bids 2024/25

Scheme	Total Funding Requested £	Estimated Carbon Savings £	Officer Comments/Recommendation
<b>Car Park Refurbishments - 2025/26</b>	<b>210,000</b>	<b>4</b>	<p><b>2025/26:</b></p> <ul style="list-style-type: none"> <li>* Complete resurface and reline at Cadogan Road, Cromer as surface has broken down - <b>£130,000</b></li> <li>* Runton Road, Cromer the cliff side fencing needs to be moved inland by a few metres as the car parking is becoming too close to the cliff edge in places, minor resurfacing works required and introduce barrier controlled parking to prevent overnight camping and anti-social behaviour - <b>£80,000</b>. This work would be carried out in 2025/26 after Balfours have finished using their compound for the coastal protection works. There may be an opportunity to negotiate with Balfours to see if they would be willing to accommodate this work as part of their "return to the community" ethos.</li> </ul>
<b>West Prom Sheringham, Lighting &amp; Cliff Railings</b>	<b>55,000</b>	<b>3</b>	<ul style="list-style-type: none"> <li>* Replacement of badly corroded lighting columns and handrails along the cliff path from the Sheringham Golf Club to the end of the Leas gardens.</li> <li>* Both the lighting and hand rails are a health and safety risk and if there is an accident or injury may result in a claim against the Council.</li> <li>* All of the lighting would have LED fittings which would reduce carbon emissions, energy costs and repair costs.</li> <li>* Small carbon savings from LEDs</li> </ul>
<b>Cromer Offices Floor Power Boxes</b>	<b>50,000</b>	<b>0</b>	<ul style="list-style-type: none"> <li>* Installation of additional floor power boxes in the Cromer Council Offices which would reduce the need to run multiple extension leads with several devices plugged into each extension lead. A recent Fire Risk Assessment undertaken by the Corporate Healthy &amp; Safety Manager highlighted the risk of fire due to excessive use of extension that there currently is.</li> <li>* No carbon savings. May encourage staff to plug in more heaters and fans which we are trying to discourage</li> </ul>
<b>A Strong, Responsible And Accountable Council</b>			
<b>New Revenues and Benefits System</b>	<b>261,720</b>	<b>0</b>	<ul style="list-style-type: none"> <li>* Essential Software for operation of revenues and benefits service which we have to have in order to continue to provide these services and comply with legislation.</li> <li>* Prices based on current provider plus a 10% contingency, but procurement exercise will determine provider.</li> <li>* The ongoing revenue implications are £95k per year. This is in line with the current budget for the software.</li> <li>* No carbon savings. Small carbon cost for contract.</li> </ul>
<b>Replacement Storage Hardware</b>	<b>150,000</b>	<b>0</b>	<ul style="list-style-type: none"> <li>* Replacement of essential Storage Hardware that will soon no longer be supported under warranty.</li> <li>* Replacing with upgrade technology at Cromer and Fakenham Offices.</li> <li>* The new systems should be supported under warranty for five to seven more years before it again run expires.</li> <li>* Alternative options will be considered (such as cloud) so this budget may be used if cloud is deemed more appropriate.</li> <li>* No carbon savings. Small carbon cost for contract.</li> </ul>

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<b>Pre-Scrutiny: Local Economic Strategy &amp; Action Plan</b>	
<b>Executive Summary</b>	'Investing in Our Local Economy & Infrastructure' is an important strand of NNDC's Corporate Plan. The draft Economic Strategy and Action Plan (2023-2027) sets out the approach and actions the Council will undertake to support delivering against this objective and supporting the growth of the local economy over the next four years.
<b>Options considered</b>	There are no options for consideration. The Strategy is recognised as a Key Action for delivery 2023/24 within the Corporate Plan.
<b>Consultation(s)</b>	The Strategy has been informed by a range of sources and consultations. This has included engagements with businesses, workshops undertaken with the North Norfolk Local Partnership Group (which discussed local challenges and helped inform the focus of the UK Shared Prosperity & Rural England Prosperity Funds), a workshop in October 2023 with Council Members/Officers to discuss local economic challenges, and a presentation to the Corporate Leadership Team. Moreover, the findings of the Strategy and some of the key delivery actions will be shared and 'tested' at a business engagement event in January, which will help to refine the final version of the report.
<b>Recommendations</b>	It is recommended that the Overview & Scrutiny Committee:  Note the contents of the Strategy & Action Plan, provide any feedback to inform the final document and advise as to any recommendations to Cabinet.
<b>Reasons for recommendations</b>	The Overview and Scrutiny Committee are invited to provide any early comment on the draft Strategy ahead of its finalisation and submission to Cabinet and to Full Council for final adoption
<b>Background papers</b>	2023 – 2027 Corporate Plan Supporting documents available

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Portfolio Holder for Sustainable Growth
<b>Contact Officer</b>	Stuart Quick, Economic Growth Manager, <a href="mailto:stuart.quick@north-norfolk.gov.uk">stuart.quick@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	Investing in Our Local Economy & Infrastructure
Medium Term Financial Strategy (MTFS)	The contents of this report do not directly impact upon the MTFS. Activities within the Strategy are predominantly funded through external funding, leveraged match funding from partners and normal business.
Council Policies & Strategies	N/A

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not an exempt item
Details of any previous decision(s) on this matter	N/A

## **1. Purpose of the report**

1.1. Delivery of an Economic Strategy & Action Plan is identified as a Key Action for 2023-24 within the Corporate Plan. The draft version that accompanies this paper provides the Overview & Scrutiny Committee with an opportunity to have an early review of the document and the ability to provide feedback in advance of the Strategy being presented to Cabinet and then Full Council. Please note that this paper introduces and serves as a background to the Strategy and is not intended to provide a summary of the document itself.

## **2. Introduction & Background**

2.1. A successor to the 2016-20 Economic Growth Strategy had intended to be produced in early 2020. However, in March 2020 the immediate impacts of the Covid-19 pandemic meant that the priorities of the Council shifted, with the Economic Growth Team being primarily focused on providing grants, reliefs, and business support. This support continued for over two years. The progressive easing of these restrictions, as we moved into the summer of 2022, reduced the intensity of these efforts, with an increasing focus on recovery, although the monitoring and audit process continued for some time after. This period was immediately followed by national government initiatives to address economic challenges and perceived disparities, manifesting locally by funding bids into Community Renewal Funds, the Levelling Up Fund, UK Shared Prosperity Fund and the Rural England Prosperity Fund. This enabled the Council to set out its priority programmes for targeting funding and support to local businesses and local communities, however, this took further focus and resource.

2.2. During this time, it was also considered that the greatly unsettled economic climate – inflation at a 40-year high, rising interest rates, high cost of living etc. – meant that the timing was not optimal for producing a new strategy. Within the first 6-12 months of the pandemic, a number of local authorities had in fact produced economic strategies to support recovery from the harsh economic consequences of Covid-19, only to find their value was significantly diminished when it became apparent that the pandemic was to last significantly longer than anticipated.

2.3. Nevertheless, it was not intended that this position would be sustained beyond the short term, and it was concluded that, post the adoption of the Corporate Plan (19 July 2023), the timing was now right for the production of a new Economic Strategy; aligning with the key objectives established within the Corporate Plan, recognising the prevailing economic climate, and



acknowledging the anticipated changes that will now come through the Norfolk County Deal (as approved by Norfolk County Council's Full Council on 12 December 2023).

### **3. Overview**

- 3.1. The document (in Appendix X) sets out the strategic framework for economic development delivery within North Norfolk and has been prepared based on a detailed body of evidence, encompassing data analysis (including skills and recruitment surveys), engagement with businesses, external partners and internal stakeholders.
- 3.2. The report outlines the strategic context in which it has been developed, establishes the local economic challenges, uses infographics to draw attention to some of the relevant economic indicators and key sectors, and identifies a number of activities, both existing and in development, that align with the ambitions of the Council through its Corporate Plan.
- 3.3. The focus of this delivery is built around supporting the three high level objectives within the Corporate Plan that are centred on supporting the local economy:
  - Creating an Environment for Business to thrive in
  - Infrastructure to Support Growth
  - Skills for Jobs
- 3.4 The accompanying Action Plan outlines the projects, initiatives and activities that the Council will undertake to support the delivery of these priority areas. It is not intended to be an exhaustive catalogue of all activities, as, much of the delivery is 'business as usual' for the Council. However, it serves to highlight some of the particularly key items of delivery that the Council will be engaged in, both presently, and over the coming years.

### **4. Financial and Resource Implications**

- 4.1. There are a number of potential resource needs identified within the Action Plan, and successful delivery of some initiatives are dependent on partners. However, there are no new job posts proposed within the Strategy and external support, where required, can be effectively managed and monitored through the robust use of appropriate contractual arrangements.
- 4.2. A substantial number of the deliverables are supported through present NNDC/external partner resources and established external funding (such as UKSPF/REPF), hence the financial implications of this Strategy for the Council have already been accounted for. The evolving challenges in the local economy, and hence the changing response needed through the Council's economic development activity, mean that there will be some areas where the funding pathway will not be established until the route for delivery is better known e.g. infrastructure development, which can take a number of years to be brought forward. Should these have a financial implication then these will be explored and taken through the appropriate decision-making process at that time.

**Comments from the S151 Officer:**

*There are no known financial implications at this time and should there be any need for additional budget in the future, this will have to be considered within the context of our overall financial position as a Council.*

**5. Legal Implications**

5.1. This report and the accompanying Strategy & Action Plan present no immediately known legal implications. Where legal advice is required this will be sought.

**Comments from the Monitoring Officer**

*There are no known specific legal implications, but Eastlaw is available for any legal queries.*

**6. Risks**

6.1. This report and the accompanying Strategy & Action Plan present no immediately known risks. As required, specific delivery elements, such as the UKSPF and REPF will have Project Boards and employ project management tools (e.g. risk registers, monitoring reports etc.) to measure, monitor and mitigate risks.

**7. Net ZeroTarget**

7.1. No issues arising as a direct consequence of this report.

**8. Equality, Diversity & Inclusion**

8.1. No issues arising as a direct consequence of this report.

**9. Community Safety issues**

9.1. No issues arising as a direct consequence of this report.

**10. Conclusion and Recommendations**

The draft Economic Strategy and Action Plan (2023-2027) sets out the approach and actions the Council will undertake to supporting the growth of the local economy over the next four years. Its successful delivery is dependent on working with partners, local stakeholders and businesses. Adoption by the Council will serve to illustrate the importance and value that NNDC places on its role in helping to create a vibrant, healthy and sustainable local economy.

Overview and Scrutiny are requested to note the contents of the Strategy & Action Plan, provide any feedback to inform the final document and advise as to any recommendations to Cabinet.



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# Foreword

Welcome to North Norfolk District Council's Economic Strategy and Action Plan (2023-2027), which sets out the approach and actions the Council will undertake to support the growth of the local economy over the next 4 years.

'Investing in Our Local Economy & Infrastructure' is an important strand of the recently adopted Corporate Plan 2023-27 and we remain committed as a Council to helping to create a vibrant and dynamic local economy. It is important to us that we play our role in shaping an environment where there are opportunities for all, innovation and creativity can thrive, and businesses are unhindered in their ability to sustain, grow and prosper. However, it is recognised that we cannot do it alone. We all have a part to play and, in these highly challenging times, we need to be clear in our vision, have clarity as to what we want to achieve, be pragmatic about where we focus our efforts, and seek every opportunity to collaborate and build partnerships.

It starts with our **People**. North Norfolk has an aging population and workforce demographic. These are important concerns for the sustainability of local businesses and in turn, the vitality of our local communities. Whilst age brings with it experience and knowledge, we also recognise that we need to keep 'fresh blood' in the system by creating a skilled workforce, with clear career pathways for young people seeking to live and work locally, and through identifying skill gaps and solutions for aspirant businesses.



We are ambitious in our desire to create a **Place** where start-ups, indigenous businesses and new inward investment can all be supported in their growth aspirations. Our emerging new Local Plan sets out our policies to support the delivery of climate resilient sustainable growth and identifies a number of sites that will facilitate significant housing and employment development. Ensuring that there is sufficient infrastructure in place to facilitate these is absolutely fundamental to the successful delivery of the Plan through to 2036.

**Partnership** working is the 'golden thread' that you will find intertwined in almost every element of this strategy's Action Plan. I'm keen for the Council to continue to further strengthen its approach to working with partners and to creating a holistic and joined-up approach to nurturing growth opportunities. Sustainable economic development will simply not happen without the strategic co-ordination of partnership actions.

I invite you to not simply just read this strategy, but to identify ways in which you too can also contribute to supporting your local communities and delivering economic prosperity for the District. These are difficult and indeed worrying times for many, but I am as ever confident that North Norfolk has all the right ingredients to deliver sustainable and inclusive growth.

**Cllr Tim Adams**  
Leader of the Council  
Portfolio Holder for Executive Support  
and Legal Services



# Introduction

This document sets out a strategic framework for economic development and has been prepared based on a detailed body of evidence including:

**Data Analysis** - A local economic profile of the District has been produced, with particular thanks to the Norfolk Office of Data Analytics (NODA). You will find some of this evidence drawn out within the Strategy, and a more comprehensive report can be found in Appendix D. In addition, both a skills and a recruitment survey of businesses was also undertaken by the Council. The full findings can be found in Appendix B

**Engagements with Businesses** - to which you will also find a number of case studies inserted amongst the pages of this Strategy. Appreciating what businesses are experiencing on the ground is absolutely vital to understanding how we can assist them.

**External Partners** - In August 2022 we formed the North Norfolk Local Partnership Group to help shape and inform our Investment Plan for the UK Shared Prosperity Fund (UKSPF) and, in November 2022, our bid to the Rural England Prosperity Fund (REPF). Key stakeholders representing businesses, farmers, landowners, community, voluntary and social enterprise sectors operating in North Norfolk met to review the priorities, challenges and opportunities for businesses and communities. The outcome of this was the securing of £2.7m of Government money which will fund a wide range of programmes and initiatives through to March 2025. A number of these partners are all now engaged in the delivery of this work and we continue to work closely with them.

**Internal Stakeholders** - in October 2023 a workshop, open to all Council Members and relevant Officers, was held to discuss local economic challenges and the work that the Council should prioritise in the Council's Annual Action Plans and, in turn, the Economic Strategy & Action Plan.

From all this information gathered a number of themes emerged, with particular concerns expressed regarding:

- **Inflationary pressures** - both in terms of the cost of living for residents, but also the operational costs of running businesses. The inflation indices have fallen over the last twelve months, but prices generally remain high and are still increasing at a higher rate than that we have experienced over the last fifteen years.

- **Climate change** - and the need for the Council, partners, businesses, and local communities to become more sustainable, save energy and reduce our carbon footprints. North Norfolk was the first district council in Norfolk to declare a climate emergency in early 2019 and we established an Environmental Charter to underpin this. We have also adopted a 'Net Zero 2030 Strategy and Action Plan' and have implemented a number of energy saving measures to our own assets to help reduce greenhouse gas emissions. There is also a potential opportunity for the Council to play a role in promoting the district as a strong location for investment in sustainable tourism. There are already a good number of operators already investing in sustainable practices, which the Council could promote and seek to weave into a strong narrative that promotes North Norfolk as the destination of choice for eco-tourism.



• **Skills and Recruitment** – to which a number of issues were identified, including access to training providers, an aging workforce, ‘brain drain’, low wages and a high dependency on the visitor economy.

• **Lack of ‘grow on’ space for businesses** – There are approximately 20 distinct industrial sites in North Norfolk and the emerging Local Plan identifies a number of employment sites to support growth. However, the commercial premises stock of many of these sites are aging and they are predominantly saturated, with little capacity to facilitate business expansion. Historically, public bodies such as the Rural Development Commission, English Estates and English Partnerships funded the provision of serviced employment land or advance business premises in rural areas where there was a lack of developer/investor confidence to make such investments, and many of our towns had such land and premises provided through these organisations. However, over the past two decades, funding disseminated through the Regional Development Agencies, and more recently the LEP, has tended to be concentrated on urban areas and so public funding hasn’t been available to support the bringing forward of serviced land and premises. As such, it is recognised that some businesses seeking to scale up have felt no choice but to leave the district to an alternative location in Norfolk where they could be accommodated.

• **Market towns** – and the changing way in which people shop and use our towns, particularly given the growth in out-of-town retail areas and online shopping. Initiatives such as Experience Sheringham, Love Holt and the Stalham High Street Taskforce have demonstrated that there is a desire and appetite to support proactive change within our local town centres. Moreover, the Council is presently in the final stages of delivering a £4.47m North Walsham Heritage Action Zone programme which has enhanced the amenity of key areas

of public realm, undertaken substantial highway improvements, repaired, restored or brought back into use a number of buildings, and delivered a very well received cultural programme.

• **Infrastructure investment** – needed to unlock key growth areas and to address critical ‘not spot’ broadband and mobile signal issues. We are also very conscious that there are a number of water abstraction licences that could be varied or revoked, as the Environment Agency seeks to ensure abstraction in certain in more vulnerable catchment areas remains sustainable. Yet there are also opportunities, with the Bacton Terminal (to which a third of UK gas is landed and processed), in particular, offering a strong potential for carbon capture and storage and hydrogen production. Should these progress then they will likely support a substantial number of jobs during the construction phase in the short term and create a number of high skilled jobs in the longer term.

Many of these challenges are, of course, far from unique to North Norfolk, but the Council is committed to doing everything it can to unblock issues where they emerge, collaborate with partners to achieve a shared objective, or lobby to influence others where it is beyond our immediate sphere of influence. The remainder of this document outlines the strategic context in which this report sits, draws attention to some of the local economic evidence (links to which can be found in Appendix A), provides further detail on the challenges and, most importantly, how we will approach overcoming them.



The focus of this delivery is built around three high level objectives within the Corporate Plan that are centred on supporting the local economy:

**‘Creating an Environment for Business to thrive in’**  
**‘Infrastructure to Support Growth’**  
**‘Skills for Jobs’**



The accompanying Action Plan outlines the projects, initiatives and activities that the Council will undertake to support the delivery of the three priority objectives. It is not intended to be an exhaustive catalogue of all activities, as much of the delivery is business as usual for the Council. However, it serves to highlight some of the particularly key items of delivery that the Council will be engaged in, both presently and over the coming years.

**Cllr Paul Heinrich**  
Portfolio Holder for Sustainable Growth  
and Chairman of Development Committee



# Business Case Study

## Naked Kitchens

Make bespoke oak kitchens, which are designed and adapted to customers specific requirements. On site there is a full design, sales and manufacturing team employing over 60 staff.

### What does this business do?

Naked Kitchens moved to the former RAF site in West Raynham in 2015. This company use sustainable timber and eco-friendly material in their manufacturing processes. On site, they have replaced all the fossil fuel heating with bio mass boilers and they use an internal circulating heating system using the timber offcuts and sawdust as fuel. They have been awarded a capital grant as part of REPF funding to replace old machinery; improve productivity and grow their workforce.

### What are the challenges?

In a tough economic environment Naked Kitchens are finding the market challenging. They are looking to support staff skills with high end sales and to employing advanced SEO techniques to further improve enquiries and sales.

### Why North Norfolk?

Naked Kitchens love the space and the location. A large hangar space allows them to change layouts to meet their evolving workflows and will help to facilitate future expansion. Their location feeds the local story of their company.

### What next?

More capital investment in production to drive growth. Development of more innovative solutions and new products to increase and diversify their market.



# Strategic Context

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**Policy**

Government Context

**UKSPF**

UK Shared Prosperity Fund

**National**

Investing in our local Economy & Infrastructure

**County Deal**

Norfolk County Deal



## Government Policy

In recent years, national policy has shifted towards supporting investment in infrastructure, skills and innovation. This has been precipitated by the UK's departure from the EU, but also by the economic consequences of the Covid-19 pandemic. The previous focus was on the Industrial Strategy 2017 which centred around boosting productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure.

However, four years after the strategy was published, it was recognised that the UK's business and economic environment had changed. Creating and supporting jobs remains the Government's economic focus, but helping to drive growth in existing, new and emerging industries was identified as also a priority. Consequently, there was a transition from the Industrial Strategy to the 'Plan for Growth' and its related strategies. More recently the Levelling Up agenda has placed focused on spreading opportunity more equally across the UK.

The 2022 Levelling Up White Paper set out the details of a new devolution framework, the establishment of a new independent data body and a new Levelling Up Advisory Council. It detailed twelve new missions across four broad areas:

- Boosting productivity and living standards by growing the private sector, especially in those places where they are lagging.
- Spreading opportunities and improving public services, especially in those areas where they are weakest.
- Restoring a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empowering local leaders and communities, especially in those places lacking local agency.



# Policy

To support these objectives, the Government launched four new investment programmes: the UK Community Renewal Fund, the Community Ownership Fund, the Levelling up Fund and the UK Shared Prosperity Fund (UKSPF).

North Norfolk was identified as a 'Priority 1' area for support from the Levelling Up Fund Round 2. In August 2022, North Norfolk District Council (NNDC) submitted two exciting projects. These included a new swimming pool and multi-sports area in Fakenham and the transformation and enhancement of the clifftop gardens, North Lodge Park and related sites in Cromer, which would better position it as an accessible 'green tourism' destination.

Unfortunately, whilst these projects were well regarded by the fund assessors, they were not successful within that round. However, in the Chancellor's Autumn Statement on 22 November 2023, it was confirmed that, under Levelling Up Round 3, NNDC had been successful in securing £9.9m to build new sports facilities at Fakenham. This will include a 25 metre public swimming pool and improved outdoor sports facilities. Alongside the new leisure offerings, an allocation of £1m has been made for carbon reduction measures to the existing sports facilities.

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“While talent is spread equally across our country, opportunity is not. Levelling up is a mission to challenge, and change, that unfairness. Levelling up means giving everyone the opportunity to flourish.”

from the White Paper “Levelling Up the United Kingdom”





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

Following the submission of an Investment Plan in Summer 2022, NNDC was successful in securing £1.2m from this fund which is to be delivered over three financial years (22/23-24/25). The intention of the fund is to invest in local priorities, targeted towards a number of areas: building pride in place, supporting high quality skills training, supporting pay, employment and productivity growth and increasing life chances.

There are three UKSPF investment priorities:

- Communities & Place
- Supporting Local Business
- People & Skills

**The Rural England Prosperity Fund (REPF)** is a top-up to the UKSPF and is available to eligible local authorities in England where communities and businesses face specific rural challenges. It succeeds EU funding from LEADER and the Growth Programme which were part of the Rural Development Programme for England. Nationally, a total of up to £110 million is available for financial years 2023/24 to 2024/25. An addendum to the UKSPF Investment Plan was submitted to DEFRA in November 2022 and in January 2023 it was confirmed that NNDC had successfully secured an allocation of £1.46m. As the Local Authority, NNDC has responsibility for determining the distribution of the funding and its delivery within North Norfolk. In order to help shape and determine the priorities for this funding a Local Partnership Group was formed, composed of a variety of key local stakeholders and representatives within the community, business and rural groups. Support was also provided by the two local MPs and their offices.

The interventions identified within the approved UKSPF Investment Plan are:

### **Communities and Place**

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



### Supporting Local Business

5. Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
6. Supporting decarbonisation and improving the natural environment whilst growing the local economy.

### People and Skills

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

The REPF will provide capital grant funding for local businesses and communities. The interventions identified within the addendum plan are:

### Rural businesses

The funding is focused on supporting SMEs. Projects that this will support includes: capital funding for net zero infrastructure for rural businesses, and diversification of farm businesses outside of agriculture to encourage start up, expansion or scale up these businesses where this involves converting farm buildings into other commercial or business uses.

### Community Businesses

The grant funding for community groups is for:

- Investment in capacity building and infrastructure support for local civil society and community groups
- Funding existing cultural, historic and heritage institutions that make up the local cultural heritage offer
- Supporting impactful volunteering and social action projects to develop social and human capital in local places

NNDC has seen a high take up of grants and a strong level of engagement in the programmes being delivered. At the point of writing, this contrasts with the national picture where it is understood that there are significant underspends.





## Investing in Our Local Economy & Infrastructure

NNDC's Corporate Plan sets out the priorities and ambitions of what we want to achieve for the residents, communities and businesses of North Norfolk between 2023 to 2027. The predominant focus of the Economic Strategy & Action Plan is to support the delivery of the 'Investing in our Local Economy & Infrastructure' theme. This sets out how we will work towards creating an environment where businesses can thrive and prosper, supporting jobs and economic opportunity for all.

There are three priority strands within this theme:

### An Environment for Business to thrive in

- Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport.
- Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.

Page 85  
Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.

Continuing to promote North Norfolk's diverse tourism and visitor offer.

- Working with partners locally and nationally to deliver increased sustainability in marine industries and develop a sustainable and equitable blue economy that delivers ocean recovery and local prosperity.

### Infrastructure to Support Growth

- Exploring opportunities for securing development of our few brownfield sites.
- Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site.
- Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges.
- Influencing issues of water scarcity and constraints in the local electricity distribution network.
- Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment.



## Skills for Jobs

- Promoting innovation and workforce development throughout the district.
- Promoting improved access to post 16 vocational education.
- Continuing to provide apprenticeships opportunities, directly as a large local employer and promoting uptake in the wider business economy.

Through supporting these ambitions, the Economic Strategy & Action Plan will also support the delivery of other elements of the Corporate Plan, including:

- Promote health, wellbeing and independence for all.
- Engaged & Supported individuals and communities.
- Increase accessibility and inclusion for all.
- Promote culture, leisure and sport activities.
- Continue our journey to Net Zero.

- Address housing need.
- Promote best use of housing stock and good housing standards.

It also aligns with a number of other NNDC strategies including the:

- Net Zero 2030 Strategy and Action Plan.
- Environmental Charter.
- Quality of Life Strategy 2022-24.
- North Norfolk Local Plan 2016-2036.



# Business Case Study

## Woodland Holiday Park

Woodland Holiday Park is a Visitor Economy business supporting tourists, visitors and local residents. It provides holidays as well as a range of leisure and hospitality services and amenities.

### What does this business do?

Woodland Holiday Park is a luxury holiday home complex set in 80 acres of beautiful rural surroundings. Woodland has been operating since 1972, when local farmers bought the woods adjacent to their land and decided to set up a basic touring park. This family business is still operating today and now boasts an impressive restaurant and bar, as well as an indoor swimming pool and leisure complex. The park employs over 30 staff.

### What are the challenges?

Woodlands are keen to continue to invest in the site, including potentially converting a former chicken shed into a luxury hotel, with accommodation for visitors and staff as well as storage and possible expansion space for the leisure element of the business.

### Why North Norfolk?

The Harrison family have owned and farmed this space for the past 50 years and continue to be wedded to the fabulous rural location.

### What next?

Key to the growth of this business is the need to offer more services and amenities to tourists and day visitors. This means the development of unused buildings to allow the leisure side of the business to expand and diversify.





## Norfolk County Deal

Norfolk County Council and the Government have agreed, in principle, to a new County Deal for Norfolk. This will transfer funding and powers to Norfolk – a process known as devolution. County Deals are part of the Government’s levelling up agenda, which are intended ‘to spread opportunity equally across the UK’. Should this proceed, NNDC and the neighbouring Norfolk authorities will play a significant role in helping to determine how this funding is disseminated in an equitable fashion, although the detail is still emerging.

The devolution agreement includes:

- Control of a £20million per year allocation of investment funding over 30 years, 40% capital and 60% revenue, to be invested by Norfolk County Council to drive growth and take forward its priorities over the long term.
- Almost £7m for the building of new homes on brownfield land in 2024/25, subject to sufficient eligible projects for funding being identified.
- £5.9 million of capital funding in this Spending Review period to support the delivery of housing, regeneration and development priorities Norfolk.
- New powers to drive the regeneration of the area and to build more affordable homes including compulsory purchase powers and the ability to establish Mayoral Development Corporations.
- An integrated transport settlement starting in 2024/25. Government will work with Norfolk to agree an integrated multi-year transport settlement at the next Spending Review, at which point opportunities for expanding the integrated transport settlement offer will also be explored.
- New powers to shape local skills provision to better meet the needs of the local economy and local people, including devolution of the core Adult Education Budget, as well as input into the new Local Skills Improvement Plans.
- A commitment to explore a local partnership with Great British Railways so that the Norfolk County Council directly elected leader can help to shape and improve local rail services.
- Norfolk County Council will continue to engage district authorities on the delivery of the UK Shared Prosperity Fund through the Norfolk Investment Framework Steering Group.
- Norfolk County Council will plan and deliver the UK Shared Prosperity Fund (UKSPF) from 2025/26.

- A County Council resolution to change executive governance to the model described in statute as the directly elected 'mayor and cabinet executive' governance model. The elected leader will provide overall leadership of Norfolk County Council and will be vested with all its executive powers.
- The future integration of New Anglia Local Enterprise Partnership to ensure there continues to be a strong and independent local business voice which informs local decision making and strategic economic planning.

On 12 December 2023, County Councillors voted to accept a County Deal devolution agreement with the Government. Government funding will start transferring to Norfolk next summer, if Councillors vote in July 2024 to stage the first election for a leader in May 2025.

In Spring 2024 , Parliament will decide whether to approve the 'statutory instrument' required to let the Deal proceed.

**A more detailed summary of local, regional and national policy can be found in Appendix C.**

**Page 89** Devolution creates many potential benefits for Norfolk. The in-principle level three County Deal, agreed last year, gives Norfolk more control of adult education, brownfield site regeneration and transport.

Update from County Council Leader, Councillor Kay Mason Billig



# Business Case Study Equipmake Ltd

More than 20 years' experience developing and integrating industry-leading innovative electric powertrain solutions for global automotive, aerospace, marine, construction and bus markets.

## What does this business do?

Equipmake retrofit buses with an in-house designed electric motor and battery pack. Diesel buses are retrofitted with their own bespoke electric parts. This way the bus can have a longer range and more electric miles than new buses on the market. Equipmake are working on a fleet from York and buses from Wales, and they have secured a contract with First Bus Co. in Norwich. They design, manufacture and install the machinery and provide a repair service.

## What are the challenges?

Forecasted growth will require additional space. Buses are big! They will also need to recruit people with the correct skills in order to fulfill their growth aspirations

## Why North Norfolk?

Their main manufacturing business is based at Hethel, but this offers limited capacity for expansion. Their new site at Scottow Enterprise Park means that they can test buses on the runway and, as a large hangar, this provides optimal space for their operational needs.

## What next?

Last year (May'22-June'23) Equipmake retrofitted 20 buses. This year (May'23-June'24) the plan is to double capacity to 50, and next year (May'24-June'25) there are plans to be retrofitting up to 100 buses on site in North Norfolk.



# North Norfolk in Numbers

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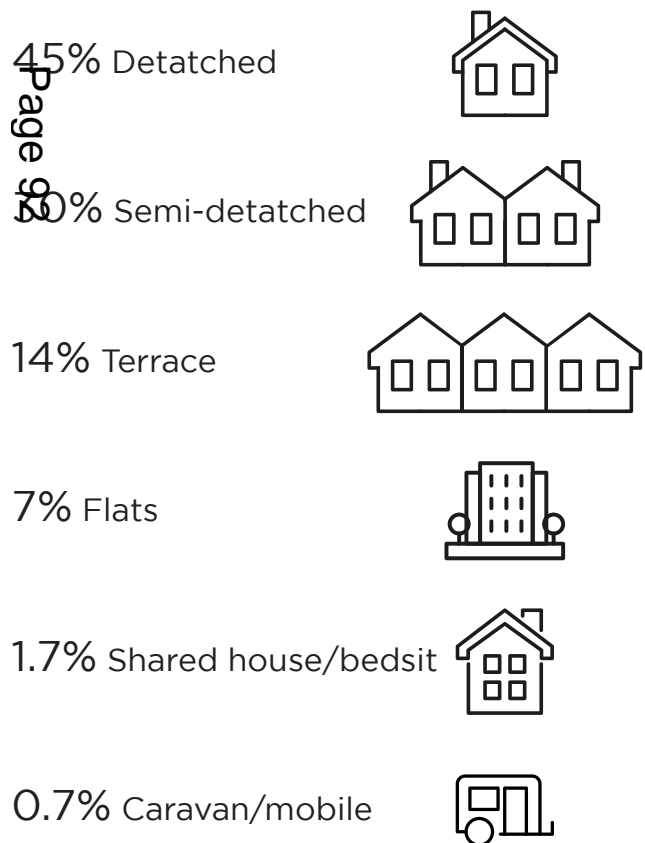


# 1. Homes & Households

Nearly half of all North Norfolk households are in the bottom 4 of The Index of Multiple Deprivation (IMD).

Journey times to key services are close to double that of Norwich and over a 6th are living in fuel poverty.

## Types of households



102,979 residents

52,681 Female

50,298 Males

**Minimum Journey Time**  
to 8 of key services

18 mins vs Norwich 9 mins

35 mins vs Norwich 16 mins





## 2. Skills & Employment



North Norfolk's working population are generally less well formally educated, and nearly half of females work part-time. Many people travel to work in the car, and often longer distances, over 10km or more. A large proportion work in the hospitality, retail and health & social care, which account for the top 3 employment types. A lower percentage are employed in professional and technical roles. A low proportion of the working population have qualifications above NVQ3.





### Employment\*

36,800 Employed  
 9,600 Self Employed



### Working part-time

 44% Female  
 19% Males

### Working full-time

 56% Female  
 81% Males

### Travel to work

 57%  
 30% Travel over 10km

### Qualifications % of 16-64yrs

93% NVQ1+ min 1-3 GCSE's  
 76% NVQ2+ min 4-5 GCSE's  
 54% NVQ3+ min 2 A levels  
 33% NVQ4+ min High Ed Cert/BTEC

### Type of work

19% Wholesale/Retail Trade  
 16% Accommodation and food service  
 13% Human health and social work  
 9% Education  
 9% Manufacturing  
 6% Construction  
 6% Admin and support  
 5% Professional, scientific and technical

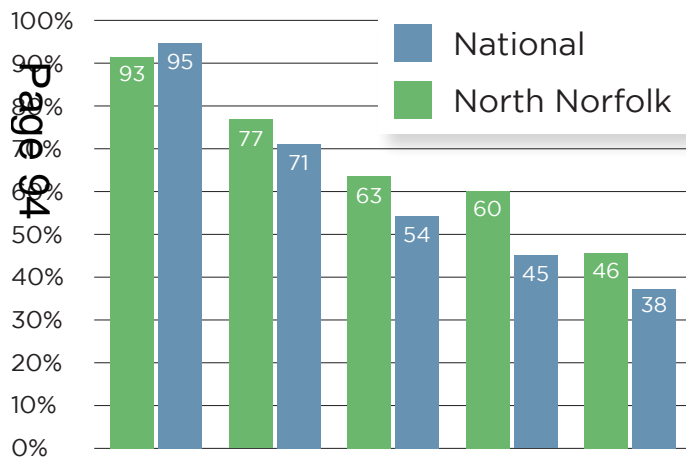
\*(April 2022 - March 2023)

# 3. Business

In North Norfolk's business are predominantly micro, mostly employing less than 9 people. Agriculture, forestry & fishing, accommodation & food services, construction, retail and manufacturing account for the majority of local businesses by volume of enterprises.



## Business survival rate



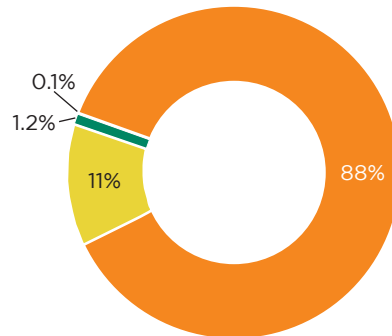
## By employment size

88% micro (0-9 employees)

11% small (10-49 employees)

1.2% medium (50-249 employees)

0.1% large (250+employees)



## By industry



# 4. Visitor Economy in Focus

## Economic Impact 2022 vs 2019 (Pre-pandemic levels)

### Day trips 2022

548,400  
worth  
£136,658,000

2022 vs 2019  
**-3%**  
2021 vs 2019  
**-34%**

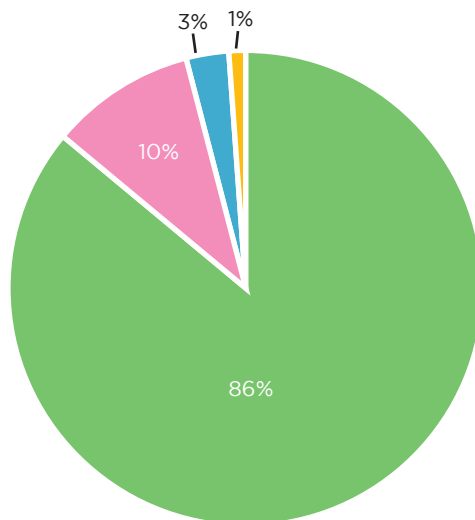
### Overnight trips 2022

9,014,000  
worth  
£287,813,000

2022 vs 2019  
**-9%**  
2021 vs 2019  
**-30%**

### Trips by purpose

- 86% Holiday
- 10% Friends/Family
- 3% Business
- 1% Other



## Value of Tourism

2022	£512,370,262
2021	£365,221,323
2019	£528,931,378

### Breakdown of expenditure (Total staying)

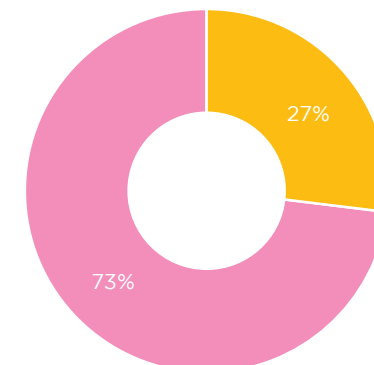
- 32% Accomodation
- 29% Food & Drink
- 12% Shopping
- 10% Attractions
- 17% Travel

### Breakdown of expenditure (Total day visitors)

- 43% Food & Drink
- 26% Shopping
- 18% Travel
- 13% Attractions

### Tourism jobs as a % of total employment

- 73% Total jobs
- 27% Tourism



# Business Case Study

## Anglia DNA

Anglia DNA is an independent UK laboratory offering a range of scientific services, specialising in DNA, drug and alcohol testing and leading the way in genetic analytical laboratory services and research.

### What does this business do?

Anglia DNA is an independent UK Lab offering bespoke DNA testing and extraction. They are also involved in workplace testing, toxicology reporting and genotype sequencing for drug specific reporting. This work will dramatically change the way in which drug prescribing will work in the future. It can potentially offer huge NHS cost savings and deliver massive benefits for patient care.

### What are the challenges?

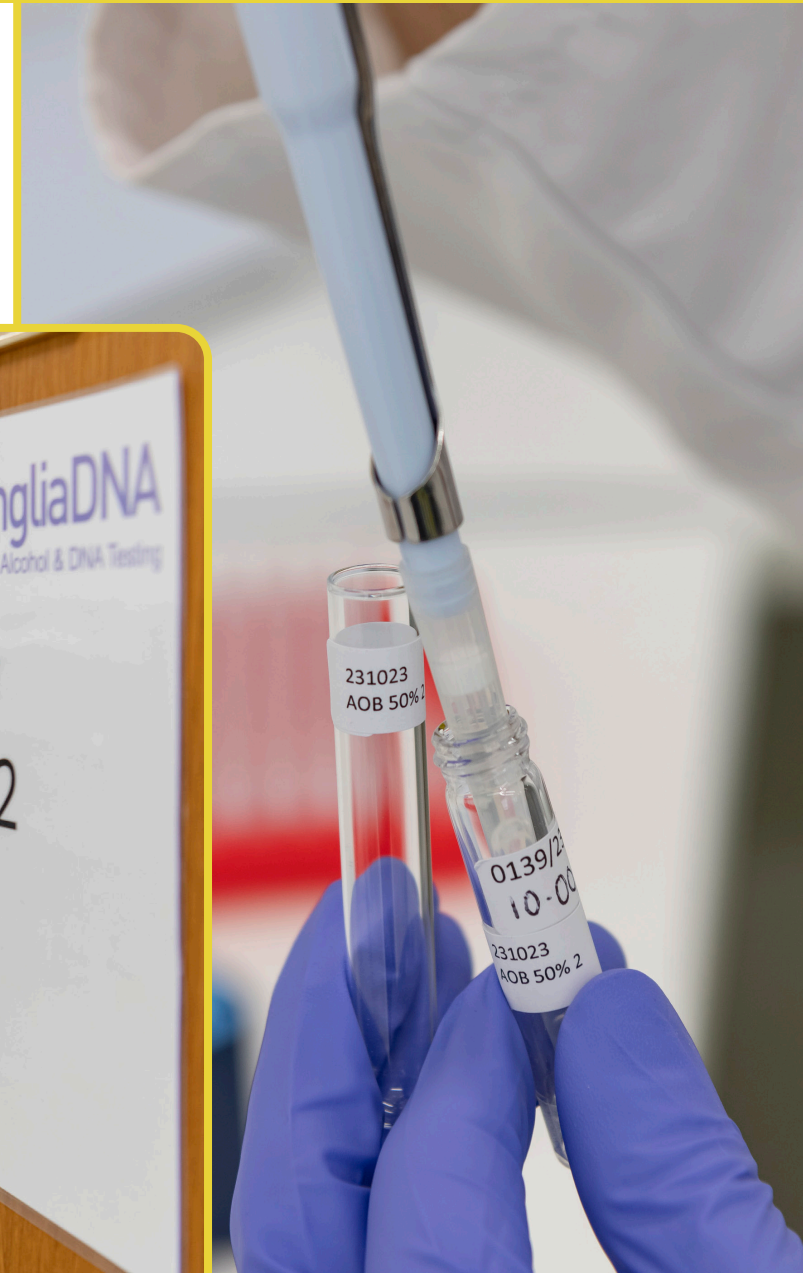
As ever, there are challenges recruiting specialist staff and expanding the businesses. Currently Anglia DNA occupy four different buildings which in itself can create working practice constraints.

### Why North Norfolk?

Anglia DNA were previously based at Norwich Research Park, but space was limited and expensive. North Norfolk site provides more space at lower rents and the opportunity to expand. This site also has free parking and ease of access for staff and clients.

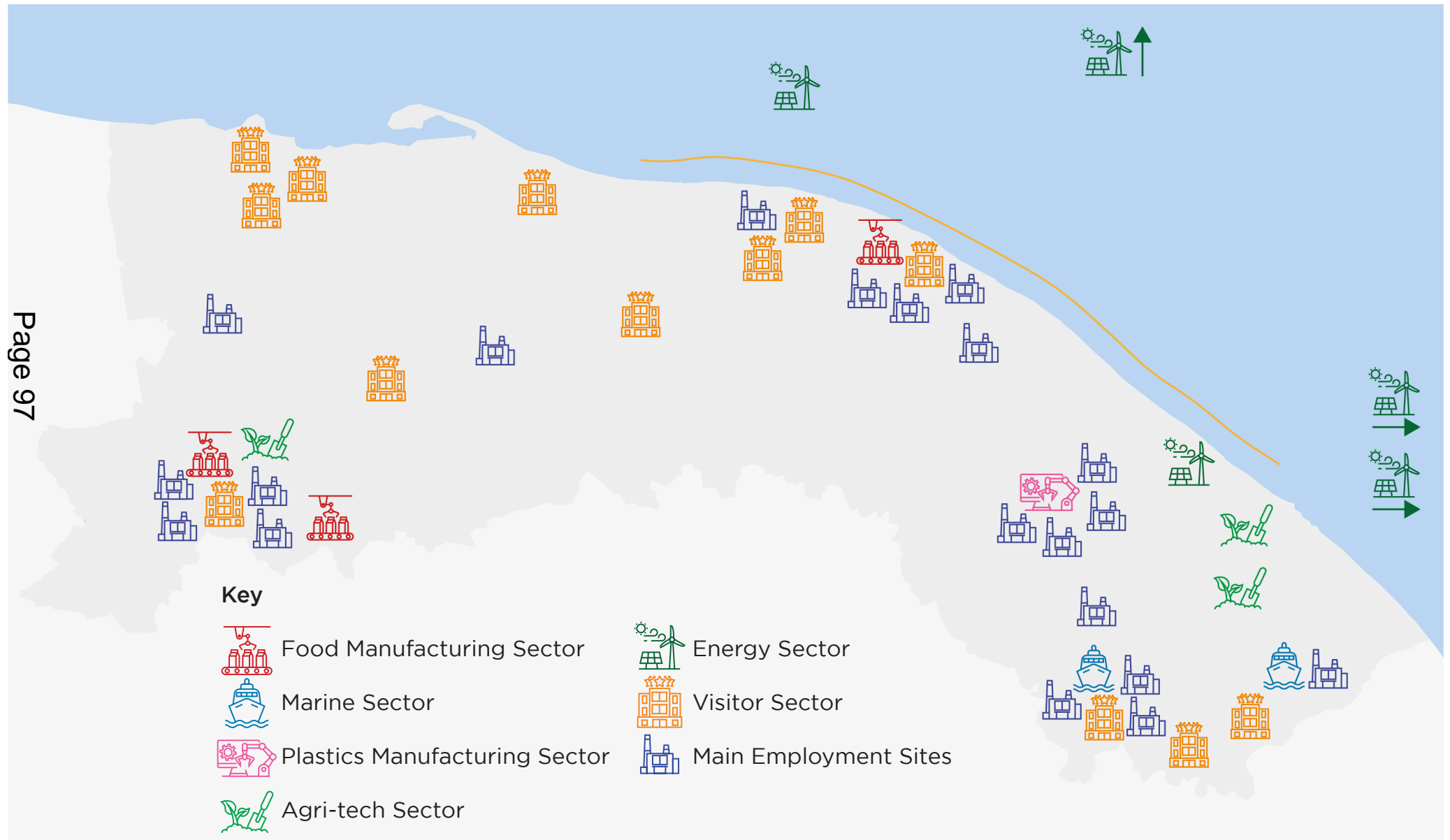
### What next?

Genotype sequencing for drug and lifestyle specific reporting is about to come to fruition and that will be a game changer for Anglia DNA and for the industry.



# Key Sectors & Sites

A full list of locations is shown on the next page.



# Key Sectors & Sites

Note: this list is illustrative of businesses within some of North Norfolk's key sectors, but it is not exhaustive.



## Food Manufacturing Sector

Hain Celestial, Fakenham  
Kinnerton, Fakenham  
Crisp Maltings, Great Ryburgh  
Jonas Seafood, Cromer



## Marine Sector

Oyster Yachts, Hoveton  
Landamores, Hoveton  
Haine Marine, Catfield  
Jeckells, Hoveton  
Benthic Solutions, Hoveton  
Trendmarine, Catfield



## Plastics Manufacturing Sector

East Coast Plastics, North Walsham  
Coda Plastics, North Walsham  
Weener Plastics, North Walsham



## Agri-tech Sector

Ploeger UK, Fakenham  
Ernest Doe, Fakenham  
Sands Agricultural Machinery, Brumstead  
Crop Systems, Happisburgh



## Energy Sector

Bacton Gas Terminal  
Sheringham Shoal  
Hornsea 3 (Pending delivery)  
Vanguard (Pending delivery)  
Boreas (Pending delivery)



## Visitor Sector

Cromer Pier  
Holkham Hall  
Wells Maltings & Sackhouse  
Wells Harbour  
Sheringham Little Theatre  
The Broads  
Bewilderwood  
Wroxham Barns



## Main Employment Sites

Catfield Industrial Estate  
Crossways Business Centre  
Fakenham Industrial Estate  
Scottow Enterprise Park  
Laundry Loke Industrial Estate  
Lingate Industrial Estate  
Stonehill Way Industrial Estate  
North Norfolk Business Centre  
North Norfolk Retail Park  
Rose Centre Retail Park  
Stalham Road Industrial Estate

Fakenham Racecourse  
Deep History Coast  
Thursford Steam Engine Museum  
and Christmas Spectacular  
Cley Marshes Visitor Centre  
Holt Country Park  
Sheringham & Pretty Corner Country Parks

Tattersett Business Park  
The Folly Industrial Estate  
Tilia Business Park  
Weybourne Road Industrial Estate  
Clipbush Park Estate  
Melton Constable Industrial Estate  
George Edwards Road Industrial Estate  
North Creak Airfield Business Park  
Middlebrook Way Industrial Estate  
Scottow Enterprise Park

# Challenges

North Norfolk is faced with a number of challenges that belie a perception that the casual observer or visitor to the district may have. Whilst it is undoubtedly blessed with an array of unique environmental and built assets - with 45 miles of attractive coast, a plethora of charming villages, bustling coastal resorts and an abundance of places of cultural and historical interest - these mask a number of significant and emerging issues.

Indeed, some of its strengths are also the source of some of its weaknesses. For example, local people are challenged by its rurality; with no motorways or trunk roads and limited public transport outside of the towns, this can make it difficult to access employment, training, education and essential services. Moreover, its popularity as a place to retire has exacerbated an aging demographic which potentially will place long-term strains on social care and future labour supply.



Though some may have a perception that **North Norfolk** is a wealthy district, **43.5% of the population** are in fact within the four most deprived deciles of the Index of Multiple Deprivation. Whilst they make a valuable contribution in terms of local spend, the greater wealth tends to be concentrated amongst those who have retired and relocated to the district, often from areas of higher income and with accumulated wealth. **Over one third of the population are over 65** and this is predicted to increase. An aging population tends to place greater strain on social care and access to healthcare. This can also have an impact on those of working age who may need to provide care for family members.

A large proportion of **those of working age are in fact on lower incomes** by national standards. The median salary for full time workers in North Norfolk is 9% less than the rest of Great Britain and full and part time pay for locally employed females remains both less than locally employed males and less than the national average. Consequently, the recent high levels of inflation have had a proportionately greater impact on many residents within North Norfolk. Much of the inflationary pressure has come from rising energy prices, which is further exacerbating a trend of increasing fuel poverty within the district, with 16.3% of the local population living in fuel poverty.

**The concentration of growth in the Greater Norwich area** and A11 corridors, is placing some of our communities, particularly traditional market towns such as Fakenham and North Walsham, at a disadvantage economically as they become increasingly 'dormitory' in their role and make-up. There is a concern that encouraging people to travel out of their home towns for employment on a large scale also has wider implications for the well-being of the home communities as the local retail and service base is undermined; people who commute to work often do their shopping and other business whilst at or travelling to/from work and this is creating a challenge for the district in sustaining some of our local town centre economies.

**Housing affordability is a significant issue within North Norfolk** as significant numbers of residential properties within certain parts of the district are being bought by older people retiring here or for second homes and holiday lets. It has been observed that high price housing locations are often occurring where median salaries are lowest. This is having a significant impact on the sustainability and viability of some of our communities, particularly in the Norfolk Coast Area of Outstanding Natural Beauty, where the availability of small and affordable properties is extremely limited and is impacting upon the provision of basic community and public services, as well as the supply of labour for tourism businesses. **Local people are effectively 'priced out' of the area** and are therefore moving inland to market towns such as Fakenham and North Walsham where they then access more 'local' jobs (or more easily commute to Norwich) and thus support local services in these locations.





It is recognised that **community and voluntary organisations play a vital role** in the provision of a wide range of activities (both essential and additional) and local facilities that deliver a number of health and well-being benefits that would otherwise not be met. These are needed and highly valued by local people, but are often highly dependent on grants or fund-raising in order to sustain themselves. In North Norfolk such facilities are commonly found in locations that have limited (or no) public transport and, as such, local communities, and particularly those which are vulnerable or on lower incomes, have limited ability to access services that are more readily available in more urbanised areas. Moreover, many facilities have experienced a lack of investment stretching back decades, and rising costs have placed substantial strain on their viability. The loss of such facilities, and the organisations that they support, could cause further degradation to the vitality of many of North Norfolk's rural hamlets and villages.

**The anticipated impact of climate change creates uncertainty** in the seasons, an expectation of further rises in sea levels and a higher frequency of storms. This will bring challenges in relation to water resource, flooding, coastal erosion and impacts on the natural environment.

In many parts of **North Norfolk, businesses**, communities and future housing provisions **are facing a number of threats** in terms of water security, nutrient neutrality and coastal erosion. The Council is working with partners to develop programmes that will help to partially mitigate or build a greater degree of local resilience to these challenges.

“

In our skills surveys - over a third (38%) found it difficult to meet training needs. Identifying cost, location and lack of suitable courses as the top reasons.

”



# Business Case Study

## West Runton Surf School

Surf Shed West Runton's team are passionate about sharing their love of surfing. They offer a package of lessons, equipment hire and/or experienced instructors to offer visitors the opportunity to enjoy and learn water activities safely.

### What does this business do?

This business is currently located in two venues along our coast and have a different offer at each location - Surfing hire and lessons and SUP hire and lessons.

The business owner is looking to consolidate his business at one location and expand to have all the boards and accessories available and stored in one place.

WRSS is also looking to become the base for the East for adaptive surfing and SUP for visitors and with support from a local SEND school.

### What are the challenges?

The main challenges are identifying the right building and space in which to expand into, and securing sufficient funding to support this. There will be a challenges around making sure that there is good access onto the beach for adults and kids with additional needs.

### Why North Norfolk?

North Norfolk is fast becoming recognised as a great surfing destination and adds to the varied mix of activities that visitors can do.

### What next?

Help and support by New Anglia LEP and NNDC to locate suitable premises and identify grant funding opportunities.



**SMEs account for 99.9% of North Norfolk businesses**, with 88.2% of them being at the micro level (employing less than 10). Businesses of this scale generally tend to be less well informed about opportunities (business support, grants etc.), are less able to obtain commercial lending (particularly new and fledgling enterprises) or access trading markets.

North Norfolk has a very narrow sectorial make up, with a **third of employment being accounted for within just 3 sectors** - agriculture (inc. forestry & fishing), accommodation & food services and retail. These sectors tend to pay lower wages than most other sectors.

Business in North Norfolk can be very insular and interdependent, with some businesses having limited ability or awareness of how to trade at a national or international scale. **The district has no major road nor high-speed train infrastructure** and the geography is such that it is not en route to anywhere. You have to come here for a reason, but also its catchment is only 180 degrees - being on the North Sea coast.

Historically, North Norfolk has struggled to compete with other areas in securing European and Government infrastructure funding. Eligibility for such investment has typically been assessed in terms of their ability to deliver thousands of jobs, which is something that, as a rural district, could not be demonstrated locally. However, arguably a number of locations in North Norfolk could in fact deliver a number of relatively smaller projects that could support local growth (possibly involving hundreds of jobs) that collectively would be of significant value to the sustainability and future prosperity of the district. With a changing funding landscape and the emerging Levelling-up agenda, it is hoped that this will provide the opportunity for North Norfolk to secure higher levels of investment to help overcome some of the endemic local issues and foster growth opportunities, commensurate at least to the anticipated housing growth within the emerging Local Plan.

The high level of commercial development sites that have arisen over the last two decades within the key growth locations in the region (eg Greater Norwich, A11/A47/A14 corridors) has meant that some indigenous businesses looking for grow on space that can't be found locally have relocated. 'Development-ready' serviced sites are attractive to businesses seeking turnkey premises with limited further investment required. **North Norfolk has over 20 well established industrial sites**, but more recent commercial growth opportunities within the extant Local Plan have come through mixed allocations where the developers have placed greater focus on bringing forward the residential land and have marketed the commercial elements without established site servicing infrastructure. This has dissuaded local businesses and some inward investment who are seeking a more ready-made offering that gives greater certainty of capacity for further growth.

Moreover, the concentration of **new jobs in more urbanised areas has had increasingly negative impacts on market towns** which historically had a good level of self-containment, with local manufacturing jobs on the outskirts in turn supporting retail and professional services jobs in town centres through locally retained footfall. High numbers of jobs from now long forgotten industries have effectively been redirected to the Greater Norwich and consequently market towns, in both North Norfolk and the rest of the county, have become increasingly dormitory and less sustainable locations, resulting in greater commuting distances and higher levels of congestion within the Norwich area. Whilst many **local businesses demonstrated a high degree of resilience during the Covid-19 pandemic**, this was largely met through a combination of Government support and the use of business or family resources. Consequently, a high number of businesses are now sitting on lower cash reserves or in higher leveraged positions than before the pandemic, reducing their ability to invest in their business and inhibiting their capacity for growth.

However, many businesses - partly driven by necessity and in part through delayed investment plans - have recognised a number of opportunities to diversify, innovate and build resilience into their business. The pandemic has also highlighted that some businesses are not embracing new ways of working and risk returning to previous outmoded models of conducting business and people management. In general, engagement with our businesses has identified that the pandemic had exposed a number of fundamental structural issues in businesses, including insufficient cash positions, lack of contingency preparation, business planning and management training.

It is recognised that a number of our cultural, historic and heritage institutions - struggling with rising costs and many successive years of under-investment - are also feeling the strains. Such businesses and organisations, which all play an integral role in the make-up of the local cultural heritage and visitor offer, are keen to explore ways to invest in their facilities so that they can sustain themselves and improve the visitor experience.

The relatively **poor performance of businesses in North Norfolk**, in terms of real GVA growth and productivity in recent times, has been **compounded by poor utility infrastructure**, including broadband and mobile coverage. Improved communication infrastructure across the whole county, including rural areas, would help to ensure greater equality in growth across the region and deliver wider benefits through local economic regeneration and reduced congestion.

UK Power Network's local distribution network serving the east of the North Norfolk District are at capacity. This is a critical local issue, desirably requiring distribution infrastructure to be upgraded from the Norwich main sub-station up to North Walsham. **The pressure on this network exists** not only in terms of supply to **support new**

**business and housing growth**, but also the ability of new sources of embedded generation through solar, onshore wind and anaerobic digestion facilities being able to connect into the 'grid'. There is a risk that, if the local electricity distribution network serving the east of North Norfolk is not addressed, the district faces being in the same position as with gas landed at Bacton Gas Terminal - with supplies coming into the UK effectively **'bypassing' the district**, with the area experiencing all of the inconvenience of accommodating these major schemes, but seeing little of the benefits. It is appreciated that this can be a difficult pill for local people to swallow when they similarly observe and suffer the inconvenience and disruption of cable corridors proposals for major offshore wind developments crossing the district, however well the construction of these schemes are managed.

As with many other areas of the country, particularly within the south and the east, **water security remains a critical issue for North Norfolk**. The combined pressures of climate change and increasing demand, along with the need to tackle environmental issues and ensure resilience to drought, have resulted in a sizeable inter-regional water resources challenge. Ensuring that there is an adequate water supply is essential to supporting future housing and business growth and sustaining businesses who abstract water.



North Norfolk has an aging population and workforce. Many businesses are struggling to address the matter of succession planning, which threatens their future existence and places financial and wellbeing strain on business owners. This is often compounded by the rurality of their premises, which typically means that public transport is limited (or non-existent) and therefore **many local businesses struggle to recruit and retain staff**, particularly when higher wages and better access to training, education or other opportunities can be found outside of the district.

As in common with many other rural areas, **'Brain Drain' is a significant issue for North Norfolk** which has very limited access to further education, higher education and training. There is also a 'perceived' lack of opportunity by some, which conflicts with the fact that a number of businesses have struggled to fill vacancies for highly skilled and well paid roles, such as engineers. It has been observed that young people leaving the area for education, training or work opportunities elsewhere are not returning, possibly only intending to retire here later in life. The income-to-house-price ratio serves to further exacerbate this issue with **North Norfolk having a lower median salary** than both Norfolk and the East of England region. The issue is particularly stark within our most rural villages and hamlets, which are commonly seeing an aging and diminishing population with consequent impacts on local services that are becoming increasingly unviable.

Some businesses are failing to engage young people and to raise the profile of their business and demonstrate career pathways. Many businesses seek to fill only immediate vacancies and do not necessarily have the knowledge or foresight to recognise the value of sowing seeds with those of pre-work age e.g. work experience, internships, career days etc. In addition, **employment retention in some sectors locally is very poor**, particularly in care and hospitality. This has had a significant impact on service delivery.

Much of the jobs growth in Greater Norwich has been to the south-west of the city – Norfolk and Norwich University Hospital, Norwich Research Park, Longwater and the A11 corridor – all of which are relatively inaccessible for many North Norfolk residents without significant effort. The concentration and clustering of new business growth and employment in such areas potentially creates long-term problems for North Norfolk. A high commuter outflow of working-age people has in part fuelled the narrowing employment choice within the district and exacerbated 'brain drainage', **with young people choosing to locate to locations where there is greater opportunity**. Others are left to travel some distance to access jobs, with significant cost in terms of commuting either by personal or public transport.



**Access to post-16 education and training facilities in North Norfolk is difficult** as many courses and providers are typically found in areas of greater population density. Apprenticeship numbers have been falling nationally for some time and the issue is further challenged locally by the fact that there are no training providers headquartered within North Norfolk. Furthermore, many local businesses willing to invest in training or apprenticeships have frequently advised that they are having to send staff significant distances for accredited training, often outside of the East of England, resulting in additional costs for both the business and the employee.

A contributing factor to the lower median wages in North Norfolk is that approximately **a quarter of the population are employed within some aspect of the visitor economy**, which in the main tends to pay lower wages than other sectors. Unfortunately, the Covid-19 pandemic had a substantial impact on local tourism. The Economic Impact of Tourism Report for North Norfolk in 2022 indicated some degree of recovery but that the volume and value of tourism still have not returned to the pre-pandemic levels.

Whilst the 2022 report did demonstrate a recovery, **North Norfolk's high dependence on the visitor economy**, and the recently exposed fragility of it, means it is essential to find ways to ensure it remains vibrant, resilient and moves more towards a year-round offering. Shifting from the traditional seasonal tourism patterns, which tends to create short-term, lower-paid employment and less animated places for local people in the low seasons, will be essential to fostering greater wealth creation and economic resilience.

“ In our recruitment survey, 81% of respondents had difficulty in obtaining new staff. ”



# Business Case Study

## Swift Technology Group

Swift Technology Group, a driven organisation providing complete end-to-end product development. With industry leading expertise in design, manufacture and support in Aeronautical, Marine, Automotive, Oil & Gas or Renewable Energy.

### What does this business do?

Swift Technology Group incorporates eight active companies under one trading umbrella. For example, Swift Air are working on the development of a new small sustainable aircraft. In another part of the business is the design and production of composites for marine companies – specifically yacht hulls. Other composite work also includes the production of components for the automotive industry.

### What are the challenges?

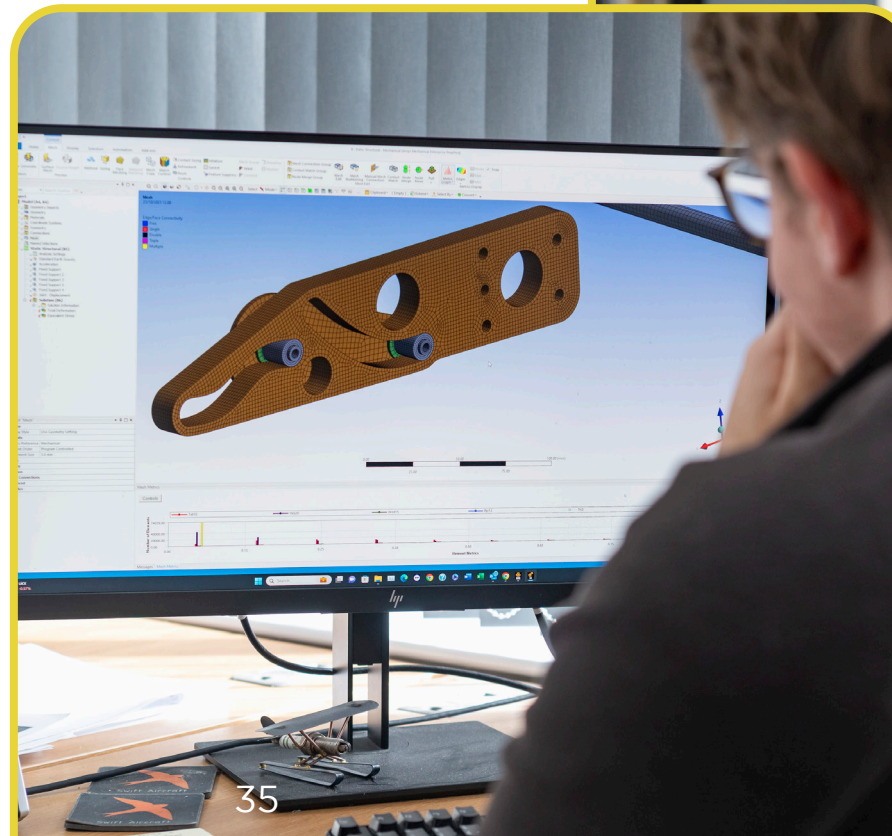
SPACE! Swift have recently submitted a planning application for additional hangar space which will be critical for growth. Other challenges include recruitment and investment, where up front investment in new machinery is needed to support new contract bids.

### Why North Norfolk?

Space is critical and the affordability of large production areas is essential and their site at Scottow Enterprise Park provides ample opportunity for them to grow into.

### What next?

Swift Technology Group are working on a number of key projects, any of which will deliver huge growth potential. These include the new Swift aircraft as well as Instron testing contracts and new commissions for carbon fibre composite work.



# Delivering Success

The Economic Strategy & Action Plan is focused on supporting and delivering against 3 priority objectives:

## Creating an Environment for Business to thrive in

Helping to create a place where local businesses can grow and prosper, new enterprises can flourish, inward investment is nurtured, and innovation, fresh thinking and creativity is welcomed.

## Infrastructure to Support Growth

Working together to deliver the fundamental elements needed to support the objectives of increased housing provision, economic growth, mitigating climate change and creating thriving and sustainable communities.

## Skills for Jobs

Creating a skilled, robust and sustainable workforce to support local businesses in their ambition to fulfil their growth aspirations.





### What we will do:

- Work with our market and resort towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport
  - Provide support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns.
  - Look to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds.
  - Continue to promote North Norfolk's diverse tourism and visitor offer.
- Work with partners locally and nationally to deliver increased sustainability in marine industries and develop a sustainable and equitable blue economy that delivers ocean recovery and local prosperity.

### How we will do it:

We will undertake the following projects and activities:

**Rural Business & Communities Grant** – design and deliver a grant scheme to increase business investment and diversification, and to help community organisations with projects that support social action, volunteering and culture.

**Business Support Programme** – providing 1-2-1 support, advice and guidance and assisting with access to funding and resources.

**Business Digitalisation Programme** – supporting businesses through undertaking a digital audit and providing funding to assist with implementing recommended measures that deliver efficiency gains or improve their digital presence.

**Tourism marketing and business support** – working with Visit North Norfolk to deliver marketing campaigns (including the promotion of the Deep History Coast), and work with tourism businesses to support North Norfolk's diverse tourism and visitor offer.



**North Walsham High Street Heritage Action Zone** – deliver the final year of this programme. This will improve pedestrian flow and enhance the public realm; bring back to life under-utilised spaces; and, improve the structure, character and viability of a number of important buildings within the town.

**Stalham High Street Task Force** - take forward the recommendations of the Stalham High Street Task Force Action Plan through the facilitation of a Town Team, or Place Partnership.

**Facilitate a Banking Hub** - work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility.

**Business Partnership/forum** – we will explore the development of a business forum for businesses to engage with the Council, share information and provide a sounding board for new initiatives.

**Business Decarbonisation Programme** – deliver a programme to support businesses on their sustainability journey by helping them to develop a decarbonisation strategy and through grant support.

**Business Sustainability Toolkit** - develop a package of resources to support local businesses to become more sustainable and reduce their energy costs.

**Invest North Norfolk** – building on the virtual business hub to further develop the brand and act as an umbrella for the promotion of NNDC’s business support offer in terms of location, skills, supply chain support etc. Continue to develop an effective regular communication channel to help businesses to keep up-to-date with information on council services, events and other sources of support.

**Improve Business Intelligence** – through the acquisition of business, labour market and movement data intelligence. This will improve our knowledge and understanding of businesses and labour market supply/demand, and enhance our evidence base to support the development of funding bids.

**Project Pipeline Management** – maintain a database of identified business and community projects and investments, including establishing their needs (funding, resource, advice etc), timescales to deliver and, where required, the support needed from the Council and/or partners to realise them.

**Key Account Management** – deliver a rolling programme of one-to-one engagements with our larger employers. This helps to instil the Council’s role as a key point of contact to support new investment, help overcome any barriers to growth or support with any appropriate early interventions if a business is experiencing financial difficulty.

**Business Survey** – undertake a business survey to help the Council to better understand the prevailing economic and business conditions facing local businesses. This will help to inform and shape future business support.

**What we will do:**

- Explore opportunities for securing development of our few brownfield sites.
- Seek to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site.
- Act as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges.
- Influence issues of water scarcity and constraints in the local electricity distribution network.

Ensure an adequate supply of serviced employment and premises to support local business.

**How we will do it:**

**Key Infrastructure delivery** - actively work with developers, Norfolk County Council and other partners to support the delivery of important infrastructure projects, such as the Fakenham A148 roundabout enhancement and the North Walsham western link road.

**Bacton Energy Hub** - be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK’s principal locations for carbon capture and storage and hydrogen production. This will serve to support the UK’s energy transition to Net Zero, realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region.

**Develop Energy Infrastructure and Water Resources Plans** - working collaboratively with partners, we will seek to develop and lobby for solutions to resolve key infrastructure constraints in the district that need to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.



**Mobile and digital infrastructure** - through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the “digital divide” which exists in the district.

**Serviced land business case/pipeline development** - based on previously commissioned surveys, develop a pipeline project proposal which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.

Establish and maintain a regular dialogue with **private sector developers** and commercial property agents, to inform decision making and assist the delivery of employment sites.

**Market Town Network Improvement Strategies** - Norfolk County Council have previously produced reports for North Walsham, Fakenham and Hoveton and Wroxham. We will encourage and support reports in the other towns.

**Local Cycling and Walking Infrastructure plans (LCWIPs)** - support the development and delivery of LCWIPS in Sheringham, Cromer, Holt, and Fakenham.

**Commercial opportunities marketing** - Monitor and map data relating to employment sites and premises and promote development/investment opportunities where they exist.

**Establish new facilities at Fakenham Sports Centre** - including a 25m swimming pool, a full size 3G all-weather artificial grass pitch and implement carbon reduction measures to the existing Trap Lane facility.



**What we will do:**

- Promote innovation and workforce development throughout the district.
- Promote improved access to post 16 vocational education.
- Continue to provide apprenticeships opportunities, directly as a large local employer and promoting uptake in the wider business economy.

**How we will do it:**

We will undertake the following projects and activities:

**Establish and support a North Norfolk Skills Assembly** - to help embed a joined up and collaborative approach to supporting skills and recruitment and overcome critical issues.

Support the delivery of the **Local Skills Improvement Plan** through collaborating with the Norfolk Chamber of Commerce and local partners - helping employers to access to funding and workforce/employee skills support.

**Delivery of the Future Skills Now** project (2024/25) - empowering employers to develop upskilling opportunities and the provision of UKSPF funding for training aligned to specific employer needs.

**Collaborating with Further education**, independent providers, Norfolk Country Council and VCSE organisations - to help promote and increase post-16 opportunities across the district.

**Raise and support the access to careers (IAG) advice** across the district - working with the Careers hub, Enterprise network and our education establishments to promote career opportunities across North Norfolk.

Support and contribute to the **New Anglia Learning Providers Forum** (NALPF) - sharing best practice in this theme and leveraging further opportunities for the region.

Work collaboratively with **Apprenticeship Norfolk** - to promote and introduce employers to the benefits for Apprenticeships.

**Act as ambassador** for apprenticeships - through the Council leading by example by taking on apprenticeships as a means to grow our own talent.



# Business Case Study

## Alpha Case

Alpha Chase formed in 2004 has developed a reputation for providing innovative solutions for the most challenging product handling problems, with an attention to detail, quality and performance.

### What does this business do?

Alpha Chase, trading for over 20 years, are involved in the design and manufacture production and assembly lines, predominately for the food, drink, personal care products and packaging. An inward investment from west Norfolk, clients include blue chip companies such as Unilever and Baco Cola AC have a satellite office in Burton Upon Trent, where they support the relocated Colman's production line. Parts of this building will be let to a number of other users who need office space, meeting rooms and other functional spaces.

### What are the challenges?

Key to growth is attracting skilled people, as well as keeping talented staff. Roles required are likely to include fabricators, welders and designers and engineers.

### Why North Norfolk?

Alpha Chase's MD is Norfolk born and bred. He lives locally and loves the space and the surrounding landscape. The building (formally owned by Equinor) is fabulous, well specified and offers space and growth potential.

### What next?

After dividing up office space and making the building's IT work for separate company uses, the plan is to rent parts of the building to other businesses looking for office and meeting space. AC are also looking to recruit apprenticeships to shadow and learn from existing skilled workers.



# Next Steps

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This document is presently at draft stage. Through engagement with businesses, partners, representative organisations and NNDC's Committee process, the document will be further developed as necessary. It is appreciated that the economic climate is continually evolving and therefore the Strategy, and in particular the Action Plan, will need to be responsive to change. As such, it should be considered a 'living' document.

The next steps of this strategy are:

- Review and seek input from NNDC's Corporate Leadership Team and informally from NNDC's Cabinet.
- Submission to NNDC's Overview and Scrutiny Committee - 24 January 2024.
- Hold a Business Engagement event - to include a summary of report/actions and test some of the challenges - 30 January 2024.
- Submission to NNDC's Cabinet, and subject to their recommendation.
- Submission to Full Council, with a recommendation for the formal adoption of the Strategy.
- Incorporate the Strategy into Invest North Norfolk.

## Post Adoption

- Continued planning and development of identified activities.
- Install appropriate monitoring and evaluation mechanisms for key delivery items as part of the Council's Performance Management.
- Maintain the Economic Strategy and Action Plan as a 'living document'.

# Economic Strategic Action Plan 2023 - 2027

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The following Action Plan outlines the projects and activities the Council will undertake to support the delivery of the three priority objectives. It is not intended to be an exhaustive catalogue of all activities, as much of the delivery is business as usual for the Council. However, it serves to highlight some of the particularly key items of delivery that the Council will be engaged in, both presently and over the coming years.





Action	<b>Rural Business and Communities Grant</b> - delivery of £1.4m of grant support to develop, diversify and create jobs.
Output	Grant programme developed and delivered
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Promote health, wellbeing and independence for all; Engaged & Supported individuals and communities; Increase accessibility and inclusion for all; Promote culture, leisure and sport activities. Local Plan Regional - Norfolk Rural Economic Strategy 2021-2024; Norfolk & Suffolk Economic Strategy. National - Building Back Better (2021) Levelling Up White Paper
Delivery	2023/24 and 2024/25
By Whom	New Anglia Local Enterprise Partnership (NALEP) & NNDC
Indicative Funding	Rural England Prosperity Fund (REPF)
Desired Outcomes	Business - Increased business capital investment, including diversification, investing in innovation and adopting productivity enhancing, energy efficient and low carbon technologies and techniques. Community - Increased investment in: capacity building and infrastructure support for local civil society and community groups; existing cultural, historic and heritage institutions that make up the local cultural heritage offer; impactful volunteering and social action projects to develop social and human capital in local places.
<hr/>	
Action	<b>Business Support Programme</b> - work with New Anglia LEP to provide a cohesive package of support for North Norfolk businesses, including 1-2-1 support, advice and guidance.
Output	Business Support Programme delivered (New Anglia Growth Hub), businesses supported
Strategic Alignment	Local - Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for jobs. Local Plan - Regional Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan; Norfolk Rural Strategy 2021-2024. National - Skill English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021s for Jobs White Paper
Delivery	2023/24 and 2024/25
By Whom	New Anglia Local Enterprise Partnership (NALEP) & NNDC
Indicative Funding	NALEP & UK Shared Prosperity Fund (UKSPF)
Desired Outcomes	Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to sustain, grow and innovate.

Action	<b>Business Digitalisation Programme (Go Digital)</b> - supporting business resilience, efficiency and growth through digital advice and funding.
Output	Mentor programme and grant scheme
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in. Regional - Norfolk & Suffolk Economic Strategy National - UK Digital Strategy 2022
Delivery	2022/23, 2023/24 and 2024/25
By Whom	Norfolk County Council (NCC) and NNDC
Indicative Funding	NCC and UKSPF
Desired Outcomes	Improve digital skills and presence of SMEs

Action	<b>Tourism marketing and business support</b> - Working with Visit North Norfolk and partners to deliver marketing campaigns, influence national tourism policy and support local businesses.
Output	Marketing Campaign and increased web searches for North Norfolk
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Promote culture, leisure and sport activities. Regional - Visit East Of England Destination Development Plan; Norfolk & Suffolk Economic Strategy National - Industrial Strategy: Tourism Sector Deal; Local Visitor Economy Partnership Programme – Visit Britain
Delivery	Ongoing, with UKSPF funding in 22/23 and 23/24
By Whom	Visit North Norfolk & NNDC
Indicative Funding	UKSPF & NNDC
Desired Outcomes	To support North Norfolk’s diverse tourism and visitor offer

Action	<b>North Walsham High Street Heritage Action Zone</b> - delivery of a four year programme (ending March 2024) to invest in the built assets of the town centre and its key buildings, and to celebrate its history and heritage.
Output	Place making and building improvements and a Cultural Programme
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Promote culture, leisure and sport activities; Infrastructure to support growth; Regional - Norfolk & Suffolk Economic Strategy. National - Building Back Better (2021)
Delivery	2024
By Whom	NNDC, Historic England, NCC, appointed lead architects, local stakeholders
Indicative Funding	Historic England, Getting Building Fund, NCC and NNDC
Desired Outcomes	Improved pedestrian flow, reduced high street emissions, improved spaces for activities/dwell. Use of historic and heritage assets to tell the story of the town.

Action	<b>Stalham High Street Task Force</b> - facilitate the development of a town team to drive High Street improvements
Output	Report and establishment of town team
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in. Regional - Norfolk & Suffolk Economic Strategy National - Building Back Better (2021)
Delivery	December 2023
By Whom	HSTF, NNDC and local stakeholders
Indicative Funding	HSTF and NNDC staff time
Desired Outcomes	HSTF's are intended to provide guidance, tools and skills to help communities, partnerships and local government transform their high streets.

Action	<b>Facilitate a Banking Hub</b> - work with local partners in Fakenham to retain banking facilities in the town centre through establishing a banking hub facility
Output	<b>Establishment of a Banking Hub</b>
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Engaged and supported individuals and communities; Increase accessibility and inclusion for all
Delivery	<b>September 2024</b>
By Whom	NNDC, local stakeholders and relevant partners
Indicative Funding	
Desired Outcomes	To help retain local access to cash and financial services.
Action	<b>Business Forum/Network</b> - establish mechanisms for the Council to engage with businesses to help inform them of key information and influence future support.
Output	<b>Events held</b>
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Regional - Norfolk & Suffolk Economic Strategy Local Skills Improvement Plan, Norfolk Rural Strategy 2021-2024
Delivery	<b>Autumn/Winter 2024</b>
By Whom	NNDC, local/regional business representatives, local businesses
Indicative Funding	<b>NNDC staff time</b>
Desired Outcomes	To engage with the Council, share information and provide a sounding board for new initiatives.

Action	<b>Business Decarbonisation programme</b> - ‘support business growth and sustainability through information, advice and funding
Output	<b>Advice and Grants</b>
Strategic Alignment	Local Corporate Plan - Continue our journey to Net Zero; An environment for business to thrive in; Net Zero 2030 Strategy and Action Plan; Reducing emissions from running a business in North Norfolk. Environmental Charter Addressing the climate emergency and help to promote environmental excellence. Regional - Norfolk & Suffolk Economic Strategy. National - Industrial Decarbonisation Strategy
Delivery	<b>2024/2025</b>
By Whom	NNDC and Groundworks East
Indicative Funding	<b>UKSPF</b>
Desired Outcomes	Supporting business decarbonisation and improving the natural environment whilst growing the local economy. buildings, transport and beyond.

Action	<b>Business Sustainability Toolkit</b> - develop a package of resources to support and promote sustainable business practices.
Output	<b>Development of web resources and support</b>
Strategic Alignment	Local Corporate Plan - Continue our journey to Net Zero; An environment for business to thrive in. Net Zero 2030 Strategy and Action Plan; Reducing emissions from running a business in North Norfolk. Environmental Charter; Addressing the climate emergency and help to promote environmental excellence. Regional - Norfolk & Suffolk Economic Strategy. National - Net Zero Strategy; Build Back Greener; Industrial Decarbonisation Strategy
Delivery	<b>2024/2025</b>
By Whom	NNDC
Indicative Funding	<b>NNDC staff time</b>
Desired Outcomes	Improved knowledge and understanding for businesses seeking to make their business more sustainable, energy efficient and reduce operational costs.

Action	<b>Invest North Norfolk</b> - Further develop the brand for the promotion of NNDC's business support activities.
Output	Development of web resources, business support activities and e-communications
Strategic Alignment	Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for Jobs Regional - Norfolk & Suffolk Economic Strategy. National - Industrial Decarbonisation Strategy; Build Back Better; Skills for Jobs White Paper; Local Skills Improvement Plan
Delivery	Ongoing
By Whom	NNDC
Indicative Funding	NNDC staff time
Desired Outcomes	Improved communication and information sharing with our business community, resulting in higher levels of engagement and facilitating take up of support.

Action	<b>Improved Business Intelligence</b> - Procure business, labour market and movement data intelligence.
Output	Procurement of data/software
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for Jobs Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan National - Build Back Better; Skills for Jobs White Paper; English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021
Delivery	December 2023
By Whom	NNDC
Indicative Funding	UKSPF (capacity building element)
Desired Outcomes	Better knowledge and understanding of businesses and labour market supply/demand. This will support the development of a stronger evidence base for the targeting, monitoring and evaluating of existing activities, and the development of future projects/funding bids.

Action	<b>Project Pipeline Management</b> - developing and maintaining a pipeline of project ideas and local investments; from concept through to delivery
Output	Database created and maintained
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Promote health, wellbeing and independence for all; Engaged & Supported individuals and communities; Increase accessibility and inclusion for all; Promote culture, leisure and sport activities. Regional - Norfolk Rural Economic Strategy 2021-2024; Norfolk & Suffolk Economic Strategy. National - Building Back Better (2021); Levelling Up White Paper
Delivery	Ongoing
By Whom	NNDC
Indicative Funding	NNDC staff time
Desired Outcomes	Maintain an understanding local investments and projects (1-2, 1-3years, 3years+ etc. These may be supported through immediate advice and guidance or shape and inform future funding bids.
Action	<b>Key Account Management</b> - Maintain a database of and an active dialogue with key businesses within the district.
Output	Database maintained and businesses engaged via rolling programme
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for jobs. Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan; Norfolk Rural Strategy 2021-2024 National - Skill English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021s for Jobs White Paper
Delivery	Ongoing
By Whom	NNDC
Indicative Funding	NNDC staff time
Desired Outcomes	This helps to instil the Council's role as a key point of contact to support new investment, help overcome any barriers to growth or support with any appropriate early interventions if a business is experiencing financial difficulty.

Action	<b>Business Survey</b> - undertake a business survey to help better understand the prevailing economic business conditions facing local businesses.
Output	Survey delivered. Results analysed interrogated and used to evidence future work programmes/funding bids
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for jobs. Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan; Norfolk Rural Strategy 2021-2024
Delivery	Spring 2024
By Whom	NNDC
Indicative Funding	NNDC staff time
Desired Outcomes	To improve our knowledge of the critical issues impacting businesses. To provide an evidence base to shape and inform future programmes and fund bids.





Action	<b>Key Infrastructure Delivery</b>
Output	Identify routes to delivery that unlock barriers to/and facilitate growth. Particular focus on items including the Fakenham A148 roundabout enhancement and the North Walsham western link road. Development of Energy Infrastructure and Water Resources Plans. Regular meetings with NCC and relevant partners to collaborate and work through delivery programmes.
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Regional - Norfolk & Suffolk Economic Strategy; Water Resources East - Water Resources Plan for Eastern England (draft) National - Energy white paper: Powering our net zero future.
Delivery	Ongoing with key dates specific to individual workflows
By Whom	NNDC, NCC, Central Government local stakeholders, developers
Indicative Funding	S106, developers, regional/national funding
Desired Outcomes	Supporting the delivery of growth areas identified within the Local Plan. Working collaboratively with partners, we will seek to develop and lobby for solutions to resolve key infrastructure constraints. Influencing issues of water scarcity and constraints in the local electricity distribution network. Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges.

Action	<b>Bacton Energy Hub</b>
Output	Working closely with the terminal operators, national and regional partners and local stakeholder to understand the opportunities and support the future development of the Bacton Terminal.
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Skills for Jobs Regional - Norfolk & Suffolk Economic Strategy. National - Building Back Better (2021) Net Zero Strategy: Build Back Greener; Energy white paper: Powering our net zero future; Green Jobs Taskforce Report 2021
Delivery	Ongoing
By Whom	Bacton Terminal operators, national/regional partners, NCC, NNDC
Indicative Funding	TBC
Desired Outcomes	Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site.

Action	<b>Serviced land business case/pipeline development</b> - Develop a pipeline of project proposals which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham.
Output	<a href="#">Pipeline/business cases prepared</a>
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Infrastructure to support growth; Regional - Norfolk & Suffolk Economic Strategy. National - Building Back Better (2021)
Delivery	<a href="#">December 2024</a>
By Whom	NNDC and relevant partners eg developers, NCC, funding providers
Indicative Funding	<a href="#">TBC</a>
Desired Outcomes	To be better positioned to capitalise on future funding opportunities that may bring forward employment site delivery.
Action	<b>Establish new facilities at Fakenham Sports Centre</b> , including a 25-metre public swimming pool and improved outdoor sports facilities.
Output	<a href="#">Improved facilities, including a 25m swimming pool, a full size 3G all-weather artificial grass pitch and implement carbon reduction measures to the existing Trap Lane facility.</a>
Strategic Alignment	Corporate Plan – Infrastructure to support growth; Promote health, wellbeing and independence for all; Increase accessibility and inclusion for all; Promote culture, leisure and sports activities; Continue our journey to net zero; Maximising opportunity
Delivery	<a href="#">Delivery TBC</a>
By Whom	Details TBC
Indicative Funding	<a href="#">Levelling Up Fund</a>
Desired Outcomes	Greater health and well-being for local residents

Action	<b>Promote Apprenticeship take up</b> - connecting and facilitating to deliver increased uptake of opportunities and aspirations.
Output	Promotion of local apprenticeship opportunities, including supporting the North Norfolk Apprenticeships 100 campaign. Promote apprenticeship opportunities within NNDC.
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Skills for Jobs. Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan. National - Skills for Jobs White Paper; English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021
Delivery	Ongoing
By Whom	NCC, Norfolk Chamber of Commerce, DWP, NNDC, Apprenticeships Norfolk
Indicative Funding	NNDC Officer time
Desired Outcomes	Increased apprenticeship take up which provides a route into employment or reskilling/upskilling existing staff. Supports businesses and organisations (inc NNDC) to grow and retain local talent.

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Action	<b>North Norfolk Skills Assembly/Forum</b> - establish a forum to help facilitate a joined up and collaborative approach to overcoming skills and recruitment issues
Output	Establishment of forum; Agreed Terms of Reference; Identified strategy/critical issues
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Skills for Jobs. Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan. National - Skills for Jobs White Paper; English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021
Delivery	Summer 2024
By Whom	NCC, Norfolk Chamber of Commerce, DWP, NNDC, Skills/recruitment representatives from public/private sector
Indicative Funding	NCC, NNDC Officer time
Desired Outcomes	To embed a joined up and collaborative approach to supporting skills and recruitment and to support the local delivery of the Norfolk Local Skills Improvement Plan.

Action	<b>Future Skills NOW - Employment Skills Programme</b> - mapping and audit exercise to support the skills challenges and to be in a position to shape and partner wider skills and training programmes.
Output	<a href="#">Programme delivery</a>
Strategic Alignment	Local Corporate Plan - An environment for business to thrive in; Skills for Jobs. Regional - Norfolk & Suffolk Economic Strategy; Local Skills Improvement Plan National - Skills for Jobs White Paper; English Apprenticeships: Our 2020 Vision; Green Jobs Taskforce Report 2021
Delivery	<a href="#">2024/2025</a>
By Whom	NCC & NNDC
Indicative Funding	<a href="#">NCC, UKSPF, NNDC</a>
Desired Outcomes	Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early.



Action	<b>Additional grant funding for energy efficiency retrofit improvements for local homes in North Norfolk</b> - linking with our Net Zero ambitions and our desire to support more vulnerable households.
Output	Grant delivery and advice
Strategic Alignment	Local Corporate Plan - Continue our journey to Net Zero; Promote health, wellbeing and independence for all; Address housing need; Promote best use of housing stock and good housing standards; Net Zero 2030 Strategy and Action Plan. Improving the energy efficiency of your home; Environmental Charter. Addressing the climate emergency and help to promote environmental excellence. Regional - Norfolk & Suffolk Economic Strategy National - Net Zero Strategy: Build Back Greener
Delivery	2024/2025
By Whom	Norfolk Warm Homes (NWH) & NNDC
Indicative Funding	DESNZ, UKSPF & NNDC
Desired Outcomes	To improve the energy efficiency of local homes and reduce the cost of living for those particularly on low income.

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Action	<b>Additional funding for the North Norfolk Sustainable Communities Fund</b> - helping communities to develop new and innovative projects which will improve their environment as well as their health and social wellbeing.
Output	Grant delivery
Strategic Alignment	Local Corporate Plan - Promote health, wellbeing and independence for all; Engaged & Supported individuals and communities; Increase accessibility and inclusion for all; Promote culture, leisure and sport activities. Quality of Life Strategy 2022-24
Delivery	2022/23 & 2023/24
By Whom	NNDC
Indicative Funding	UKSPF
Desired Outcomes	To help build strong and sustainable communities and ensure the long-term future and wellbeing of our communities.

Action	<b>Develop a Cultural &amp; Creative Sector Strategy</b> - identification of existing cultural programmes and joining up to promote cultural opportunities for our residents.
Output	<b>Strategy report and action plan</b>
Strategic Alignment	Local Corporate Plan - Promote culture, leisure and sport activities; An environment for business to thrive in; Quality of Life Strategy 2022-24. Regional - Norfolk & Suffolk Economic Strategy; Visit East Of England Destination Development Plan. National - Creative industries sector vision: a joint plan to drive growth, build talent and develop skills (2023) Industrial Strategy:Tourism Sector Deal March 2024
Delivery	<b>March 2024</b>
By Whom	NNDC and professional consultants
Indicative Funding	<b>UKSPF</b>
Desired Outcomes	Identification of local activity and provision of a cohesive and joined up approach to Cultural delivery.



# Business Case Study

## October Studios

October Studios are a production company, based in rural north Norfolk, who build spaces and create additional services to support TV and film making.

### What does this business do?

October Studios employ 20 permanent people and also use local supply chains to fulfil the design of sets and the supply of costumes, props and make-up services. They house the only free standing permanent 'Oval Office' set in Europe. With their advanced use of AI screen technology they can support film and television production. Alongside the tech they have a large prop and costume department including furniture, small props and set design furnishings. A separate department create bespoke costume racks for film shoots and amongst other production companies including Netflix.

### What are the challenges?

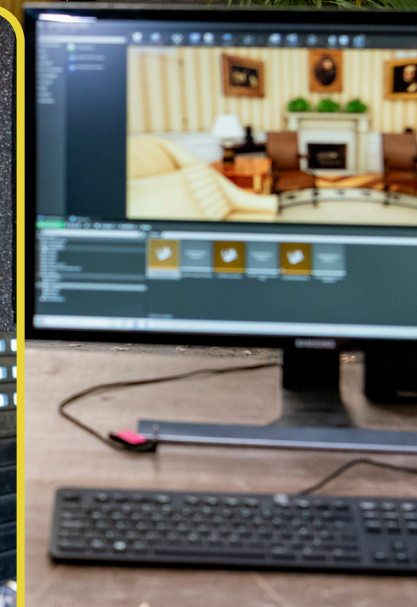
Space is critical and affordability of large production areas can create a financial advantage. For this industry access, parking, local crew availability and low cost rents are essential. The Runway, alleyways and old industrial setting is also very useful for set development.

### Why North Norfolk?

October Studios is located on Scottow Enterprise Zone which provides space, accessibility and reduced overheads. October Studios are able to produce their work here at a fraction of what it would cost in London.

### What next?

October Studios are constantly looking for more space and there is a desire to expand premises for set production and for storage.





NORTH  
NORFOLK  
DISTRICT  
COUNCIL



<b>O&amp;S Waste Update – February 2024</b>	
<b>Executive Summary</b>	The Waste and Related Services Contract is a single contract covering the three districts of North Norfolk District Council, Breckland District Council and the Borough Council of King’s Lynn and West Norfolk. The Contract is with Serco, who have delivered the services in North Norfolk since April 2020.
<b>Options considered</b>	NA – update report
<b>Recommendations</b>	<p><b>Recommendation 1.</b> Given the current performance levels and the arrangements in place, to monitor performance and the gap analysis, through the governance structures within the contract that further updates on performance are only made to Overview and Scrutiny committee if, in the view of the Authorised Officer (Director for Communities) for the contract, performance has dropped to a level that is of significant concern or that progress on the gap analysis items is not adequate.</p> <p><b>Recommendation 2.</b> That Overview and Scrutiny provide scrutiny of the progress made in planning, implementing and embedding the round reorganisation on a regular basis.</p> <p><b>Recommendation 3.</b> That Overview and Scrutiny form a view on whether it would be appropriate to recommend to Full Council that a letter be sent to DEFRA setting out the evidence associated with the shortfall in allocation and the anticipated capital costs in relation to food waste collection.</p>
<b>Reasons for recommendations</b>	To allow the committee to consider what further actions or scrutiny should be taken following this report.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Callum Ringer
<b>Contact Officer</b>	Steve Hems, Director for Communities <a href="mailto:Steve.hems@north-norfolk.gov.uk">Steve.hems@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	N/A
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	N/A

## **1. Purpose of the report**

- 1.1 This report provides an update on:
- 1.2 Areas of contract delivery where the Overview and Scrutiny Committee have had concern in relation to performance.
- 1.3 On planned changes to collection schedules.
- 1.4 The latest position in relation to the requirement to introduce Food Waste collection services.

## **2. Contract Performance**

- 2.1 Completion of rounds on the scheduled day of collection remain high. Most daily reports now show 100% completion rates of rounds. Where rounds are not completed on the scheduled day this is typically due to either vehicle issues or crew issues such as sickness absence. The work left over is now typically caught up during the next day alongside that day's work. This means that we are seeing less instances where incomplete rounds are impacting over several days of collection activity.
- 2.2 Missed collection reporting shows a continuation of the improving trend across all collection areas. A missed collection for these reporting purposes is one that is not collected within the rectification period set out in the contract. In general, Serco have until close of play of the day after the scheduled collection to collect any missed bin; if they achieve this then it is not counted in the reporting and the Performance Management Framework (PMF) deductions are not triggered.
- 2.3 It can be seen from the graphs in Appendix 1 that the number of missed bins now hitting the PMF trigger is at a level which is comparable with other parts of the contract and industry wide standard for such activities. This continued maintenance of good performance is down to the ongoing investment and additional resources provided by SERCO.
- 2.4 Officers are working to develop the reporting of any service disruption/incompletions on our website as part of the online missed bin reporting process.

## **3. Cleaning and Grounds Maintenance**

- 3.1 In general the performance of these elements of the contract remains good. Graphs in Appendix 1 show the level of performance failures in relation to cleaning and grounds maintenance activities did increase in the late autumn but have now begun to reduce. It appears that the increase relates to a change in the reporting mechanisms put in place between the Environmental Contracts Officers and Serco to more effectively capture service issues and failures. Improvements in the waste collections area of the contract has allowed the Environmental Contracts Officers to focus more time on other areas of the contract.

#### **4. Call Centre**

- 4.1 The contract specification requires that 90% of calls are answered by a person within 20 seconds by the Serco provided customer contact center which operates across the whole contract area. Members of the Overview and Scrutiny Committee had previously expressed concern over the performance of the contact center and data suggested that Serco were only meeting the specification for around 45% of calls at the beginning of last year.
- 4.2 Serco have introduced a number of improvements to their customer contact centre and these, in combination with the improvement in other areas of contract performance has seen a significant improvement in performance. Over recent months Serco have consistently performed over the contract specification response times and in December 99% of calls were being answered within 20 seconds compared to 80% for the previous 12month period. The average time to answer was just seven seconds and only 0.4% of calls were abandoned.
- 4.3 Performance of the contract is discussed at an operational level at the fortnightly Contract Management Boards and with the relevant portfolio holders from each Authority at the regular Joint Contract Review and Development Board meetings.

#### **5. Outstanding Contract Elements – Gap Analysis**

- 5.1 Overview and Scrutiny had expressed concerns over the gap between what had originally been specified by Serco in their bid submission and what was being provided on contract, particularly related to the “added value” elements.
- 5.2 Attached at Appendix 2 is an updated version of the Gap Analysis tracker. This shows that there remain relatively few of the original items and those that do remain are mostly in train or dependent on activity outside the direct control of Serco.
- 5.3 Officers across the contract continue to work with Serco to ensure that elements of the contract which are deemed to be of greatest benefit are delivered in a timely manner.
- 5.4 The outstanding parts of the gap analysis is discussed at the Contract Management Board meetings and with the relevant portfolio holders from each Authority at the Joint Contract Review and Development Board meetings.

#### **6. Route and Round Re-optimisation**

- 6.1 Serco currently provide additional resource to the contract in order to ensure that they are able to complete the rounds. This additional resource was due to some of assumptions made during the previous route and round optimization not delivering in the way that the modelling suggested. This level of additional resource is not sustainable for Serco on an ongoing basis.
- 6.2 Norfolk County Council, as the Waste Disposal Authority, have recently re-procured the disposal points to which residual and recycling waste is taken by North Norfolk collection crews. This process has led to a change in the disposal point for recycling, from the current location in Aylsham to a site in North Walsham. This change will affect the effectiveness of a significant number of the current rounds due to the changes to the time it will take to get to the disposal point. Some rounds, particularly those in the west of the

district, will have much longer transit times to tip their loads and those in the east part will have less, leading to some imbalance in the rounds as currently organized.

- 6.3 The combination of the new disposal point and rounds sustainability issues mean that to be as efficient as possible Serco are looking to introduce changes to the current rounds. Serco are currently working on the round redesign. The first drafts of the new rounds have been shared with officers and comments are being fed back to ensure the change will be as smooth as possible. It is likely that high proportion of residents may have changes to the day that their bins are collected.
- 6.4 The planned date for the new rounds to come into effect is the 8th April 2024. This date ensures that there is an adequate number of collection cycles between the introduction and the next set of bank holidays to allow the rounds to bed in before there is any catch up dates due to the bank holidays. Serco will be providing additional resource during the bedding in process to allow for mop ups whilst crews get used to the new rounds.
- 6.5 A communication plan is in place, with all member briefings, information to Town and Parish Councils and affected residents built into the plan.

**7. Food Waste**

- 7.1 The Overview and Scrutiny Committee have previously been advised of the mandatory requirement to introduce a food waste collection service to all households and certain businesses. Commercial food waste collections currently have to be available by the 1st April 2025 and household collections by the 1st April 2026. A work stream of the Norfolk Waste Partnership is currently considering these requirements and initial work is underway between Breckland and North Norfolk with Serco to look at the implications and routes to delivery under the contract; Kings Lynn already have a food waste collection service in place.
- 7.2 As will any new legislative requirement Government provides new burdens funding to local authorities in minimise the impact. In the case of food waste collections Government has split the new burdens funding into sections with the first being the allocation of capital funding to allow for the purchase of food waste caddies and collection vehicles. Further burdens funding will be made available for the costs associated with implementing the collection system and then for running the additional service provision.
- 7.3 For North Norfolk it is almost certain that food waste collection will need to be done through an entirely separate collection scheme with smaller vehicles providing the weekly collection, possibly on a different day from the other waste streams.
- 7.4 Government have provided all local authorities with an allocation of capital money for the purchase of caddies and vehicles etc. The funding has been calculated in collaboration with the Waste Resources Action Programme (WRAP).

	Kitchen caddies (plus spares)	Kerbside caddies (plus spares)	Communal wheeled bins (plus spares)	Vehicles (Plus spares)	<b>Total funding</b>

NNDC	£115,584	£265,843	£0	£716,100	£1,097,527
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- 7.5 Initial work by officers suggest that the allocation is not sufficient to cover the full capital costs of the equipment that DEFRA suggests will be required to deliver a weekly food waste collection to every household in North Norfolk.
- 7.6 One supplier of caddies has given pricing for internal and external caddies which, across the number of households in North Norfolk, gives an expected spend of over £600,000 against the notified funding of £381,427, which is supposed to also include an allowance for spares. An external caddy may not be required for every household, such as communal bin areas, however, there is also no allowance provided for communal bins.
- 7.7 Our initial modelling for collection vehicles suggests that between 8-12 vehicles will be required to service every property on a weekly basis. Whilst we do not at this stage have firm quotes for food waste collection vehicles, our understanding is that they are in the region of £130,000-£150,000 depending on size and specification, giving a total cost range between £1.04-£1.8m against a funding allocation of £716,100.
- 7.8 Whilst financial support for the introduction of weekly food waste collections to all households is a welcome move, the currently proposed figures provided by DEFRA (which come with no indication of the modelling used to calculate them), are between £0.6m to £1.3m less than the actual sums that will be required to deliver this service in North Norfolk.
- 7.9 It should be noted that the feedback from the majority of collections authorities is that the capital allocation made is insufficient to fund their estimated costs required.

## **8. Finance Comment from S151 Officer**

- 8.1 It is recommended that the Council should write to DEFRA to express its concern over the level of funding that has been allocated at this point as it can be demonstrated that it is inadequate. If the funding doesn't cover the actual cost, then in all likelihood the council will need to borrow to fund the difference (which could range from £1.04m-£1,8m less £0.716m) which would incur an annual revenue cost to the council of between £46k-£155k Minimum Revenue Provision costs plus the interest costs on external borrowing. (This assumes a vehicle life of seven years).

## **9. Recommendation 1.**

- 9.1 Given the current performance levels and the arrangements in place, to monitor performance and the gap analysis, thought the governance structures within the contract that father updates on performance are only made to Overview and Scrutiny committee if, in the view of the Authorised Officer for the contract, performance has dropped to a level that is of significant concern or that progress on the gap analysis items is not adequate.

## **10. Recommendation 2.**

- 10.1 That Overview and Scrutiny provide scrutiny of the progress made in planning, implementing and embedding the round reorganization on a regular basis.

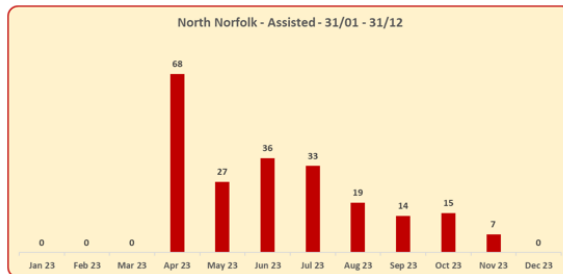
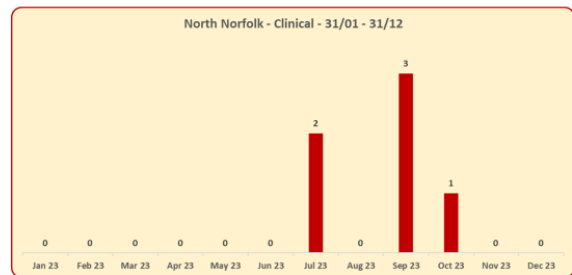
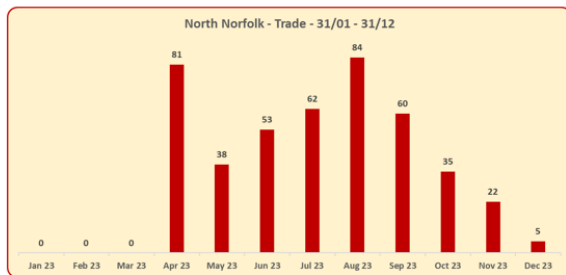
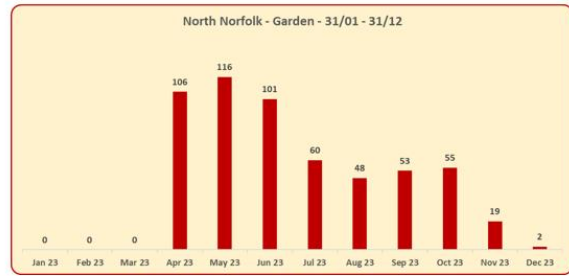
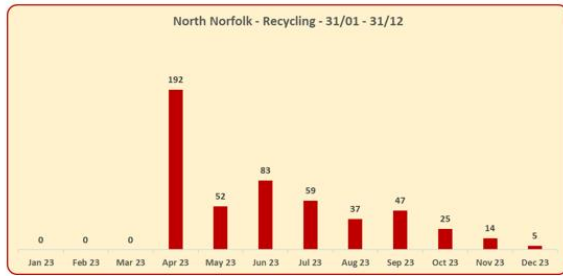
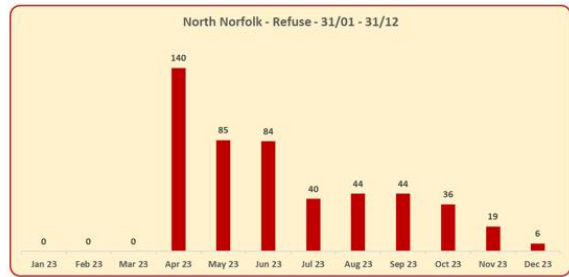
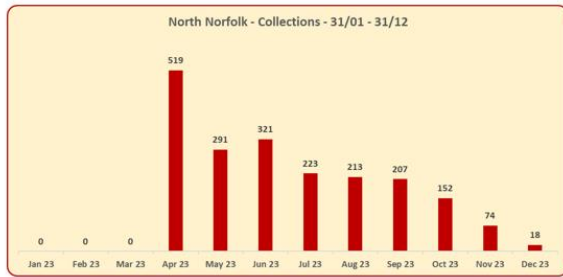
## **11. Recommendations 3.**

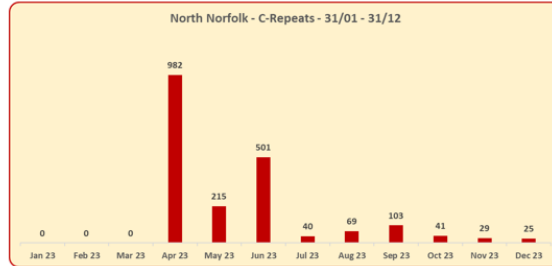
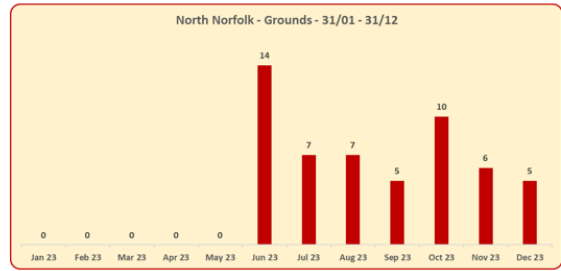
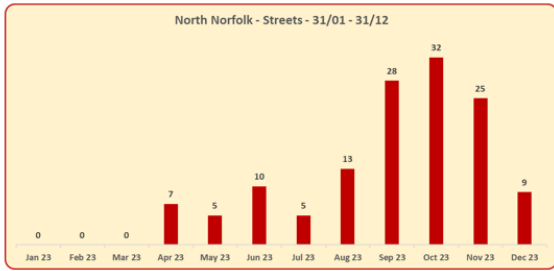
- 11.1 That Overview and Scrutiny for a view on whether it would be appropriate to recommend to Full Council that a letter be sent to DEFRA setting out the

evidence associated with the shortfall in allocation and the anticipated capital costs in relation to food waste collection.

# Appendix 1

## KPI Performance – North Norfolk







## Appendix 2

### Customer Care Centre Stats

	Calls p/d	Abandoned Calls	Ave. Call Time	Average Speed to Answer	SLA
Last 12 Months	172	4%	5:05	0:23	80%
September	167	1%	4:20	0:10	93%
October	137	1%	4:05	0:09	95%
November	98	0.4%	4:04	0:08	97%
December	90	0.4%	4:15	0:07	99%

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## **Contract Management Structure**

### *External Processes*

#### **Contract Review and Development Board**

To review and develop the contract at a high level to ensure that the strategic outcomes of the procurement and award of the contract are delivered across the three councils.

To agree with the contractor the service delivery plan for the forth coming year and to monitor the high level performance of the contract. To receive reviews of performance with particular reference to issues which are considered high risk to either the councils or the contractor. This in particular shall make reference to instances where:

- Escalation of Default
- Council Step In
- Suspension or Omission
- Risk of termination
- Contentious Council or Contractor Change or those with a greater than *de-minimus* financial impacts
- Resolve disputes between the contractor and the councils

To develop the contract to provide opportunities for cost reduction, new or improved services, change management and service development to the mutual benefit of all parties. To agree priorities in terms of projects and developments in the contract as necessary.

Monitor the performance and effectiveness of the Contract Management Board.

The council have identified membership through the Strategic Board and the contractor will be represented by persons of a similar seniority at all meetings who can agree to direct resources or services of the company to deliver the outcomes agreed.

The Board will meet quarterly.

#### **Contract Management Board**

The council have identified membership through the Contract Management Group and the contractor will be represented by Regional Manager or Contract Manager with the authority to implement agreed change. The Board will meet monthly or more frequently as is necessary.

Particular reference of the Board will be:

- Performance monitoring and review of the services provided
- Dialogue in the development of the Service Delivery Plan
- Deal with areas of dispute between the councils and the contractor and make decisions and implement them or refer to the Strategic Contract Review and Development Board
- Review the financial performance of the contract in delivering value for money
- Identify the areas where potential contract thresholds for uplift are being reached and review opportunities for cost reduction or avoided increase.

- Agree annual indexation calculations (if any)
- Council or Contractor Change Notices and agree those which are *de-minimus* or refer to the Strategic Contract Review and Development Board
- Resolve disputes relating to Notices served by Authorised Officers where more than one council area is affected
- Health and Safety

The Board will also be responsible for the agreement on issues which affect the contract in common across the areas of the three councils including:

- Insurances
- Operator's Licence
- Quality Systems
- Vehicle Signage and Livery
- Condition of Vehicles
- Age of vehicles
- Uniforms and forms of identification
- Availability
- Levels of supervision by the contractor
- Certification of Managers
- Communications to residents
- Resourcing of the contract and Contractor events of default
- Whole Contract Audit

The Board will also deal with issues of service suspension due to emergency and Force Majeure and the implementation of recovery measures where the implementation of the contract conditions and specification requirements would have an impact over the area of more than one council. The arrangements of such meetings will be ad hoc and may include teleconferencing or virtual meetings as necessary due to the nature of the circumstances.

The Board will meet monthly.

#### **Contract Delivery Meeting**

The Authorised Officer of the each council is expected to meet with representatives of the contractor routinely to discuss and review local service delivery and matters of local service and financial management. Each Council will determine its own frequency for such meetings whilst being mindful of the requirements of other councils in the contract.



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## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>January 2024</b>				
<b>Savings Proposals – Budget 24/25</b>	To review savings proposed by Cabinet – to achieve a balanced budget for 2024/25	Pre-scrutiny	Cllr L Shires	Cabinet
<b>Treasury Management Strategy</b>	To review the Strategy & make any recommendations to Cabinet	Deferred	Cllr L Shires	Cabinet
<b>Performance Monitoring Q2</b>	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly	Cllr T Adams	Cabinet
<b>Corporate plan 2019 – 2023 Overview</b>	<i>Does the committee need to see this item? Would scrutiny add any value as historic information?</i>		Cllr T Adams	Cabinet
<b>Pre-Scrutiny - Peer Review Action Plan</b>	To make any recommendations to Cabinet	Pre-scrutiny	Cllr T Adams	Cabinet
<b>Councillor Call for Action - Homelessness</b>	Request from Cllr V Holliday			Scrutiny
<b>Delegated Decisions</b>		Information / quarterly	Cllr T Adams	Cabinet
<b>February</b>				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Revenue Budget 2024 – 2025/Medium Term Financial Strategy to 2026/2027</b>	To review the proposed Budget and MTFS before its presentation to Full Council for approval		Cllr L Shires	Cabinet
<b>Local Economic Strategy &amp; Action Plan</b>	To review the Local Economic Strategy and Action Plan and make any recommendations to Cabinet	Pre-scrutiny	Cllr P Heinrich	Cabinet
<b>Enforcement Board Update</b>	To receive an update on the work of the Enforcement Board	MIB	Cllr A Brown	
<b>Waste Update</b>	To receive an update		Cllr C Ringer	Scrutiny
<b>March</b>				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Budget Monitoring P10</b>	To review the budget monitoring position	Periodic	Cllr L Shires	Cabinet
<b>Performance Monitoring Q3</b>	To monitor the Council's performance and consider any recommendations to Cabinet	Quarterly	Cllr T Adams	Cabinet
<b>Contextual Performance Measures Report</b>	To review contextual performance and consider how this may impact corporate priorities	Quarterly/six-monthly	Cllr T Adams	Scrutiny
<b>Review of Housing Allocations Policy</b>			Cllr L Shires	Cabinet
<b>Beach Huts &amp; Chalets Monitoring</b>	To monitor the occupancy, condition and revenue of NNDC	<i>Moved from</i>	Cllr L Shires	Scrutiny

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	owned beach huts and chalets.	<i>Jan</i>		
<b>Net Zero Strategy</b>	To look at progress made on the action plan	Progress	Cllr A Varley	Scrutiny
<b>Car Park Usage Monitoring</b>	Annual review of the usage and revenue of the Council's public car parks	Annual	Cllr L Shires	Scrutiny
<b>April</b>				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Performance Benchmarking</b>	To review performance benchmarking data comparatively with similar authorities	Quarterly		Scrutiny
<b>Planning Service Improvement Plan – Monitoring/Overview</b>	To review the implementation of the PSIP	Committee Request	Cllr T Adams	Scrutiny
<b>Public Convenience Strategy Follow-up</b>	To review progress made with			Scrutiny
<b>Levelling Up Fund – update report</b>	To consider any proposals and make recommendations to Cabinet & Council		Cllr A Brown	Cabinet
<b>Planning Service Improvement Plan – Monitoring</b>	To monitor the progress of implementation of the PSIP	July 24	Martyn Fulcher Cllr A Brown	Scrutiny
<b>Potential Items</b>				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Crime &amp; Disorder Update</b>	To invite the PCC following the election on their future plans in North Norfolk	Annual		Scrutiny
<b>NWHAZ End of Project Report</b>	To review the project post-completion		Cllr P Heinrich	Scrutiny
<b>Ambulance Response Times Data Monitoring</b>	To monitor ambulance response times data across the District	Some issues		Scrutiny
<b>Review of Anglian Water's 5-year Plan</b>	At request of AW	June 2024		
<b>Anglian Water – monitoring of sewage outflows</b>	Annual review	Dec 24		
<b>Performance Management Software</b>		TBC		