

# Cabinet



**Please contact:** Emma Denny

**Please email:** [emma.denny@north-norfolk.gov.uk](mailto:emma.denny@north-norfolk.gov.uk)

**Please Direct Dial on:** 01263 516010

Friday, 1 March 2024

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Offices, Holt Road, Cromer, NR27 9EN on **Monday, 11 March 2024 at 10.00 am.**

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

Members of the public who wish to ask a question or speak on an agenda item are requested to arrive at least 15 minutes before the start of the meeting. It will not always be possible to accommodate requests after that time. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel:01263 516010, Email:[emma.denny@north-norfolk.gov.uk](mailto:emma.denny@north-norfolk.gov.uk).

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. Please note this meeting is livestreamed: [NNDC eDemocracy - YouTube](#)

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

**To:** Cllr W Fredericks, Cllr L Shires, Cllr T Adams, Cllr A Brown, Cllr H Blathwayt, Cllr P Heinrich, Cllr C Ringer, Cllr A Varley and Cllr L Withington

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



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

**Chief Executive:** Steve Blatch  
**Tel** 01263 513811 **Fax** 01263 515042 **Minicom** 01263 516005  
**Email** [districtcouncil@north-norfolk.gov.uk](mailto:districtcouncil@north-norfolk.gov.uk) **Web site** [www.north-norfolk.gov.uk](http://www.north-norfolk.gov.uk)

## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

1 - 8

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 05 February 2024.

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. 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 (see attached guidance and flowchart)

**5. ITEMS OF URGENT BUSINESS**

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

**6. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any

**7. RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE**

The following recommendations were made by the Overview & Scrutiny Committee at the meeting held on 14<sup>th</sup> February:

**Local Economic Strategy & Action Plan**

**Recommended**

(A) that an appendix to the full strategy and action plan be produced to show all the different sectors to the economy in North Norfolk and when available information be provided in the document that sets out the value of each sector to the local economy, and

(B) the strategy part is extracted from the full document into a shorter summary form that could be more quickly read.

**8. BUDGET MONITORING P10**

15 - 56

Executive Summary	This report provides an update on the Council's financial performance and projected outturn for 2023/24 for the revenue account, capital programme and reserves statement as at the end of January 2024.
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	As at 31 January 2024, the General Fund projected deficit is £0.986m for the full year 2023/24. This is after adjusting for all known variations and full year forecasting by service managers.
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	It is recommended that Cabinet: <ol style="list-style-type: none"> <li>1) Note the contents of the report and the current forecast year end position.</li> <li>2) Note the actions to take some short term borrowing and to call back some of the investments that are in our pooled funds.</li> <li>3) Approve the use of the Economic Regeneration Reserve as required as proposed in paragraph 2.25.</li> <li>4) Approve the use of £0.2m of the Treasury Management reserve to cover the overspend as proposed in paragraph 2.42.</li> <li>5) Note that officers will work together to take action to reduce the overall projected General Fund deficit at the for 2023/24.</li> </ol>
Reasons for recommendations	To update members on the current budget monitoring position for the Council.
Background papers	\\fs\Accounts\Budget Monitoring\BUDGET MONITORING\2023-24\Period 10\Report and Appendices\Draft Budget Monitoring P10 2023-24 .doc
Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley, <a href="mailto:Tina.stankley@north-norfolk.gov.uk">Tina.stankley@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	Budgets set to support the Corporate Plan objectives.
Medium Term Financial Strategy (MTFS)	Budget process in line with MTFS
Council Policies & Strategies	Service Budgets set in line with the council policies and strategies.

<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

**9. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2023-24 - TO END OF QUARTER 3 - 31ST DECEMBER 2023**  
57 - 64

Executive Summary	The Corporate Plan 2023-27 Action Plan 2023-24 is being implemented as planned.
Options considered	Not relevant.
Consultation(s)	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
Recommendations	Cabinet is recommended to note this report.
Reasons for recommendations	The Action Plan 2023-24 is being implemented as planned
Background papers	Corporate Plan 2023-27

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023/24 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2023/24 is implemented as planned will ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27



<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 and Action Plan 2023-24 approved by Full Council on 17 July 2023.  Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023

## 10. LOCAL ECONOMIC STRATEGY & ACTION PLAN

65 - 130

Executive Summary	'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.
Options considered	There are no options for consideration. The Strategy is recognised as a Key Action for delivery in 2023/24 within the Corporate Plan.
Consultation(s)	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 were further shared and 'tested' at a business engagement event in January, which also served as a workshop to discuss key issues that would inform the forthcoming Norfolk-wide Economic Strategy that is presently being developed by Norfolk County Council. Furthermore, the Strategy was given 'pre-scrutiny' at the Overview & Scrutiny Committee meeting on 14 February 2024 and the advice from this, including a request for a supplementary 'executive summary' version of the Strategy, has been noted and will be produced in due course.
<b>Recommendations</b>	It is recommended that:  <b>Cabinet endorse the Economic Strategy &amp; Action Plan and recommend to Full Council its formal adoption.</b>
Reasons for recommendations	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.

Background papers	2023 – 2027 Corporate Plan Supporting documents available

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

Links to key documents:	
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

## 11. FORMER SHANNOCKS HOTEL SITE, SHERINGHAM

131 - 144

Executive Summary	The final decision as to whether to progress to conclude the Compulsory Purchase of the former 'Shannoeks' building now needs to be made. The report considers the issues and options and advocates that Councillors decide the way forward.
Options considered	The report sets out two main options – with a series of 'sub-options'. The two main options are:  (i) To continue with the Compulsory Purchase Process and serve the General Vesting Document; or,  (ii) To withdraw from the process and leave the property in the hands of the current owners.
Consultation(s)	The Council's legal services team have been involved throughout this work.
Recommendations	<b>This is a Cabinet decision, and the recommendation is likely to be (subject to the outcome of discussion with the owners prior to Cabinet) to authorise the Director for Place and Climate Change to make the final decision (in consultation with specified others).</b>
Reasons for the recommendations	To provide a clear position for discussions with the current owners and to thereafter enable Officers to

	conclude matters.
Background papers	December 2022 Cabinet report – attached as Appendix 1.  Valuation report October 2022  Planning Applications: <ul style="list-style-type: none"> <li>▪ RV/21/2885 approved in March 2022</li> <li>▪ PF/18/1603 approved in October 2018; and,</li> <li>▪ PF/17/0192 approved in October 2017.</li> </ul>

Wards affected	Sheringham North
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Russell Williams - Assistant Director: Planning

**Links to key documents:**

Corporate Plan:	See Section 4.1 of the report.
Medium Term Financial Strategy (MTFS)	Yes – costs of the CPO are allowed for within the Capital Programme
Council Policies & Strategies	Medium Term Financial Strategy (Capital Programme)

**Corporate Governance:**

Is this a key decision	Yes
Has the public interest test been applied	<p>Yes – the report is effectively divided into two parts – with as much as practically possible in the ‘Public’ part of the Agenda – and - an Appendix (3) in the ‘Closed’ Part of the Agenda.</p> <p>Information in Appendix 3 involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.</p> <p>This paragraph relates to:</p> <p>Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <p>The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.</p>

Details of any previous decision(s) on this matter	Cabinet: 5 <sup>th</sup> December 2022 Cabinet: 4 <sup>th</sup> November 2019
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## 12. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

Information in this appendix involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.

This paragraph relates to:

Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:

The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.

## 13. PRIVATE BUSINESS

145 - 150

## CABINET

**Minutes of the meeting of the Cabinet held on Monday, 5 February 2024 at the Council Chamber - Council Offices at 10.00 am**

### Committee

#### Members Present:

Cllr W Fredericks (Deputy Chair)	Cllr L Shires
Cllr T Adams (Chair)	Cllr A Brown
Cllr H Blathwayt	Cllr P Heinrich
Cllr A Varley	Cllr L Withington

#### Members also attending:

Cllr C Cushing  
Cllr N Dixon  
Cllr L Vickers

#### Officers in Attendance:

Chief Executive, Democratic Services Manager, Assistant Director for Environment & Leisure, Director for Place & Climate Change, Assistant Director for Finance, Assets, Legal & Monitoring Officer and Director for Resources (DFR) / S151 Officer

#### Apologies for Absence:

Cllr C Ringer

## 16 MINUTES

The minutes of the meeting of Cabinet held on 8<sup>th</sup> January 2024 were agreed as a correct record.

## 17 PUBLIC QUESTIONS AND STATEMENTS

None received.

## 18 DECLARATIONS OF INTEREST

None received.

## 19 ITEMS OF URGENT BUSINESS

None.

## 20 MEMBERS' QUESTIONS

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

## 21 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

The Chairman said that Cabinet accepted the recommendations made by the Overview and Scrutiny Committee at the meeting held on 24<sup>th</sup> January.

**RESOLVED** to support the following recommendations from the Overview & Scrutiny Committee:

Agenda Item 9: Draft Revenue Budget 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.

Agenda item 11: Corporate Peer Review Draft Action Plan

(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 within the Action Plan.

**22 RECOMMENDATIONS FROM LICENSING COMMITTEE**

The Chairman said that the Licensing Committee (Regulatory) had made a recommendation to Cabinet regarding an increase in Hackney Carriage fare charges. Hackney Carriage Fares (maximum chargeable) are set by the District Council under a provision made in Local Government Misc. Provision Act 1976. The Council had been requested by the taxi trade to review these maximum fares. Consultation had taken place with representatives from the North Norfolk taxi trade. Further public consultation, via the local press would occur if the recommendations were accepted.

It was proposed by Cllr T Adams, seconded by Cllr P Heinrich and

**RESOLVED**

To AGREE to increase the current Hackney Carriage fare charges by 15%, subject to successful statutory consultation.

**23 DRAFT REVENUE BUDGET 2024-2025**

The Portfolio Holder for Finance & Assets, Cllr L Shires, introduced this item. She referred to Appendix F, Capital Bids and said that this was not the final list and would be assessed prior to the start of the next financial year.

The DFR said that the final Local Government Financial Settlement (LGFS) announcement was still awaited. A 1% estimated increase in funding was included in the projections and the report to Full Council would include the final figure.

Cllr C Cushing referred to page 23 and £250k of savings yet to be identified. He asked for more information on this and if the Portfolio Holder could provide an

update on the progress being made with these additional savings, when members would know what they were and whether they would be impacted by the anticipated 1% allocated by the LGFS. Cllr Shires replied that they would not be impacted by the 1%, she said that the £250k savings included lots of good proposals from officers which warranted further investigation and once these had been fully assessed, she was confident that the additional savings could be found. The Chairman added that there were implications and consequences for some of the proposed savings that needed to be fully explored. He added that the pressures on local government were unprecedented, particularly with the impact of inflation and temporary housing costs.

Cllr N Dixon sought clarification as to whether the recommendations from the Overview & Scrutiny Committee (agenda item 7) had been accepted by Cabinet. The Chairman confirmed that they had.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

### **RESOLVED**

1. To consider the list of proposed savings, the use of reserves and the settings of a savings target and decide on the combination to include in the Budget for 2024/25 so that a balanced budget can be recommended to Full Council
2. To agree to the use of any additional funding announced as part of the final Local Government Settlement to replace the use of reserves.
3. To decide which proposed new capital bids should be recommended to Full Council for inclusion in the Capital programme.

Reason for the decision:

To enable the Council to set a balanced budget.

## **24 TREASURY MANAGEMENT STRATEGY 2024 - 2025**

The Portfolio Holder for Finance, Cllr Shires introduced this item. She said that it was coming through to Cabinet later than anticipated, due to Overview & Scrutiny Committee requesting training for members before scrutinising it. She said that this had now taken place and Overview & Scrutiny Committee had recommended its approval.

It was proposed by Cllr L Shires, seconded by Cllr T Adams and

### **RESOLVED**

To recommend to Full Council that the Treasury Management Strategy 2024/25 is approved.

Reason for the decision:

Approval by Full Council demonstrates compliance with the Prudential Codes to ensure;

- A flexible investment strategy enabling the Council to respond to changing market conditions.
- Ensure compliance with CIPFA and DHLUC guidance.
- Confirming capital resources available for delivery of the Council's capital

programme.

It is a requirement that any proposed changes to the prudential indicators are approved by Full Council.

## **25 NORTH NORFOLK DISTRICT COUNCIL CORPORATE PEER CHALLENGE - DRAFT ACTION PLAN**

The Chairman said that officers and members had been pleased with the recent LGA Corporate Peer Review. The report provided a response to the recommendations set out in the Peer Review, with proposed actions. He added that it had been presented to Overview & Scrutiny Committee for consideration.

Cllr N Dixon reiterated the recommendation from the Overview & Scrutiny Committee – ‘that a report be submitted to the Overview & Scrutiny Committee following the LGA’s revisit to the Council on the progress that had been made on the changes proposed within the Action Plan’.

It was proposed by Cllr T Adams, seconded by Cllr W Fredericks and

**RESOLVED**

To agree to adopt the NNDC Corporate Peer Challenge Draft Action Plan.

Reason for the decision:

To ensure that the objectives of the Council are achieved and to support the Council in its future development, learning and continuous improvement.

## **26 CABBELL PARK, CROMER**

The Chairman introduced this item. He explained that ownership of Cabbell Park (previously home to Cromer Town Football Club) was taken on by NNDC in 2015, with a section at the front of the site sold to make way for a new medical practice. The capital sum from that sale was held for the purpose of providing football facilities in the town. For many years Cromer Youth Football Club (CYFC) had been seeking a home. A project was currently underway to build a 3G football facility on the adjacent Academy / Sport Centre site, for which CYFC were a partner club. It was therefore proposed that Cabbell Park could become the home of CYFC.

The Chairman said that there may be some concerns from residents regarding the impact on parking on Blair Road and Mill Road and the hospital. The Assistant Director for Environment & Leisure Services said that the development of Cabbell Park would not impact on parking at the hospital. The lease that they had signed was between 6am and 6pm and it was not envisaged that it would be dual use at all. The Chairman agreed that this would be of comfort to residents.

Cllr L Shires referred to section 5.2 of the report which stated that the actual cost of the works was not yet known. She said that this report was very much about the intent to undertake the work but that officers had been asked to provide costs in advance of any work commencing.

It was proposed by Cllr L Withington, seconded by Cllr W Fredericks and

**RESOLVED**



1. To support in principle the necessary improvements and provision of additional facilities to Cabbell Park to enable Cromer Youth Football Club to lease the ground and have a home for all of their football operations.
2. To instruct officers to undertake further work to develop the scope of improvements, design of additional facilities and appropriate permissions and costings and present these in a paper to a future Cabinet meeting for consideration.

Reason for the decision:

This is the first time in 30 years that a tangible option exists to provide a home for CYFC, a solution which will also maximise the use of Cabbell Park. A permanent home in Cromer for the club would enable them to grow and secure football in the town for a number of years to come. Football clubs for many are the heart of the community and this is an opportunity to bring this back to the town.

## **27 PROPOSED DISPOSAL OF HIGHFIELD ROAD CAR PARK FOR AFFORDABLE HOUSING**

The Portfolio Holder for Housing, Cllr W Fredericks, introduced this item. He explained that the report set out a proposal to dispose of the NNDC owned car park at Highfield Road, Fakenham to Flagship Housing for the development of affordable homes. She welcomed the support of local members.

Cllr L Vickers, member for Lancaster South, sought reassurance that the affordable homes that would be built would be restricted to people who had a link with Fakenham or the surrounding villages. Cllr Fredericks replied that affordable housing was allocated on the basis of greatest need across the district. She added that there were other housing schemes underway in Fakenham and these included affordable housing, so there would be more homes available than just those on the Highfield Road site.

Cllr C Cushing sought further clarification regarding the actual area that was being sold and whether the residential parking to the side of the plot included any spaces for public use. He said it would be helpful for members to have a map of the site. The Housing Strategy & Delivery Manager confirmed that the area to the left of the car park, to the rear of Church Lane, was excluded from sale.

Cllr Cushing how quickly the sale would proceed. Cllr Fredericks replied that the sale process would be very quick but that the development of the site could be held up by nutrient neutrality. The Housing Strategy & Delivery Manager added that the toilet block on the site would be demolished as soon as possible to limit any vandalism and then a legal agreement would be entered into with Flagship Housing based on an option to purchase subject to planning permission. Although nutrient neutrality (NN) could impact on the construction of the housing, it was hoped that the challenges presented by NN were close to being resolved.

Cllr Cushing referred to the demolition of the toilet block and whether there was a risk that the sale could proceed but the site would be empty for a considerable length of time. He asked whether the car park would close once the site was sold. The Chairman confirmed that this was the intention but that access for residents' parking would continue. Cllr Cushing asked for more detail around the reasons for closing the toilets. He said that he wasn't aware of any anti-social behaviour on the site at all. The Portfolio Holder for Finance, Cllr Shires, replied that once the decision had been taken to dispose of the site, the facilities on there would no longer belong

to the Council and there was a requirement to clear the area. Cllr Cushing expressed concern that the site may remain empty for a considerable time and this may cause alarm with residents. He then sought confirmation regarding the price that Flagship was paying. The Housing Strategy & Delivery Manager confirmed that the price offered by Flagship was indicative and the value of the land would be determined by planning permission and the number of units that could be built. She confirmed that, indicatively, £300k was the amount offered but this was ahead of a proper viability study and the number of units was confirmed. She said that the amount offered by Flagship for the land was above the book valuation but acknowledged that there was some way to go before a final valuation was agreed.

Cllr L Vickers referred to an email that was sent to members prior to the meeting, making several assertions and she asked whether the Portfolio Holder or the Housing Strategy & Delivery Manager could clarify the situation.

The Chairman confirmed that a resident had raised a number of questions and clarified that the site was surplus to requirements and that the toilet was used by transient users such as lorry drivers. He reiterated that the private parking area would remain in place for residents of Church Lane. In conclusion, he said that the development was subject to planning permission. Cllr Vickers thanked him for the explanation and said that it was important that the residents of Fakenham had a clear understanding of the facts.

Cllr N Dixon said that it would have been helpful for a plan of the site to have been included with the report, particularly for members who were not familiar with the site. He then referred to the unrestricted site value and said that it seemed to be a very modest figure and sought reassurance that this would not be the final value for disposal of the site. He said that it was important that the Council received the best value that it could for the site. He accepted that due weight should be given to it being developed for affordable housing. The Chairman confirmed that this was a key part of the value. The Housing Strategy & Delivery Manager said that it was a site that was affected by nutrient neutrality and was also quite small. She added that she was confident that the final price would be higher than the market valuation that had been provided.

It was proposed by Cllr T Adams, seconded by Cllr W Fredericks and

## **RESOLVED**

- To agree that Highfield Road is surplus to requirements
- That NNDC enter into an option agreement with Flagship Housing (subject to Planning Permission) for sale of the Highfield Road car park to be developed for affordable housing.
- That demolition of the existing toilet block on the site is undertaken as soon as is possible

Reason for the decision:

The development of the Highfield car park offers the opportunity to make better use of an under-used car park, to deliver badly needed affordable homes, to generate a capital receipt and to reduce the current revenue liabilities at the site.

**28 EXCLUSION OF PRESS AND PUBLIC**

**29 PRIVATE BUSINESS**

The meeting ended at 10.34 am.

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Chairman

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## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

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

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



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

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

**Table 2: Other Registrable Interests**

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none"><li>a) any body of which you are in general control or management and to which you are nominated or appointed by your authority</li><li>b) any body<ul style="list-style-type: none"><li>(i) exercising functions of a public nature</li><li>(ii) any body directed to charitable purposes or</li><li>(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)</li></ul></li></ul>
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# Agenda Item 8

<b>BUDGET MONITORING P10 2023/24</b>	
<b>Executive Summary</b>	<p>This report provides an update on the Council's financial performance and projected outturn for 2023/24 for the revenue account, capital programme and reserves statement as at the end of January 2024.</p> <p>As at 31 January 2024, the General Fund projected deficit is £0.986m for the full year 2023/24. This is after adjusting for all known variations and full year forecasting by service managers.</p>
<b>Options considered</b>	This is an update report on the Council's financial position and so no other options were considered.
<b>Consultation(s)</b>	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1) Note the contents of the report and the current forecast year end position.</li> <li>2) Note the actions to take some short term borrowing and to call back some of the investments that are in our pooled funds.</li> <li>3) Approve the use of the Economic Regeneration Reserve as required as proposed in paragraph 2.25.</li> <li>4) Approve the use of £0.2m of the Treasury Management reserve to cover the overspend as proposed in paragraph 2.42.</li> <li>5) Note that officers will work together to take action to reduce the overall projected General Fund deficit at the for 2023/24.</li> </ol>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	\\fs\Accounts\Budget Monitoring\BUDGET MONITORING\2023-24\Period 10\Report and Appendices\Draft Budget Monitoring P10 2023-24 .doc
<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Tina Stankley, Tina.stankley@north-norfolk.gov.uk

<b>Links to key documents:</b>	
Corporate Plan:	Budgets set to support the Corporate Plan objectives.
Medium Term Financial Strategy (MTFS)	Budget process in line with MTFS
Council Policies & Strategies	Service Budgets set in line with the council policies and strategies.

<b>Corporate Governance:</b>
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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. Introduction

1.1 This report provides an updated year-end forecast position for the General Fund for 2023/24 which is based on the actual income and expenditure position as at 31 January 2024 when compared to the latest updated budget for 2023/24. The Original Budget which was agreed by full Council on 22 February 2023 has been updated to reflect approved budget virements. It also discusses the reasons for this forecast position.

## 2. Revenue

2.1 The General Fund Summary at Appendix A shows the high-level budget monitoring position as at 31 January 2024 and highlights a year-to-date variance of £1,122,754 underspend for the net operating expenditure against the profiled updated budget.

2.2 The table below summarises this the position as at 31 January 2024. Financial position as at 31 January 2024:

	2023/24 Base Budget £	2023/24 Updated Budget £	2023/24 YTD Budget £	2023/24 YTD Actuals £	2023/24 YTD Variance £
<b>Directorate</b>					
Corporate Leadership/Executive Support	484,705	525,720	424,283	461,406	37,123
Communities	12,243,383	11,733,424	8,948,747	8,050,325	(898,422)
Place and Climate Change	6,509,032	6,500,859	4,428,409	4,586,618	158,209
Resources	5,108,854	5,518,103	4,132,000	3,548,736	(583,264)
<b>Net Cost of Services</b>	<b>24,345,974</b>	<b>24,278,106</b>	<b>17,933,439</b>	<b>16,647,085</b>	<b>(1,286,354)</b>
Parish Precepts	2,875,207	2,875,207	2,875,207	2,875,441	234
Capital Charges	(2,456,953)	(2,456,953)	(2,046,643)	(2,046,860)	(217)
Refcus	(1,677,167)	(1,677,167)	0	0	0
Interest Receivable	(1,533,436)	(1,533,436)	(1,277,355)	(1,470,161)	(192,806)
External Interest Paid	0	0	0	356,389	356,389
Revenue Financing for Capital:	710,000	3,757,576	0	0	0
MRP Waste Contract	330,000	330,000	0	0	0
IAS 19 Pension Adjustment	265,496	265,496	0	0	0
<b>Net Operating Expenditure</b>	<b>22,859,121</b>	<b>25,838,829</b>	<b>17,484,648</b>	<b>16,361,894</b>	<b>(1,122,754)</b>

### Variance by Service Area

2.3 Appendix B included with this report provides explanations for the variances for each service heading. These are the variances when comparing expenditure for the 10 months to 31 January 2024 months of the year against the updated budget for the same period.

## Variance by Subjective Headings

- 2.4 In line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice the Council's budgets are prepared using recommended subjective headings; these are, employees, premises, transport, supplies and services, third party payments, transfer payments, support services, capital charges and income. The following table provides a summary of year-to-date variances i.e. as at 31 January 2024.

	2023/24			2023/24
	Projected			YTD
	Full Year Budget	2023/24 YTD Budget	2023/24 YTD Actuals	Variance
	£	£	£	£
Employee Costs	16,801,072	14,039,025	13,218,911	(820,114)
Premises	3,779,344	3,260,408	3,464,932	204,524
Transport	310,359	254,496	220,826	(33,670)
Supplies and Services	13,693,324	10,114,726	10,369,372	254,646
Transfer Payments	17,078,067	0	0	0
Support Service charges	(378,755)	(298,206)	(297,733)	473
Capital Charges	4,134,119	2,046,682	2,046,970	288
Income	(31,139,424)	(11,483,692)	(12,376,193)	(892,501)
<b>Net Cost of Service</b>	<b>24,278,106</b>	<b>17,933,439</b>	<b>16,647,085</b>	<b>(1,286,354)</b>

## Forecast Outturn

- 2.5 The position at the 31 January 2024 forms the basis for projecting the year end outturn position. This position is adjusted for items such as grants that will be spent, vacancies that will continue or be filled, known commitments and projections of income.
- 2.6 The table below provides a high level breakdown of the anticipated year end position which shows there will be a General Fund Deficit of £0.986m at 31 March 2024 (Line 10 in table below).

Forecast year-end variance compared with Budget			£'m	Variance Favourable (F) /Adverse (A)
1	Employee Costs		-0.578	F
2	Premises Costs		0.288	A
3	Transport Costs		-0.030	F
4	Supplies and Services Costs		0.394	A
5	Income		0.132	A
6	<b>Total forecast year-end variance for Net Cost of Service</b>		<b>0.206</b>	A
7	Housing Subsidy recovered for Temporary Accommodation		0.600	A
8	Net Investment Interest/Interest Paid		0.375	A
9	Government Grants & Local Taxpayers		-0.195	F
10	<b>Forecast variance - Deficit</b>		<b>0.986</b>	A

- 2.7 Explanation of the significant forecast year end variances are contained in the following paragraphs.

**Employee Costs £0.578m Favourable (Line 1 in table at paragraph 2.6)**

- 2.8 Direct – during 2023/24 there have been several vacant posts which has resulted in an underspend against this budget, and after adjusting for posts funded from earmarked reserves, the forecast full year underspend is £578,000. This is effectively reduced further to £378,000 after covering the spend on agency staff that have been brought in to cover vacancies.
- 2.9 Indirect - underspends in qualification and generic training are anticipated to deliver a full year saving of £22,000. However as there is a £15,000 increase in employee related insurance premiums it nets down to just a £7,000 saving for the year.

**Premises £0.288m Adverse (Line 2 in table at paragraph 2.6)**

- 2.10 Repairs and Maintenance – There are two main areas where spend has exceeded the budget and this was where it has been necessary to undertake work to maintain the Council's assets. The overspend here is forecast to be £39,000. It has been necessary to carry out maintenance on the car park machines which is forecast to exceed the budget by £35,000 by the year end.
- 2.11 Grounds Maintenance - Emergency tree work has had to be carried out which will result in a projected overspend for the year of £60,000.
- 2.12 Rents – As there have been higher car park receipts at the car parks where this income is shared with relevant parishes (Fakenham/Sea Palling/Mundesley) this will result in the Council having to pay over an additional £16,000 thus creating an overspend. An overspend of £20,050 has arisen as the Council has had to hire a temporary public convenience.
- 2.13 Business Rates – reduced business rates payments resulting in a full year saving of £25,000.
- 2.14 Energy costs – Increased electricity and gas costs across the council's services, including car parking, public conveniences and amenity lighting is predicted to cost £123,000 more than the budget for the year.
- 2.15 Insurances – Increase in insurance premiums for premises will result in an overspend of £20,000 for the year.

**Transport Costs £0.030m Favourable (Line 3 in table at paragraph 2.6)**

- 2.16 Reduced mileage claims should result in a full year saving of £30,000.

**Supplies & Services £0.394m Adverse (Line 4 in table at paragraph 2.6)**

- 2.17 Reduced levels of spending on miscellaneous equipment and materials are forecast to deliver a saving of £15,000 for the year.
- 2.18 Fees and Services – the spend above the budget for agency staff and professional support is forecast to be £220,000 above the budget. However this is offset by the savings of £200,000 in the employee budgets that have arisen because of staff vacancies. The agency staff have been brought in

cover these vacancies. This effectively gives a net overspend position of £20,000.

- 2.19 Savings have been made in other various professional fee budgets including Legionella works, the cancellation of the Mammoth Marathon and in the IT service, which will partly offset the overspend in in the same areas e.g. Mammoth Marathon costs (see paragraph 2.31).
- 2.20 Consultancy fees – There is a forecast overspend for the year of £41,000 against this budget, which can be attributed to the spend of £25,000 above budget on External HR advice and spend of £10,000 above budget on Occupational Health referrals. Leisure Services also have an overspend against this budget of £6,000 for the consultancy advice that was needed to resolve an issue at the Reef.
- 2.21 Norfolk County Council land charge fees – there is saving of £25,000 due to reduced applications. However this is negated by the adverse variance in land charge fee income.
- 2.22 Election costs – there is a net adverse variance of £70,000 for this budget and there were higher costs for the elections that were associated with the introduction of voter ID being required e.g. additional staffing at polling stations and additional stationery plus there was an increase in costs due to inflationary cost pressures.
- 2.23 Annual Council Tax billing costs are anticipated to be £24,000 higher than budgeted for. This is due to inflationary increases in costs.
- 2.24 General insurance premiums are renewed in July each year after the budget has been set in the February. An estimated increase is included in the budget. However the insurance premiums increased by more than was anticipated. This was in part because of the inflationary pressures. The adverse variance is forecast to be £35,000.
- 2.25 Grants and Contributions – Members agreed to fund the Sustainable Communities Fund using £125,000 of the UK prosperity fund in 2023/24. However the full amount of the grant was allocated without allowing for this. This overspend could be largely funded from the Economic Development Reserve.

**Income £0.132m Favourable (Line 5 in table at paragraph 2.6)**

- 2.26 There are several service areas where there are forecast to be favourable variances for the year. However these will not have an impact on the Council's bottom line as they are offsetting related expenditure overspends or are being transferred to reserves for future use.
- 2.27 There have been additional grants and contributions received above the level budgeted for, but these have been received to cover specific expenditure e.g. additional grant to cover the increase in election expenses; government subsidy and client contributions that are covering increased supplies and service costs for temporary accommodation. Additional New Burdens funding has been received but this must be used for specific additional expenditure e.g. for Revenue Services to fund the additional costs incurred that are due to changes in legislation. Other grants have been received for specific purposes e.g. Household Support Fund grant is to cover additional expenditure that will be incurred because of introducing this scheme.

- 2.28 Additional Waste and Recycling income in respect of contract defaults (just under £400k) is due in 2023/24. However, in accordance with the contract, it has been agreed that any such payment by the contractor to the Council will be ring-fenced as an 'Innovation fund' which must be used for specific projects that will bring about improvements in service delivery.
- 2.29 Fees – Actual income for Planning, Building Control and Land Charges fees are showing a significant adverse variance when compared with the budget. This is forecast to be £365,000 by the end of the financial year. The use of these services by individuals, businesses and developers has fallen significantly in 2023/24. There are three main reasons for this, which are the impact of increases in the cost of living reducing disposable income, the impact of nutrient neutrality and waiting for the outcome of the Local Plan e.g. a large development scheme is on hold waiting for the outcome of the Local Plan before it proceeds. It is anticipated that this will generate fee income in excess of £500,000 over a two to three year period when it starts.
- 2.30 Car parking fees and income from season tickets is expected to exceed the budget and generate an additional £213,500 of income.
- 2.31 The cancellation of Mammoth Marathon will result in a £35,000 loss of income although this will be partly offset by corresponding savings in supplies and services.
- 2.32 There is forecast to be £63,000 adverse variance in rental income from Investment properties for the year. However in other areas there is forecast to be a favourable variance for income of £52,290, relating to various service areas including rechargeable dog and litter bins, and events.

#### **Impact on Service Areas (Line 6 in table at paragraph 2.6)**

- 2.33 The following shows the impact of the variances explained in paragraphs 2.8 to 2.32 on Service Areas.

<b>Forecast year-end variance compared with Budget for Service Areas</b>			<b>Variance Favourable (F) /Adverse (A)</b>
		<b>£'m</b>	
1	Corporate Leadership/Executive Support	0.069	A
2	People Services - Communities	-0.088	F
3	Environment & Health Services - Communities	-0.017	F
4	Sustainable Growth - Place & Climate Change	0.132	A
5	Planning - Place & Climate Change	0.180	A
6	Finance, Assets & Legal - Resources	0.075	A
7	Organisational Resources - Resources	-0.146	F
8	<b>Forecast variance for the Net Cost of Service - Deficit</b>	<b>0.206</b>	A

#### **Non-Service Variances**

#### **Housing Benefit Subsidy £600,000 Adverse (Line 7 in table at paragraph 2.6)**

- 2.34 The Housing Benefit Subsidy grant payments received by the Council are based on subsidy claims submitted to the Department for Works and Pensions (DWP). Neither the income nor the expenditure is included in the revenue budget figures until the final subsidy position is confirmed as part of



outturn each year. The main reason for this is that they vary significantly compared to both the budgets and the payments to claimants that they relate to, due to timing issues. Subsidy grant payments are paid monthly based on the relevant claim submitted and these do not relate directly to the payments made to claimants in that month necessarily.

- 2.35 For 2023/24, the Council have set a cost neutral budget of £16.9m expenditure and income. The rate of recovery (i.e. how much the Council can claim back from the Government for housing benefit paid to claimants) for most of the correctly paid subsidy is 100%.
- 2.36 However, this is not the case for housing benefit claims paid for temporary accommodation. The Council has to pay the full entitlement of housing benefit to the claimant to go towards their housing costs. The amount paid back by the Department for Work and Pensions (DWP) through the subsidy arrangements is limited to 90% of the Local Housing Allowance (LHA) rates. These LHA rates, calculated by the Valuation Office Agency (VOA, a government agency), are based on rental prices in a geographical area and these can be a lot lower than the actual amounts being charged in rent. In such cases this means that if the cost of the housing benefit claim is higher than those rates, the local authority loses money. As there are increasing numbers of people presenting themselves as homeless this is creating a growing cost pressure for the Council.
- 2.37 In previous years this cost pressure has been offset by the recovered overpayments from claimants. However since 2019/20 as the number of people requiring temporary accommodation has been increasing sharply the cost pressure has been increasing and since 2019/20 the amount of recovered overpayments from claimants has been insufficient to cover this cost pressure. In 2019/20 the gap between the cost pressure and recovered overpayments from claimants was £0.2m. For 2023/24 the current mid-year estimates indicate that this figure is likely to be £0.6m for the full year. This is a significant risk, which will remain throughout the term of the Medium Term Financial Plan, unless there is a change to the amount that can be reclaimed from the Government.

**Interest Received/Paid £375,000 Adverse (Line 8 in table at paragraph 2.6)**

- 2.38 The net investment income budget for 2023/24 is £1.5m. This is based on an assumed average balance of £34.2m, at an average interest rate of 4.48%. The average rate of interest that has been achieved so far is 5.91% from an average balance available for investment of £32.9m. This difference in interest rates has resulted in a forecast year end surplus of £0.219m.
- 2.39 Whilst there was no budget set for borrowing interest to be paid 2023/24, which was a decision taken back in December 2022 there has been a need to take short term borrowing throughout the year which is forecast to cost £0.594m (interest paid) for the full year. This is effectively the cost of the borrowing that is for previous years' capital expenditure that was to be funded by borrowing e.g. £8.4m for the Reef. The alternative would be to call back an equivalent amount of our pooled investments, which would have resulted in a loss of investment income of a similar sum. However at some point in the future the cash will need to be replenished that has been used to date for these schemes (i.e. internal borrowing).
- 2.40 This need to borrow is an indicator that the Council will soon need to consider taking some of the external borrowing that was planned. However as the

interest rates are at the highest level that they have been at for a considerable time, now is not the time to take any long-term borrowing.

- 2.41 The overall net effect of the favourable variance of £0.219m for investment income and the adverse variance of £0.594m for external interest paid is a net cost pressure of £0.375m. It is proposed that £0.200m is taken from the Treasury Management Reserve to reduce the impact on the General Fund Reserve. This reserve was set up for this purpose.
- 2.42 Also to bring some certainty and stability to this situation two of the pooled funds totalling £3.157m will be called back and a PWLB (EIP – equal instalments payments) loan of potentially £5-6m will be taken for the minimum length of time at some point during 2024/25. At the time of writing this report the cost of a one and a half to two year loan at the current interest rate of 5.66% will cost:

Amount borrowed	Total amount repaid including principle
£5.000m	£5.354m
£6.000m	£6.425m

- 2.43 The amount taken will be kept to a minimum and will be delayed until needed but taking the loan will have the benefit of knowing how much interest will be paid, repaying some of the principle during the lifetime of the loan and that by taking this as a short-term loan it will allow interest rates to drop (as predicted by economists at a national level) before taking the long-term loan that will match the life of the asset.

#### **Retained Business Rates**

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

#### **Capital**

- 2.45 Total Capital expenditure amounted to £10.873m (excluding budgeted capital salaries of £0.123m which are not allocated to individual capital schemes until after the year end when the outturn position is calculated) across all projects up to 31 January 2024. The budget for these schemes is £53.915m. There is an underspend of £43.042m as at 31 January 2023. The details of the spend against budget is shown in Appendix C. The capital financing of the capital programme is not calculated until the final outturn position is known so that the best use of resources can be achieved, but the forecast funding is shown in Appendix C too which is in line with what has been previously approved when the Capital Programme by full Council at its budget setting meeting in February each year.

#### **4 Reserves**

- 4.1 The Council's current Reserve Statement is included as part of the report at Appendix D, this gives the latest position of amounts allocated to services.

## **5 Corporate Priorities**

- 5.1 Corporate Plan objectives are supported by the Council's allocated budgets.

## **6 Financial and Resource Implications**

- 6.1 This report is financial in nature and financial implications are included within the content of the report.

## **7 Legal Implications**

None as a direct consequence of this report

## **8 Risks**

- 8.1 The detail within section 2 of the report highlights the more significant variances including those that are estimated to result in a full year impact.
- 8.2 The estimated outturn will continue to be monitored during the year.

## **9 Net Zero Target**

None as a direct consequence of this report

## **10 Equality and Diversity**

None as a direct consequence of this report

## **11 Community Safety Issues**

None as a direct consequence of this report

## **12 Conclusion and Recommendations**

- 12.1 The revenue budget is showing an estimated full year overspend for the current financial year of £0.986m, compared to £0.515m reported in September 2023. The overall financial position continues to be closely monitored.
- 12.2 The Council will continue to take steps to reduce the forecast deficit for the year by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding, which is not sustainable in the medium term. This report seeks approval to use £200,000 of the Treasury Management Reserve to cover some of the borrowing costs which is in line with the intended use of this reserve. It also seeks approval to use the remaining balance (after meeting commitments) of the Economic Regeneration Reserve to cover in part the shortfall in funding for the Sustainable Communities Fund. The Council will need to use other reserves to meet any in year deficit and to balance the budget.
- 12.3 The Capital Programme is showing spend of £10.873m against a budget £53.915m. Whilst the variance is large there are three budgets for the major coastal schemes, totalling £34m, that are just getting underway. There are also numerous projects that have yet to begin and for which the use of the funding for them is not time limited. So these underspends are not a matter for concern.

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## General Fund Summary P10 2023/24

	2023/24 Base Budget £	2023/24 Updated Budget £	2023/24 YTD Budget £	2023/24 YTD Actuals £	2023/24 YTD Variance £	Commitments £	Remaining Budget £
<b>Directorate</b>							
Corporate Leadership/Executive Support	484,705	525,720	424,283	461,406	37,123	35,816	28,498
Communities	12,243,383	11,733,424	8,948,747	8,050,325	(898,422)	2,992,608	690,491
Place and Climate Change	6,509,032	6,500,859	4,428,409	4,586,618	158,209	447,195	1,467,046
Resources	5,108,854	5,518,103	4,132,000	3,548,736	(583,264)	1,058,913	910,454
<b>Net Cost of Services</b>	<b>24,345,974</b>	<b>24,278,106</b>	<b>17,933,439</b>	<b>16,647,085</b>	<b>(1,286,354)</b>	<b>4,534,532</b>	<b>3,096,489</b>
Parish Precepts	2,875,207	2,875,207	2,875,207	2,875,441	234	0	(234)
Capital Charges	(2,456,953)	(2,456,953)	(2,046,643)	(2,046,860)	(217)	0	3,540,570
Refcus	(1,677,167)	(1,677,167)	0	0	0	0	(1,677,167)
Interest Receivable	(1,533,436)	(1,533,436)	(1,277,355)	(1,470,161)	(192,806)	0	(63,275)
External Interest Paid	0	0	0	356,389	356,389	0	(356,389)
Revenue Financing for Capital:	710,000	3,757,576	0	0	0	0	3,757,576
MRP Waste Contract	330,000	330,000	0	0	0	0	330,000
IAS 19 Pension Adjustment	265,496	265,496	0	0	0	0	265,496
<b>Net Operating Expenditure</b>	<b>22,859,121</b>	<b>25,838,829</b>	<b>17,484,648</b>	<b>16,361,894</b>	<b>(1,122,754)</b>	<b>4,534,532</b>	<b>8,893,066</b>
<b>Contribution to/(from) the Earmarked Reserves</b>							
Capital Projects Reserve	0						
Capital Projects Reserve	(400,000)	(400,000)	0	0	0	0	(400,000)
Asset Management	0	(405,564)	0	0	0	0	(405,564)
Benefits	(111,305)	(111,305)	0	0	0	0	(111,305)
Building Control	(81,866)	(89,690)	0	0	0	0	(89,690)
Business Rates	(1,278,267)	(1,278,268)	0	0	0	0	(1,278,268)
Coast Protection	0	(134,003)	0	0	0	0	(134,003)
Communities	(275,000)	(275,000)	0	0	0	0	(275,000)
Delivery Plan	(1,289,412)	(2,472,360)	0	0	0	0	(2,472,360)
Economic Development and Tourism	(44,800)	(44,800)	0	0	0	0	(44,800)
Elections	(100,000)	(133,015)	0	0	0	0	(133,015)
Environmental Health	(16,000)	(34,390)	0	0	0	0	(34,390)
Grants	0	(304,764)	0	0	0	0	(304,764)
Housing	(555,898)	(1,257,875)	0	0	0	0	(1,257,875)
Legal	(31,745)	(31,745)	0	0	0	0	(31,745)
Major Repairs Reserve	0	(341,223)	0	0	0	0	(341,223)
New Homes Bonus Reserve	(178,000)	(48,000)	0	0	0	0	(48,000)
Organisational Development	(42,742)	(42,742)	0	0	0	0	(42,742)
Planning Revenue	(148,965)	(128,965)	0	0	0	0	(128,965)
Contribution to/(from) the General Reserve	(356,461)	(356,460)	0	0	0	0	(356,460)
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>17,948,660</b>	<b>17,948,660</b>	<b>17,484,648</b>	<b>16,361,894</b>	<b>(1,122,754)</b>	<b>4,534,532</b>	<b>1,002,897</b>
Collection Fund – Parishes	(2,875,207)	(2,875,207)	(2,558,938)	(2,558,938)	0	0	(316,269)
Collection Fund – District	(6,738,797)	(6,738,797)	(5,997,523)	(5,997,523)	0	0	(741,274)
Retained Business Rates	(6,315,000)	(6,315,000)	1,972,340	1,972,340	0	0	(8,287,340)
Business Rates Levy Surplus	(27,049)	(27,049)	0	0	0	0	(27,049)
Revenue Support Grant	(102,462)	(102,462)	(85,385)	(220,284)	(134,899)	0	117,822
3% funding Guarantee	(974,416)	(974,416)	(730,815)	(730,815)	0	0	(243,601)
Ctax Discount Grant	(50,074)	(50,074)	0	0	0	0	(50,074)
LCTS Admin Grant	(136,747)	(136,747)	(113,956)	0	113,956	0	(136,747)
New Homes bonus	(31,080)	(31,080)	(23,310)	(23,310)	0	0	(7,770)
Rural Services Delivery Grant	(567,386)	(567,386)	(567,386)	(567,386)	0	0	0
Services Grant	(130,442)	(130,442)	(97,828)	(97,828)	0	0	(32,614)
<b>Income from Government Grant and Taxpayers</b>	<b>(17,948,660)</b>	<b>(17,948,660)</b>	<b>(8,202,801)</b>	<b>(8,223,744)</b>	<b>(20,943)</b>	<b>0</b>	<b>(9,724,916)</b>
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>	<b>9,281,847</b>	<b>8,138,150</b>	<b>(1,143,697)</b>	<b>4,534,532</b>	<b>(8,722,019)</b>

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## Service Area Summaries P10 2023/24

## Resources

## Finance, Assets &amp; Legal

	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Industrial Estates</b>							
Premises	45,755	41,737	30,772	(10,965)	4,783	25,949	(£13,666) Insurance premium underspend. £3,057 Business rates overspend due to vacant units.
Supplies & Services	0	0	1,592	1,592	0	(3,184)	Other Professional Fees overspend.
Support Services	99,700	83,063	83,110	47	0	16,543	No Major Variances.
Capital Financing Costs	19,246	16,035	16,040	5	0	3,201	No Major Variances.
Income	(239,020)	(192,575)	(194,027)	(1,452)	0	(43,540)	See Note A below:
	(74,319)	(51,740)	(62,514)	(10,774)	4,783	(1,032)	

**Note A:** £7,657 Insurance premiums and service charge costs not yet recharged to tenants. £3,246 Income not received due to vacant unit at Catfield. (£12,510) Additional rental income at North Walsham and Fakenham.

## Surveyors Allotments

Premises	10,000	10,000	0	(10,000)	0	20,000	Cromer church wall work not being carried out this financial year. Capital budget input into 24/25.
Support Services	20,750	17,288	17,300	12	0	3,438	No Major Variances.
Income	(100)	(84)	(50)	34	0	(84)	No Major Variances.
	30,650	27,204	17,250	(9,954)	0	23,354	

## Parklands

Premises	0	0	626	626	0	(1,252)	No Major Variances.
Supplies & Services	0	0	210	210	0	(420)	No Major Variances.
	0	0	836	836	0	(1,672)	

## Revenue Services

Employee Costs	928,588	773,526	759,406	(14,120)	125	183,303	Underspend due to delays in recruitment.
Transport Related Expenditure	900	750	1,893	1,143	0	(2,136)	No Major Variances.
Supplies & Services	112,778	76,949	51,425	(25,524)	3,531	86,878	(£12,520) Other Professional Fees. (£8,334) Annual Billing and (£7,110) Computer Software.
Support Services	669,580	557,799	558,030	231	0	111,319	No Major Variances.
Capital Financing Costs	0	0	110	110	0	(220)	No Major Variances.
Income	(454,130)	0	(111,411)	(111,411)	0	(231,308)	New Burdens Grant Income.
	1,257,716	1,409,024	1,259,453	(149,571)	3,656	147,835	

## Benefits Subsidy

Supplies & Services	0	0	91,836	91,836	0	(183,672)	£65,845 Contribution to Post Office, £26,721 Discretionary Hardship Support Grant Payments.
Transfer Payments	16,930,262	0	(0)	(0)	0	16,930,262	No Major Variances.
Income	(16,930,262)	0	(159,623)	(159,623)	0	(16,611,015)	See Note A below:
	0	0	(67,788)	(67,788)	0	135,575	

**Note A:** (£56,160) Household Support Fund Grant, (£98,000) Household Support Fund Allocations, (£18,984) Rent Allowance Support Payment, £13,520 Post Office payout funding.

## Non Distributed Costs

Employee Costs	0	92,149	99,227	7,078	0	(106,305)	Superannuation added years.
	0	92,149	99,227	7,078	0	(106,305)	

## Estates

Employee Costs	287,073	238,803	211,495	(27,308)	0	102,886	See Note A below:
Premises	5,990	5,990	8,852	2,862	120	(5,723)	Insurance premium overspend.
Transport Related Expenditure	5,000	4,166	1,883	(2,283)	0	5,401	Travelling Allowance - General underspend.
Supplies & Services	42,390	30,616	26,354	(4,262)	2,750	20,297	Asset valuation underspend offset by overspends in relation to Engineering Insurance premiums and Co-Star Subscription.
Support Services	(340,453)	(283,605)	(283,720)	(115)	0	(56,618)	No Major Variances.
Income	0	0	(170)	(170)	0	340	No Major Variances.
	0	(4,030)	(35,306)	(31,276)	2,870	66,583	

**Note A:** Vacant fixed term post, this will not have a full year effect as will be reduction in drawdown from reserves. Permanent staffing overspend as unpaid leave saving input at budget setting not going to be achieved due to pressures within the team.

## Admin Buildings

Premises	450,437	396,316	415,188	18,872	105,284	16,378	See Note A below:
Supplies & Services	29,781	23,287	17,023	(6,264)	1,514	19,023	Health and safety underspend.
Transfer Payments	133,630	0	0	0	0	133,630	No Major Variances.
Support Services	(219,585)	(182,922)	(182,890)	32	0	(36,727)	No Major Variances.
Capital Financing Costs	43,174	35,967	35,980	13	0	7,181	No Major Variances.
Income	(372,101)	(147,904)	(142,755)	5,149	0	(234,496)	See Note B below:
	65,336	124,744	142,546	17,802	106,797	(95,011)	

**Note A:** Overspends in relation to Repairs & Maintenance, Insurance Premiums and Utilities, the majority of this will offset by tenants when Service Charges are reconciled at the end of the financial year.

**Note B:** Rental Income not received in relation to North Walsham - The Cedars due to being vacant. Service charge accruals in relation to last year includes VAT causing minor variance. Partly offset by additional rental income from Flagship Service charges and Insurance Premiums will be reconciled and charged to tenants at the end of the financial year.

## Service Area Summaries P10 2023/24

## Resources

## Finance, Assets &amp; Legal

	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Corporate Finance</b>							
Employee Costs	584,228	486,674	369,315	(117,359)	1,290	332,273	Vacant post and 2 x Apprentice posts (reduction in funding from reserves).
Transport Related Expenditure	1,044	871	565	(306)	0	784	No Major Variances.
Supplies & Services	100,895	96,155	203,353	107,198	32,123	(209,656)	£90,672 Agency Fees, £19,912 Other Professional Fees.
Support Services	(699,798)	(582,958)	(583,230)	(272)	0	(116,296)	No Major Variances.
Capital Financing Costs	13,631	11,356	11,360	4	0	2,267	No Major Variances.
Income	0	0	(8,103)	(8,103)	0	16,206	Transparency - New Burdens Grant Income.
	0	12,098	(6,740)	(18,838)	33,413	25,578	
<b>Insurance &amp; Risk Management</b>							
Employee Costs	39,906	38,381	48,333	9,952	0	(18,379)	(£7,786) Employers Liability .
Premises	274	230	290	60	0	(75)	No Major Variances.
Transport Related Expenditure	10,555	8,793	9,099	306	0	1,150	No Major Variances.
Supplies & Services	101,811	99,684	128,079	28,395	0	(54,663)	(£27,368) Public Liability.
Support Services	(152,546)	(127,083)	(127,150)	(67)	0	(25,329)	No Major Variances.
Income	0	0	(22)	(22)	0	44	No Major Variances.
	0	20,005	58,629	38,624	0	(97,252)	
<b>Internal Audit</b>							
Supplies & Services	84,000	63,000	29,623	(33,377)	43,556	87,753	(£3,757) Balance of 22/23 accrual as invoice was less than expected. Awaiting invoice for Q3 23/24.
Support Services	(84,000)	(69,975)	(69,990)	(15)	0	(13,995)	No Major Variances.
	0	(6,975)	(40,367)	(33,392)	43,556	73,758	
<b>Chalets/Beach Huts</b>							
Premises	29,994	21,646	22,749	1,103	1,872	6,142	(£7,159) Repairs and Maintenance underspend. Overspends in relation to: £4,710 Business Rates and £4,014 Insurance Charges.
Supplies & Services	16,200	13,587	9,412	(4,175)	0	10,964	Movement to winter storage not vet paid.
Support Services	113,390	94,469	94,500	31	0	18,859	No Major Variances.
Income	(263,770)	(219,721)	(200,585)	19,136	0	(82,322)	See <b>Note A</b> below:
	(104,186)	(90,019)	(73,924)	16,095	1,872	(46,357)	

**Note A:** Although we have received (£9,790) additional income in relation to storage, the income is less than budgeted for, this is due to not being able to increase the rent of some tenancies due to different lease terms. We still need to raise the invoices for the final quarter.

## Investment Properties

Premises	167,122	142,987	202,810	59,823	64,650	(95,512)	See <b>Note A</b> below:
Supplies & Services	4,719	3,934	2,075	(1,859)	0	4,504	Other Lettings Marketing underspend.
Support Services	148,750	123,919	123,970	51	0	24,729	No Major Variances.
Capital Financing Costs	76,841	64,010	64,020	10	0	12,811	No Major Variances.
Income	(251,633)	(193,924)	(147,862)	46,062	0	(149,832)	£29,293 Reduction in other lettings income. £15,214 Insurance premiums that we may not be able to recover from tenants due to prior issues with the building.
	145,799	140,926	245,012	104,086	64,650	(203,300)	

**Note A:** £14,775 Overspend on vinyl, water supply installation, repairing tarmac, making electrics safe and repairing brickwork and rails. £11,565 Repairs and maintenance overspend for installation of new doors, lift repairs, boiler works and Electrical Installation Condition Report at Rocket House. £6,973 Insurance premium overspend. £7,500 Market Street Walkway Path Replacement. £5,205 Water supply installation and repairing Tarmac Paving at Collectors Cabin Cromer, £5,107 Art Deco Chalets repairs, £3,823 Brickwork repairs at Oddfellows Hall Sheringham, £2,212 Other works, £2,010 Making safe electrics at Red Lion street.

## Central Costs

Employee Costs	38,913	32,416	39,817	7,401	0	(8,306)	£3,915 National Insurance Apprentice Levy, £2,930 Subs to Professional Bodies.
Premises	0	0	42	42	0	(84)	No Major Variances.
Transport Related Expenditure	0	0	131	131	0	(261)	No Major Variances.
Supplies & Services	15,500	9,610	7,947	(1,663)	0	9,216	No Major Variances.
Support Services	(54,413)	(45,343)	(45,380)	(37)	0	(8,996)	No Major Variances.
	0	(3,317)	2,557	5,874	0	(8,431)	
<b>Corporate &amp; Democratic Core</b>							
Transport Related Expenditure	100	84	0	(84)	0	184	No Major Variances.
Supplies & Services	415,478	204,624	263,537	58,913	1,418	93,028	See <b>Note A</b> below:
Support Services	1,615,410	1,345,653	1,346,180	527	0	268,703	No Major Variances.
Capital Financing Costs	900,000	0	0	0	0	900,000	No Major Variances.
Income	0	0	(18,264)	(18,264)	0	36,528	
	2,930,988	1,550,361	1,591,453	41,092	1,418	1,298,443	

**Note A:** £4,914 Canbendish seats and bench, £3,660 NNDC Display Boards, £64,662 New Anglia LEP and Contributions, £7,159 Local Government Information Unit, Association for Public Service Excellence, District Councils Network and Financial Reporting Council Memberships. Partially offset by (£13,180) Bank Charges (awaiting Period 9 & 10 invoices), (£10,080) Other Professional Fees.



## Service Area Summaries P10 2023/24

## Resources

## Finance, Assets &amp; Legal

	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Members Services</b>							
Employee Costs	188,583	158,767	160,050	1,283	0	27,250	See <b>Note A</b> below:
Premises	0	0	853	853	0	(1,706)	Youth Council - Turning the Pier blue for mental health awareness to be recovered from reserves.
Transport Related Expenditure	17,610	14,671	7,789	(6,882)	0	16,703	Travelling Allowance underspend.
Supplies & Services	373,000	309,474	299,231	(10,243)	1,194	84,012	See <b>Note B</b> below:
Support Services	87,025	72,514	72,550	36	0	14,439	No Major Variances.
	666,218	555,426	540,473	(14,953)	1,194	140,698	
<b>Note A:</b> £2,625 Fixed Term costs to be moved to legal. £2,992 National Insurance overspend for Members. (£4,173) Employee cost underspend due to vacant post that has now been filled.							
<b>Note B:</b> Underspends in relation to £7,280 Members Basic Allowance and £4,406 Other Professional Fees (Youth Council), however this will be a reduction in drawdown from the reserves.							
<b>Legal Services</b>							
Employee Costs	544,864	453,880	334,581	(119,299)	254	329,582	Vacant posts partly funded from reserves.
Transport Related Expenditure	3,586	2,990	1,268	(1,722)	0	4,040	No Major Variances.
Supplies & Services	73,710	65,563	105,581	40,018	9	(71,889)	£37,261 Agency Fees.
Support Services	(577,160)	(480,775)	(481,140)	(365)	0	(95,655)	No Major Variances.
Income	(45,000)	(37,800)	(54,365)	(16,565)	0	25,930	Legal Fee Income.
	0	3,858	(94,075)	(97,933)	263	192,007	
<b>Ad Finance, Assets &amp; Legal</b>							
Employee Costs	91,814	76,486	78,718	2,232	462	10,864	Employee costs due to back pay.
Transport Related Expenditure	1,213	1,013	964	(49)	0	298	No Major Variances.
Supplies & Services	300	250	24	(226)	0	501	No Major Variances.
Support Services	(93,327)	(77,739)	(77,770)	(31)	0	(15,526)	No Major Variances.
	0	10	1,936	1,926	462	(3,862)	
<b>Total Finance, Assets &amp; Legal</b>	<b>4,918,202</b>	<b>3,779,724</b>	<b>3,578,658</b>	<b>(201,066)</b>	<b>264,935</b>	<b>1,540,610</b>	

## Service Area Summaries P10 2023/24

## Resources

## Organisational Resources

	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances
	£	£	£	£	£	£	
<b>Car Parking</b>							
Premises	654,665	593,223	607,141	13,918	68,785	(21,261)	See Note A Below:
Supplies & Services	357,000	272,580	207,797	(64,783)	374,677	(225,474)	Quarter 3 management fee not yet invoiced.
Support Services	187,090	172,512	172,590	78	0	14,500	No Major Variances.
Capital Financing Costs	75,820	63,159	63,160	1	0	12,660	No Major Variances.
Income	(3,032,799)	(2,706,429)	(2,955,681)	(249,252)	0	(77,118)	See Note B Below:
	(1,758,224)	(1,604,955)	(1,904,993)	(300,038)	443,462	(296,693)	
<b>Note A:</b> Overspends in relation to: £3,081 Vandalism. £21,364 Electricity. £20,136 Repairs and Maintenance (this includes Flowbird contract), £4,968 Grounds Maintenance. Underspends in relation to (£13,234) Rent/Hire/Purchase of land, this is for the income shares, there is a delay on paying income share for Gold Park due to negotiations of new contract. (£19,736) Business Rates.							
<b>Note B:</b> Additional Income in relation to: (£250,908) Charges - Car Parking (£19,223) Charges - Excess Parking, (£42,963) Charges - Season Tickets, (£48,545) EVCP Income, (£3,618) Rents Land, (£22,101) Rents - Other and (£7,500) Income - Other Contributions in relation to Millers Walk. Incomes under budget: £133,067 Charges - Car Park (Cr Cards), one month of income missing due to bank detail error and £13,521 Rents - Other Commercial Premises.							
<b>IT - Support Services</b>							
Employee Costs	927,631	771,261	676,608	(94,653)	850	250,173	Vacant posts.
Transport Related Expenditure	1,000	834	70	(764)	0	930	No Major Variances.
Supplies & Services	893,520	778,221	759,950	(18,271)	158,693	(25,123)	(21,983) Other Professional Fees.
Support Services	(1,950,129)	(1,624,503)	(1,625,170)	(667)	0	(324,959)	No Major Variances.
Capital Financing Costs	127,978	106,608	106,610	2	0	21,368	No Major Variances.
Income	0	0	(4,067)	(4,067)	0	4,067	Sale of equipment.
	0	32,421	(85,998)	(118,419)	159,543	(73,545)	
<b>Poppyfields</b>							
Employee Costs	0	0	435	435	87	(522)	No Major Variances.
Premises	3,114	2,398	1,598	(800)	621	895	No Major Variances.
Supplies & Services	19,700	13,784	12,530	(1,254)	0	7,170	No Major Variances.
Support Services	22,770	18,971	18,980	9	0	3,790	No Major Variances.
Income	0	0	150	150	0	(150)	No Major Variances.
	45,584	35,153	33,693	(1,460)	708	11,183	
<b>Property Services</b>							
Employee Costs	614,974	508,293	508,243	(50)	5,520	101,211	Employee costs higher than budget, but offset by training underspend.
Premises	0	0	4,936	4,936	2,155	(7,091)	£4,329 Unplanned Repairs and Maintenance.
Transport Related Expenditure	29,431	23,834	24,347	513	0	5,084	(£2,544) Diesel, (£3,340) Travelling Allowance. £4,520 Car Leasing payment to be funded from Asset Management Reserve.
Supplies & Services	25,085	21,771	32,182	10,411	24,847	(31,943)	£10,394 Computer software upgrade.
Support Services	(712,795)	(593,743)	(593,970)	(227)	0	(118,825)	No Major Variances.
Capital Financing Costs	47,755	39,782	39,790	8	0	7,965	No Major Variances.
Income	0	0	1,308	1,308	0	(1,308)	Cromer Town Council Contribution not yet received.
	4,450	(63)	16,835	16,898	32,522	(44,906)	
<b>Playgrounds</b>							
Premises	29,135	24,272	44,626	20,354	21,522	(37,013)	Repairs and Maintenance.
Supplies & Services	63,500	62,055	81,409	19,354	18,276	(36,185)	Repairs, Maintenance and Equipment.
Support Services	54,070	45,045	45,070	25	0	9,000	No Major Variances.
Income	0	0	(7,815)	(7,815)	0	7,815	Contribution towards installation of accessible roundabout Cromer Road, Sheringham.
	146,705	131,372	163,291	31,919	39,798	(56,383)	
<b>Amenity Lighting</b>							
Premises	37,875	29,360	27,851	(1,509)	8,172	1,852	£9,039 Electricity (£10,736) Repairs and maintenance.
Support Services	29,980	24,978	25,000	22	0	4,980	No Major Variances.
	67,855	54,338	52,851	(1,487)	8,172	6,832	
<b>Community Centres</b>							
Premises	10,520	8,132	6,830	(1,302)	151	3,539	(£4,032) Repairs and maintenance, offset by overspend in Insurance Premiums.
Support Services	18,140	15,115	15,120	5	0	3,020	No Major Variances.
	28,660	23,247	21,950	(1,297)	151	6,559	

<b>Tic'S</b>						
Employee Costs	75,138	62,594	70,981	8,387	0	4,157 Employee costs - holiday cover.
Premises	16,604	15,265	28,473	13,208	7,712	(19,581) £2,749 Heating repairs instructed by Property Services. £5,692 Electricity. Other minor variances.
Transport Related Expenditure	85	71	0	(71)	0	85 No Major Variances.
Supplies & Services	18,370	17,539	16,882	(657)	6,270	(4,782) £2,377 Stock Purchases higher than budgeted. offset by other minor variances.
Support Services	54,820	45,681	45,700	19	0	9,120 No Major Variances.
Capital Financing Costs	6,040	5,032	5,040	8	0	1,000 No Major Variances.
Income	(30,170)	(30,144)	(32,040)	(1,896)	0	1,870 Income from sales.
	140,887	116,038	135,035	18,997	13,982	(8,130)
<b>Cromer Pier</b>						
Premises	209,667	189,788	127,918	(61,870)	6,567	75,182 (£31,100) Insurance premium due to only insuring half of the pier (£29,772) Repairs and Maintenance.
Supplies & Services	4,000	3,333	0	(3,333)	0	4,000 Other professional fees.
Support Services	106,990	89,129	89,150	21	0	17,840 No Major Variances.
Capital Financing Costs	20,737	17,275	17,280	5	0	3,457 No Major Variances.
	341,394	299,525	234,348	(65,177)	6,567	100,479
<b>Public Conveniences</b>						
Premises	700,772	590,129	678,398	88,269	104,632	(82,258) See <b>Note A</b> Below:
Transport Related Expenditure	0	0	91	91	0	(91) No Major Variances.
Supplies & Services	38,250	31,787	17,061	(14,726)	2,212	18,976 Underspend in relation to Legionella Surveys.
Transfer Payments	14,175	0	0	0	0	14,175 No Major Variances.
Support Services	214,450	178,643	178,710	67	0	35,740 No Major Variances.
Capital Financing Costs	82,028	68,330	68,330	0	0	13,698 No Major Variances.
Income	0	0	(7,707)	(7,707)	0	7,707 Insurance claim reimbursement.
	1,049,675	868,889	934,884	65,995	106,845	7,947
<b>Note A:</b>	£8,090 Vandalism £14,485 Rent/Hire of toilet at Weybourne car park £35,418 Electricity £7,423 Premises Insurance £32,378 SERCO Contract Cleaning (£7,951) Business Rates (£2,554) Water rates.					
<b>IT Business Support</b>						
Employee Costs	138,675	114,456	117,058	2,602	0	21,617 No Major Variances.
Vehicles, Equip & Machinery	0	0	0	0	47	(47) No Major Variances.
Supplies & Services	0	0	18	18	0	(18) No Major Variances.
Support Services	398,690	332,126	332,270	144	0	66,420 No Major Variances.
	537,365	446,582	449,346	2,764	47	87,971
<b>Reprographics</b>						
Employee Costs	46,853	39,032	40,629	1,597	0	6,224 No Major Variances.
Transport Related Expenditure	250	210	0	(210)	0	250 No Major Variances.
Supplies & Services	35,290	27,555	21,747	(5,808)	0	13,543 Awaiting Q3 invoice for equipment operating lease rental.
Support Services	(78,393)	(65,297)	(65,320)	(23)	0	(13,073) No Major Variances.
Income	(4,000)	(3,333)	(3,117)	216	0	(883) No Major Variances.
	0	(1,833)	(6,061)	(4,228)	0	6,061
<b>Customer Services - Corporate</b>						
Employee Costs	951,854	792,239	742,001	(50,238)	0	209,853 Vacant posts.
Transport Related Expenditure	2,300	1,917	3,082	1,165	0	(782) No Major Variances.
Supplies & Services	74,867	54,971	15,870	(39,101)	17,170	41,828 See <b>Note A</b> Below:
Support Services	(1,065,827)	(887,837)	(888,108)	(271)	0	(177,719) No Major Variances.
Capital Financing Costs	54,056	45,030	45,030	0	0	9,026 No Major Variances.
Income	(17,250)	(17,050)	(25,384)	(8,334)	0	8,134 Service charge income.
	0	(10,730)	(107,509)	(96,779)	17,170	90,340
<b>Note A:</b>	(£20,555) Equipment purchases (£4,600) Subscriptions (£3,341) Equipment lease rental (awaiting Q3 invoice)(£3,260) Postage costs. Other minor variances.					
<b>Ad Organisational Resources</b>						
Employee Costs	83,500	69,555	88,615	19,060	0	(5,115) Budget virement to Property Services for sickness cover and exisiting officer leaver/sick pay.
Transport Related Expenditure	1,194	997	541	(456)	0	653 No Major Variances.
Supplies & Services	100	84	17,600	17,516	30,400	(47,900) Agency staff.
Support Services	(89,244)	(74,344)	(74,350)	(6)	0	(14,894) No Major Variances.
	(4,450)	(3,708)	32,406	36,114	30,400	(67,256)
<b>Total Organisational Resources</b>	<u>599,901</u>	<u>386,276</u>	<u>(29,922)</u>	<u>(416,198)</u>	<u>859,365</u>	<u>(229,542)</u>
<b>Total Resources</b>	<u>5,518,103</u>	<u>4,166,000</u>	<u>3,548,736</u>	<u>(617,264)</u>	<u>1,124,300</u>	<u>1,311,068</u>

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## Service Area Summaries P10 2023/24

## Place and Climate Change

## Sustainable Growth

	Full Year Budget £	YTD Budget £	YTD Actual £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Economic Growth</b>							
Employee Costs	12,482	1,667	213	(1,454)	0	12,269	No Major Variances.
Premises	5,285	5,285	15,338	10,053	2,524	(12,576)	£9,245 Unplanned repairs to Sheringham Little Theatre, partly funded from reserves.
Transport Related Expenditure	125	0	0	0	0	125	No Major Variances.
Supplies & Services	192,600	152,917	276,886	123,969	36,536	(120,822)	£100,465 UK Shared Prosperity expenditure funded from grant income. £21,790 Expenditure funded from grants in reserves.
Support Services	259,391	216,080	216,170	90	0	43,221	No Major Variances.
Capital Financing Costs	2,037	1,699	1,710	11	0	327	No Major Variances.
Income	(238,500)	(225,000)	(225,000)	0	0	(13,500)	No Major Variances.
	233,420	152,648	285,317	132,669	39,059	(90,956)	
<b>Tourism</b>							
Supplies & Services	77,050	35,834	36,085	251	28,000	12,965	No Major Variances.
Support Services	155,700	129,703	129,760	57	0	25,940	No Major Variances.
	232,750	165,537	165,845	308	28,000	38,905	
<b>Coast Protection</b>							
Employee Costs	119,549	87,414	88,102	688	500	30,947	No Major Variances.
Premises	156,000	151,250	177,057	25,807	150,775	(171,831)	Sea defence overspend to be funded from reserve.
Transport Related Expenditure	1,994	1,665	1,642	(23)	0	352	No Major Variances.
Supplies & Services	123,910	20,803	25,155	4,352	73,740	25,015	No Major Variances.
Support Services	404,860	337,254	337,400	146	0	67,460	No Major Variances.
Capital Financing Costs	508,701	423,749	423,750	1	0	84,951	No Major Variances.
	1,315,014	1,022,135	1,053,106	30,971	225,014	36,893	
<b>Business Growth Staffing</b>							
Employee Costs	341,187	284,214	271,461	(12,753)	0	69,726	Vacant post funded from capital income.
Transport Related Expenditure	6,635	5,529	4,398	(1,131)	0	2,237	No Major Variances.
Supplies & Services	100	84	480	396	0	(380)	No Major Variances.
Support Services	(347,922)	(289,806)	(289,920)	(114)	0	(58,002)	No Major Variances.
	0	21	(13,580)	(13,601)	0	13,580	
<b>Housing Strategy</b>							
Employee Costs	182,700	152,205	143,345	(8,860)	0	39,355	Maternity underspend on fixed term post.
Transport Related Expenditure	2,144	1,791	960	(831)	0	1,184	No Major Variances.
Supplies & Services	22,200	11,836	14,371	2,535	0	7,829	No Major Variances.
Support Services	101,502	84,580	84,590	10	0	16,912	No Major Variances.
Capital Financing Costs	777,167	0	0	0	0	777,167	No Major Variances.
	1,085,713	250,412	243,266	(7,146)	0	842,447	
<b>Environmental Strategy</b>							
Employee Costs	197,072	161,993	124,859	(37,134)	0	72,213	Vacant fixed term posts funded from reserves.
Transport Related Expenditure	3,020	2,521	1,202	(1,319)	0	1,818	No Major Variances.
Supplies & Services	152,715	18,018	21,000	2,982	8,728	122,987	No Major Variances.
Support Services	29,420	24,513	24,520	7	0	4,900	No Major Variances.
Income	(72,653)	(72,653)	(82,500)	(9,847)	0	9,847	£5,000 Sports England grant to fund expenditure. £4,847 Norfolk Climate Change Partnership income to fund expenditure.
	309,574	134,392	89,082	(45,310)	8,728	211,764	
<b>Coastal Management</b>							
Employee Costs	315,040	263,826	224,226	(39,600)	0	90,814	Vacant fixed term posts funded from income.
Premises	0	0	0	0	236	(236)	No Major Variances.
Transport Related Expenditure	9,719	8,099	7,589	(510)	0	2,130	No Major Variances.
Supplies & Services	71,601	44,042	42,393	(1,649)	0	29,208	No Major Variances.
Support Services	(329,860)	(274,758)	(274,960)	(202)	0	(54,900)	No Major Variances.
Income	(66,500)	(16,625)	(18,270)	(1,645)	0	(48,230)	No Major Variances.
	0	24,584	(19,023)	(43,607)	236	18,787	
<b>Ad Sustainable Growth</b>							
Employee Costs	88,817	73,988	74,256	268	0	14,561	No Major Variances.
Transport Related Expenditure	1,944	1,621	1,031	(590)	0	913	No Major Variances.
Supplies & Services	200	168	81	(87)	0	119	No Major Variances.
Support Services	(90,961)	(75,764)	(75,800)	(36)	0	(15,161)	No Major Variances.
	0	13	(431)	(444)	0	431	
<b>Total Sustainable Growth</b>	<b>3,176,471</b>	<b>1,749,742</b>	<b>1,803,582</b>	<b>53,840</b>	<b>301,037</b>	<b>1,071,852</b>	

## Service Area Summaries P10 2023/24

## Place and Climate Change

## Planning

	Full Year Budget £	YTD Budget £	YTD Actual £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Development Management</b>							
Employee Costs	1,427,750	1,170,909	1,109,433	(61,476)	1,105	317,213	Vacant posts including fixed term posts funded from reserves.
Transport Related Expenditure	32,086	23,224	22,300	(924)	0	9,786	No Major Variances.
Supplies & Services	101,005	95,976	107,912	11,936	10,209	(17,116)	£5,004 Planning law journal cost to be shared with legal. £4,457 Enforcement board works to be funded from reserves.
Support Services	946,560	788,504	788,840	336	0	157,720	No Major Variances.
Capital Financing Costs	76,501	63,726	63,730	4	0	12,771	No Major Variances.
Income	(865,000)	(720,546)	(555,444)	165,102	0	(309,556)	(£32,201) Section 111 GiRAMS income. £141,871 Planning applications and £55,810 Pre application advice down due to lower applications.
	1,718,902	1,421,793	1,536,770	114,977	11,314	170,819	
<b>Planning Policy</b>							
Employee Costs	468,348	390,140	349,149	(40,991)	0	119,199	Vacant posts now filled.
Transport Related Expenditure	7,971	6,641	5,895	(746)	0	2,076	No Major Variances.
Supplies & Services	80,500	40,918	43,367	2,449	92,408	(55,275)	No Major Variances.
Support Services	196,150	163,412	163,480	68	0	32,670	No Major Variances.
Income	0	0	(42)	(42)	0	42	No Major Variances.
	752,969	601,111	561,849	(39,262)	92,408	98,712	
<b>Conservation, Design &amp; Landscape</b>							
Employee Costs	365,064	304,105	238,633	(65,472)	0	126,431	Vacant posts funded from reserves.
Transport Related Expenditure	8,852	7,376	6,021	(1,355)	0	2,831	No Major Variances.
Supplies & Services	66,450	10,542	8,735	(1,807)	1,000	56,715	No Major Variances.
Support Services	95,290	79,392	79,410	18	0	15,880	No Major Variances.
Income	0	0	(26,807)	(26,807)	0	26,807	Biodiversity net gain grant.
	535,656	401,415	305,992	(95,423)	1,000	228,664	
<b>Building Control</b>							
Employee Costs	542,477	449,528	413,148	(36,380)	0	129,329	Vacant posts funded from reserves.
Transport Related Expenditure	22,562	18,798	15,493	(3,305)	0	7,069	No Major Variances.
Supplies & Services	21,314	13,072	12,294	(778)	6,702	2,318	No Major Variances.
Support Services	187,890	156,539	156,570	31	0	31,320	No Major Variances.
Income	(497,500)	(414,420)	(307,448)	106,972	0	(190,052)	£72,921 Regulation Fee's, £27,460 Plan Fee's and £6,772 Energy assessment fee income all down due to lower applications.
	276,743	223,517	290,058	66,541	6,702	(20,016)	
<b>Planning Enforcement Team</b>							
Employee Costs	224,770	187,908	193,867	5,959	0	30,903	Pay award.
Transport Related Expenditure	8,650	7,207	7,149	(58)	0	1,501	No Major Variances.
Supplies & Services	5,100	4,254	3,426	(828)	0	1,674	No Major Variances.
Support Services	(238,520)	(198,674)	(198,750)	(76)	0	(39,770)	No Major Variances.
	0	695	5,692	4,997	0	(5,692)	
<b>Property Information</b>							
Employee Costs	122,952	99,098	102,209	3,111	0	20,743	No Major Variances.
Transport Related Expenditure	112	94	0	(94)	0	112	No Major Variances.
Supplies & Services	56,704	47,237	33,114	(14,123)	35,593	(12,003)	(£17,511) Search fee's due to lower applications. £3,000 compensation payments covered by income below.
Support Services	56,310	46,932	46,940	8	0	9,370	No Major Variances.
Income	(195,960)	(163,238)	(126,512)	36,726	0	(69,448)	£44,225 Fee income down due to lower applications. (£4,200) Contribution to cover additional costs for street name change. (£3,300) Geospatial Agreement Grant.
	40,118	30,123	55,751	25,628	35,593	(51,226)	
<b>Ad Planning</b>							
Employee Costs	94,294	78,551	73,125	(5,426)	0	21,169	Employee scale change due to new appointment.
Transport Related Expenditure	1,225	1,022	824	(198)	0	401	No Major Variances.
Supplies & Services	100	84	455	371	0	(355)	No Major Variances.
Support Services	(95,619)	(79,644)	(79,680)	(36)	0	(15,939)	No Major Variances.
	0	13	(5,276)	(5,289)	0	5,276	
<b>Total Planning</b>	<b>3,324,388</b>	<b>2,678,667</b>	<b>2,750,835</b>	<b>72,168</b>	<b>147,016</b>	<b>426,537</b>	
<b>Total Place and Climate Change</b>	<b>6,500,859</b>	<b>4,428,409</b>	<b>4,554,418</b>	<b>126,009</b>	<b>448,053</b>	<b>1,498,388</b>	

## Service Area Summaries P10 2023/24

## Corporate Directorate

	Full Year Budget £	YTD Budget £	YTD Actual £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Human Resources &amp; Payroll</b>							
Employee Costs	386,490	321,971	325,766	3,795	9,514	51,210	No Major Variances.
Transport Related Expenditure	500	418	126	(292)	0	374	No Major Variances.
Supplies & Services	28,200	26,863	50,669	23,806	6,262	(28,731)	£14,863 Unplanned professional employment advise. £10,171 Occupational health fee's.
Support Services	(414,190)	(345,061)	(345,250)	(189)	0	(68,940)	No Major Variances.
Income	(1,000)	(834)	(3,329)	(2,495)	0	2,329	No Major Variances.
	0	3,357	27,982	24,625	15,776	(43,758)	
<b>Registration Services</b>							
Employee Costs	146,000	121,628	105,372	(16,256)	450	40,178	Vacant post.
Premises	24,050	23,800	24,583	783	0	(533)	No Major Variances.
Transport Related Expenditure	400	336	368	32	0	32	No Major Variances.
Supplies & Services	225,235	215,869	298,152	82,283	8,584	(81,501)	£60,630 Professional fee's, £19,749 printing & £4,842 postage - all higher due inflationary increase's. (£3,156) Stationary.
Support Services	182,030	151,666	151,730	64	0	30,300	No Major Variances.
Income	(51,995)	(51,745)	(66,113)	(14,368)	0	14,118	(£12,571) Additional new burdens funding increased in line with inflation.
	525,720	461,554	514,091	52,537	9,034	2,594	
<b>Corporate Leadership Team</b>							
Employee Costs	754,378	628,570	616,148	(12,422)	0	138,230	Vacant post.
Premises	0	0	60	60	0	(60)	No Major Variances.
Transport Related Expenditure	10,575	8,812	5,909	(2,903)	0	4,666	No Major Variances.
Supplies & Services	17,580	7,970	5,876	(2,094)	567	11,137	No Major Variances.
Support Services	(782,533)	(651,840)	(652,260)	(420)	0	(130,273)	No Major Variances.
	0	(6,488)	(24,267)	(17,779)	567	23,700	
<b>Communications</b>							
Employee Costs	225,640	184,048	200,014	15,966	0	25,626	Unplanned maternity cover.
Transport Related Expenditure	1,294	1,236	1,688	452	0	(394)	No Major Variances.
Supplies & Services	52,400	16,934	19,246	2,312	9,139	24,015	No Major Variances.
Support Services	(335,288)	(279,301)	(279,390)	(89)	0	(55,898)	No Major Variances.
Capital Financing Costs	55,954	46,610	46,610	0	0	9,344	No Major Variances.
Income	0	0	(2,256)	(2,256)	0	2,256	No Major Variances.
	0	(30,473)	(14,087)	16,386	9,139	4,948	
<b>Corporate Delivery Unit</b>							
Employee Costs	184,689	153,854	117,097	(36,757)	0	67,592	Vacant posts.
Transport Related Expenditure	1,200	1,000	0	(1,000)	0	1,200	No Major Variances.
Supplies & Services	6,540	1,784	950	(834)	1,300	4,290	No Major Variances.
Support Services	(192,429)	(160,305)	(160,360)	(55)	0	(32,069)	No Major Variances.
	0	(3,667)	(42,313)	(38,646)	1,300	41,013	
<b>Total Corporate</b>	<b>525,720</b>	<b>424,283</b>	<b>461,406</b>	<b>37,123</b>	<b>35,816</b>	<b>28,498</b>	

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## Service Area Summaries P10 2023/24

## Communities

## People Services

	Full Year Budget £	YTD Budget £	YTD Actual £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Benefits Administration</b>							
Employee Costs	1,161,688	967,692	873,203	(94,489)	313	288,172	Vacant posts and secondments.
Transport Related Expenditure	944	787	3,199	2,412	0	(2,255)	No Major Variances.
Supplies & Services	31,100	21,925	51,066	29,141	6,410	(26,376)	Civica computer software and licences - offset by New Burdens Funding.
Support Services	434,060	361,591	361,740	149	0	72,320	No Major Variances.
Capital Financing Costs	31,700	26,407	26,410	3	0	5,290	No Major Variances.
Income	(380,000)	(24,990)	(129,202)	(104,212)	0	(250,798)	Council Tax Support - New Burdens Funding. Any surplus to be transferred to Reserve at year end.
	1,279,492	1,353,412	1,186,417	(166,995)	6,723	86,353	
<b>Homelessness</b>							
Premises	147,946	123,255	79,885	(43,370)	15,782	52,279	Lower R&M and utility costs.
Transport Related Expenditure	0	0	2,059	2,059	0	(2,059)	No Major Variances.
Supplies & Services	1,257,038	1,035,868	1,196,041	160,173	591,629	(530,632)	£138,062 Higher B&B charges and Rent Deposit payments - offset by subsidy and client contributions. £23,484 Bad Debts written off.
Support Services	1,142,250	951,512	951,900	388	0	190,350	No Major Variances.
Capital Financing Costs	28,482	23,727	23,740	13	0	4,742	No Major Variances.
Income	(1,700,415)	(1,489,356)	(1,720,344)	(230,988)	0	19,929	(£391,123) Additional income from subsidy and client contributions offset by £160,298 Housing Prevention grant income transferred to capital (LAHF).
	875,301	645,006	533,281	(111,725)	607,412	(265,391)	
<b>Housing Options</b>							
Employee Costs	816,874	680,466	670,088	(10,378)	200	146,586	Underspend against fixed term contracts.
Transport Related Expenditure	7,040	5,866	8,544	2,678	0	(1,504)	No Major Variances.
Supplies & Services	3,179	2,652	2,251	(401)	40	888	No Major Variances.
Support Services	(714,749)	(595,372)	(595,620)	(248)	0	(119,129)	No Major Variances.
Income	(19,306)	(19,306)	(20,198)	(892)	0	892	No Major Variances.
	93,038	74,306	65,065	(9,241)	240	27,733	
<b>Community</b>							
Employee Costs	956,926	797,137	794,539	(2,598)	0	162,387	No Major Variances.
Premises	0	0	(12,631)	(12,631)	17,787	(5,156)	Accrual brought forward relating to Homes in Disrepair. Works delivered and codes elsewhere.
Transport Related Expenditure	26,678	22,229	12,501	(9,728)	0	14,177	Lower travelling costs.
Supplies & Services	728,245	478,715	174,141	(304,574)	1,639	552,466	(£80,780) Grant payments not yet allocated. (£220,625) Other professional fees - to be reviewed and used at year end to offset higher costs across People Services. Any surplus needs to be carried forward and transferred to the Reserve for use towards employee and homelessness costs in future years.
Support Services	68,750	57,307	57,340	33	0	11,410	No Major Variances.
Income	(494,585)	(483,963)	(462,596)	21,367	0	(31,989)	Reduction in contributions from the Primary Care Network.
	1,286,014	871,425	563,294	(308,131)	19,426	703,294	
<b>Ad People Services</b>							
Employee Costs	86,175	71,789	72,040	251	0	14,135	No Major Variances.
Transport Related Expenditure	1,194	997	854	(143)	0	340	No Major Variances.
Supplies & Services	100	84	104	20	0	(4)	No Major Variances.
Support Services	(87,469)	(72,858)	(72,890)	(32)	0	(14,579)	No Major Variances.
	0	12	108	96	0	(108)	
<b>Total People Services</b>	<b>3,533,845</b>	<b>2,944,161</b>	<b>2,348,164</b>	<b>(595,997)</b>	<b>633,800</b>	<b>551,881</b>	

## Service Area Summaries P10 2023/24

## Communities

## Environmental &amp; Leisure

	Full Year Budget £	YTD Budget £	YTD Actual £	YTD Variance £	Immediate Commitments £	Remaining Budget £	Explanation for Major Variances
<b>Commercial Services</b>							
Employee Costs	23,085	19,230	19,230	0	0	3,855	No Major Variances.
Supplies & Services	0	0	0	0	1,723	(1,723)	No Major Variances.
Support Services	193,170	160,931	161,000	69	0	32,170	No Major Variances.
Income	0	0	(170)	(170)	0	170	No Major Variances.
	216,255	180,161	180,060	(101)	1,723	34,472	
<b>Internal Drainage Board Levies</b>							
Premises	478,176	478,176	478,354	178	0	(178)	No Major Variances.
Support Services	300	252	250	(2)	0	50	No Major Variances.
	478,476	478,428	478,604	176	0	(128)	
<b>Travellers</b>							
Premises	9,290	7,914	6,720	(1,194)	694	1,876	No Major Variances.
Supplies & Services	43,600	38,086	41,716	3,630	172	1,712	Higher operating lease costs and hire of portable toilets.
Support Services	7,870	6,560	6,560	0	0	1,310	No Major Variances.
Capital Financing Costs	23,174	19,306	19,310	4	0	3,864	No Major Variances.
Income	(2,000)	(1,667)	(320)	1,347	0	(1,680)	No Major Variances.
	81,934	70,199	73,986	3,787	866	7,082	
<b>Public Protection</b>							
Employee Costs	502,700	418,760	484,862	66,102	792	17,046	Predominantly costs for fixed term contract staff - some of which is offset against departmental savings and funding from Reserves.
Transport Related Expenditure	13,997	11,663	14,638	2,975	0	(641)	Employee travelling costs.
Supplies & Services	88,680	39,744	82,557	42,813	19,997	(13,875)	See <b>Note A</b> below:
Support Services	144,330	120,242	120,300	58	182	23,848	No Major Variances.
Income	(238,100)	(197,121)	(181,198)	15,923	0	(56,902)	See <b>Note B</b> below:
	511,607	393,288	521,159	127,871	20,972	(30,524)	

**Note A:** £4,600 Upgrade to the Assure system and Merlin server. £7,500 Software purchase (to be funded from the COMF reserve at year end). £5,200 Subscriptions to RIAMS and ABC Food Law. Professional fees of £36,665 for legal advisory costs offset by an underspend of (£13,176) against private water sampling.

**Note B:** (£3,513) Pavement Licence Grant. (£34,550) Increased taxi licensing income (to be transferred to an earmarked reserve at year end). £53,925 Income not yet generated for general licensing - a new process is being implemented to invoice out for Premises Licences.

**Street Signage**

Supplies & Services	12,000	7,000	7,933	933	0	4,067	No Major Variances.
Support Services	23,300	19,412	19,420	8	0	3,880	No Major Variances.
	35,300	26,412	27,353	941	0	7,947	

**Environmental Protection**

Employee Costs	576,583	480,301	435,767	(44,534)	0	140,816	Vacant posts which have now been filled.
Premises	0	0	750	750	3,112	(3,862)	No Major Variances.
Transport Related Expenditure	22,189	18,490	13,211	(5,279)	396	8,583	Lower travelling costs.
Supplies & Services	65,650	57,009	57,000	(9)	5,767	2,883	See <b>Note A</b> below:
Support Services	251,400	209,434	210,215	781	0	41,185	No Major Variances.
Capital Financing Costs	52,962	44,119	44,130	11	0	8,832	No Major Variances.
Income	(13,000)	(13,534)	(14,483)	(949)	0	1,483	No Major Variances.
	955,784	795,819	746,590	(49,229)	9,274	199,920	

**Note A:** (£8,498) Equipment purchases and R&M. (£9,300) Professional fees - predominantly rechargeable works. £7,821 for Enforcement Board works. £3,500 Assure upgrade. £3,781 Various subscriptions. £2,379 Bad Debts written off.

**Environmental Contracts**

Employee Costs	336,870	281,454	244,582	(36,872)	0	92,288	Vacant posts and maternity leave.
Transport Related Expenditure	12,444	10,371	6,571	(3,800)	146	5,727	Lower vehicle running costs.
Supplies & Services	1,275	1,149	2,027	878	1,586	(2,338)	No Major Variances.
Support Services	(355,110)	(295,792)	(295,910)	(118)	0	(59,200)	No Major Variances.
Capital Financing Costs	4,521	3,767	3,770	3	0	751	No Major Variances.
	0	949	(38,960)	(39,909)	1,732	37,228	

**Corporate Health and Safety**

Employee Costs	71,626	59,667	63,701	4,034	0	7,925	No Major Variances.
Transport Related Expenditure	0	0	444	444	0	(444)	No Major Variances.
Supplies & Services	0	0	398	398	0	(398)	No Major Variances.
Support Services	(71,626)	(59,665)	(59,680)	(15)	0	(11,946)	No Major Variances.
Income	0	0	(1,600)	(1,600)	0	1,600	No Major Variances.
	0	2	3,263	3,261	0	(3,263)	

**Markets**

Employee Costs	12,896	10,744	5,533	(5,211)	0	7,363	Vacant seasonal post.
Premises	35,246	15,240	11,064	(4,176)	1,398	22,784	Lower than budgeted Business rates.
Transport Related Expenditure	0	0	86	86	0	(86)	No Major Variances.
Supplies & Services	4,050	3,377	3,066	(311)	380	604	No Major Variances.
Support Services	42,160	35,123	35,140	17	0	7,020	No Major Variances.
Income	(40,000)	(40,000)	(32,279)	7,721	0	(7,721)	Less income from stallholders.
	54,352	24,484	22,610	(1,874)	1,778	29,964	

**Parks & Open Spaces**

Premises	275,984	224,249	255,518	31,269	58,279	(37,813)	See <b>Note A</b> below:
Supplies & Services	63,500	52,900	65,373	12,473	11,356	(13,228)	Higher cleansing costs and emergency tree works. The balance consists of minor misc. variances.
Support Services	138,000	114,975	114,760	(215)	0	23,240	No Major Variances.
Capital Financing Costs	16,206	13,501	13,510	9	0	2,696	No Major Variances.
Income	(8,500)	(418)	(3,455)	(3,037)	0	(5,045)	No Major Variances.
	485,190	405,207	445,705	40,498	69,634	(30,150)	

**Note A:** £19,495 Higher R&M costs - this includes footpath repairs at The Marrams and Tarmac repair works at the Sunken Gardens in Cromer. £15,304 Higher Grounds maintenance costs.

<b>Foreshore</b>						
Employee Costs	25,640	21,365	23,614	2,249	0	2,026 No Major Variances.
Premises	53,945	38,550	30,555	(7,995)	7,687	15,702 (£17,875) R&M budgets not spent. £3,072 Higher utility costs. £6,808 Higher insurance premiums.
Transport Related Expenditure	700	584	445	(139)	0	255 No Major Variances.
Supplies & Services	5,300	4,417	60	(4,357)	0	5,240 Misc. supplies and services budgets not spent.
Support Services	85,270	71,041	71,080	39	0	14,190 No Major Variances.
Capital Financing Costs	27,880	23,225	23,230	5	0	4,650 No Major Variances.
Income	0	0	(3,202)	(3,202)	0	3,202 Concession rental income.
	198,735	159,182	145,783	(13,399)	7,687	45,264
<b>Leisure Complexes</b>						
Premises	139,569	58,055	49,364	(8,691)	33,271	56,934 (£5,214) R&M. £3,972 Grounds Maintenance. (£32,481) Accruals brought forward relating to use of Sports Halls. £25,032 Higher utility costs and insurance premiums.
Supplies & Services	0	0	9,000	9,000	0	(9,000) Consultancy costs relating to the Reef - of this, £3,000 is being funded from the capital project as it relates to the Solar Car Port.
Support Services	103,090	85,894	85,890	(4)	0	17,200 No Major Variances.
Capital Financing Costs	492,459	410,221	410,240	19	0	82,219 No Major Variances.
Income	(44,105)	(36,746)	(40,461)	(3,715)	0	(3,644) No Major Variances.
	691,013	517,424	514,033	(3,391)	33,271	143,709
<b>Other Sports</b>						
Employee Costs	3,459	2,882	2,890	8	0	569 No Major Variances.
Premises	6,803	5,668	10,320	4,652	868	(4,385) Higher insurance premiums.
Supplies & Services	88,200	27,967	8,564	(19,403)	22,415	57,221 Accrual brought forward relating to the Mammoth Marathon. Invoice will not be paid.
Support Services	76,290	63,567	63,590	23	0	12,700 No Major Variances.
Income	(40,000)	(33,320)	(8,129)	25,191	0	(31,871) Loss of income relating to the Mammoth Marathon - event cancelled.
	134,752	66,764	77,235	10,471	23,283	34,234
<b>Recreation Grounds</b>						
Premises	6,950	5,790	6,260	470	1,152	(461) No Major Variances.
Supplies & Services	7,000	5,832	6,539	707	1,176	(715) No Major Variances.
Support Services	3,860	3,217	3,210	(7)	0	650 No Major Variances.
Capital Financing Costs	5,632	4,692	4,700	8	0	932 No Major Variances.
Income	(1,000)	(834)	(915)	(81)	0	(85) No Major Variances.
	22,442	18,697	19,793	1,096	2,328	321
<b>Pier Pavilion</b>						
Premises	9,300	2,500	3,864	1,364	1,342	4,093 No Major Variances.
Support Services	28,230	23,520	23,520	0	0	4,710 No Major Variances.
Capital Financing Costs	17,020	14,179	14,180	1	0	2,840 No Major Variances.
	54,550	40,199	41,564	1,365	1,342	11,643
<b>Beach Safety</b>						
Premises	2,750	2,291	1,310	(981)	550	890 No Major Variances.
Supplies & Services	375,980	336,910	347,438	10,528	39,506	(10,964) (£5,939) Saving against the RNLI Lifeguarding Service. £21,170 Serco cleansing contract. The balance consists of minor misc. variances.
Support Services	78,900	65,731	65,750	19	0	13,150 No Major Variances.
Income	0	0	(656)	(656)	0	656 No Major Variances.
	457,630	404,932	413,842	8,910	40,056	3,732
<b>Woodlands Management</b>						
Employee Costs	144,548	120,413	119,937	(476)	0	24,611 No Major Variances.
Premises	56,126	46,912	83,766	36,854	8,639	(36,279) The majority of this overspend relates to Emergency Tree Works.
Transport Related Expenditure	21,182	17,651	17,164	(487)	755	3,263 No Major Variances.
Supplies & Services	12,450	10,381	14,546	4,165	3,829	(5,925) No Major Variances.
Support Services	165,920	138,236	138,300	64	0	27,620 No Major Variances.
Capital Financing Costs	1,346	1,122	1,130	8	0	216 No Major Variances.
Income	(39,860)	(34,193)	(63,933)	(29,740)	0	24,073 (£17,768) Rechargeable emergency tree works and events at Holt Country Park. (£11,408) Car Parking income.
	361,712	300,522	310,911	10,389	13,222	37,579
<b>Waste Collection And Disposal</b>						
Employee Costs	0	0	2,533	2,533	0	(2,533) No Major Variances.
Supplies & Services	5,603,220	4,076,381	4,078,314	1,933	1,575,389	(50,483) See <b>Note A</b> below:
Support Services	514,840	428,880	429,050	170	0	85,790 No Major Variances.
Capital Financing Costs	459,571	382,826	382,840	14	0	76,731 No Major Variances.
Income	(4,423,210)	(3,828,219)	(4,153,410)	(325,191)	0	(269,800) See <b>Note B</b> below:
	2,154,421	1,059,868	739,328	(320,540)	1,575,389	(160,295)

**Note A:** £11,340 Consultancy costs. (£15,127) NEWS contracting costs - lower tonnage processed. £32,048 Serco contract costs. (£21,380) Accrual brought forward for contribution to Norfolk Waste Partnership - invoice not yet received. £4,885 Bad debts written off. (£9,461) Underspend in postages, hybrid mailing and equipment.

**Note B:** £118,209 Accruals brought forward to NEWS for 2021/22 profit share and a returned gate fee. (£397,746) Serco - performance failure fees. (£21,931) Additional Bulky waste fee income and (£21,251) Commercial waste fee income.

<b>Cleansing</b>						
Supplies & Services	1,059,500	869,241	772,490	(96,751)	556,052	(269,042) Variable billing invoices outstanding from contractor.
Support Services	51,840	43,186	43,200	14	0	8,640 No Major Variances.
Capital Financing Costs	85,500	71,222	71,230	8	0	14,270 No Major Variances.
Income	(66,000)	(66,000)	(85,634)	(19,634)	0	19,634 Additional recharges for dog and litter bins.
	<u>1,130,840</u>	<u>917,649</u>	<u>801,286</u>	<u>(116,363)</u>	<u>556,052</u>	<u>(226,498)</u>
<b>Leisure</b>						
Employee Costs	159,066	132,507	139,805	7,298	(870)	20,131 The majority of this variance relates to back pay and turnover savings not achieved.
Premises	0	0	361	361	0	(361) No Major Variances.
Transport Related Expenditure	5,331	4,443	4,071	(372)	0	1,260 No Major Variances.
Supplies & Services	25,019	24,597	22,443	(2,154)	871	1,705 Lower contribution to Active Norfolk.
Support Services	(189,416)	(157,765)	(157,840)	(75)	0	(31,576) No Major Variances.
	<u>0</u>	<u>3,782</u>	<u>8,841</u>	<u>5,059</u>	<u>1</u>	<u>(8,842)</u>
<b>Community Safety</b>						
Employee Costs	9,198	7,664	7,436	(228)	0	1,762 No Major Variances.
Transport Related Expenditure	596	498	0	(498)	0	596 No Major Variances.
Supplies & Services	4,000	0	5	5	0	3,995 No Major Variances.
Support Services	23,320	19,435	19,430	(5)	0	3,890 No Major Variances.
	<u>37,114</u>	<u>27,597</u>	<u>26,871</u>	<u>(727)</u>	<u>0</u>	<u>10,244</u>
<b>Civil Contingencies</b>						
Employee Costs	83,038	69,177	69,756	579	0	13,282 No Major Variances.
Transport Related Expenditure	1,044	871	985	114	0	59 No Major Variances.
Supplies & Services	12,390	8,789	4,478	(4,311)	196	7,716 No Major Variances.
Support Services	41,000	34,171	34,180	9	0	6,820 No Major Variances.
	<u>137,472</u>	<u>113,008</u>	<u>109,399</u>	<u>(3,609)</u>	<u>196</u>	<u>27,876</u>
<b>Ad Environmental &amp; Leisure Svcs</b>						
Employee Costs	88,407	73,648	73,517	(131)	0	14,890 No Major Variances.
Transport Related Expenditure	1,744	1,455	1,735	280	0	9 No Major Variances.
Supplies & Services	100	84	371	287	0	(271) No Major Variances.
Support Services	(90,251)	(75,174)	(75,200)	(26)	0	(15,051) No Major Variances.
	<u>0</u>	<u>13</u>	<u>423</u>	<u>410</u>	<u>0</u>	<u>(423)</u>
<b>Total Environmental &amp; Leisure</b>	<u>8,199,579</u>	<u>6,004,586</u>	<u>5,669,680</u>	<u>(334,906)</u>	<u>2,358,808</u>	<u>171,092</u>
<b>Total Communities</b>	<u>11,733,424</u>	<u>8,948,747</u>	<u>8,017,844</u>	<u>(930,903)</u>	<u>2,992,608</u>	<u>722,973</u>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Our Greener Future</b>									
Cornish Way Industrial Units	170,000	29,880	52,484	52,484	0	0	0	0	0
Cromer Office LED Lighting Programme	150,000	58,403	91,597	1,476	90,121	0	0	0	0
Catfield Industrial Units - Net Zero works	30,000	23/24	30,000	26,615	3,385	0	0	0	0
Cromer Coast Protection Scheme	12,405,000	194,258	12,210,742	1,443,484	10,767,258	0	0	0	0
Coastal Erosion Assistance	90,000	58,069	31,931	0	31,931	0	0	0	0
Coastal Adaptations	247,493	2,503	244,990	0	244,990	0	0	0	0
Mundesley Coastal Management Scheme	7,872,998	254,676	7,424,626	1,429,105	5,995,521	0	0	0	0
Sea Palling Ramp	10,000	350	9,650	9,650	0	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	45,500	0	0	0	0
Coastal Management Fund	950,000	103,000	147,000	0	147,000	200,000	250,000	250,000	0
Coastwise	15,015,000	18,898	14,591,102	93,606	14,497,495	0	0	0	0
Purchase of Bins	700,000	Annual Programme	100,000	83,582	16,418	150,000	150,000	150,000	150,000
Waste Vehicles	5,119,000	4,469,660	649,340	611,424	37,916	0	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0
The Reef Solar Carport	596,000	17,551	578,449	508,201	70,248	0	0	0	0
Holt Country Park Electricity Improvements	400,000	0	150,000	0	150,000	250,000	0	0	0
Solar PV Panels at Victory Swim and Fitness Centre	200,000	0	0	0	0	200,000	0	0	0
Public Conveniences Energy Efficiencies	150,000	0	0	0	0	150,000	0	0	0
Coastal Defences	600,000	0	0	0	0	150,000	150,000	150,000	150,000
			<b>36,390,728</b>	<b>4,259,627</b>	<b>32,131,101</b>	<b>1,100,000</b>	<b>550,000</b>	<b>550,000</b>	<b>300,000</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Developing Our Communities</b>									
Public Conveniences (Fakenham & Wells)	652,360	704,338	(51,978)	223,711	(275,688)	0	0	0	0
Public Conveniences Sheringham & North Walsham	705,000	79,058	625,942	360,505	265,437	0	0	0	0
Changing Places Toilets - Stalham (Publicly Accessible, Modular Unit)	20,000	0	20,000	0	20,000	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	0	370,000	11,218	358,782	0	0	0	0
Countryside Machinery	38,465	7,249	31,216	29,259	1,957	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,241,855	665,768	576,087	512,046	64,040	0	0	0	0
3G Facility at North Walsham	860,000	12,432	847,568	0	847,568	0	0	0	0
Cromer 3G Football Facility	1,000,000	0	1,000,000	0	1,000,000	0	0	0	0
The Reef Leisure Centre	12,861,000	12,560,273	300,727	14,076	286,651	0	0	0	0
Green Road Football Facility	60,000	9,777	50,223	0	50,223	0	0	0	0
Environmental Health Noise Equipment	18,372	0	18,372	18,372	0	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	65,000	0	65,000	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	0	100,000	0	100,000	2,541,000	8,209,000	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	0	0	0	0	331,000	0	0	0
Holt Country Park Staff Facilities	93,500	0	0	0	0	93,500	0	0	0
Cromer Church Wall	50,000	0	0	0	0	50,000	0	0	0
Changing Places Access Control	40,000	0	0	0	0	40,000	0	0	0
			<b>3,953,157</b>	<b>1,169,188</b>	<b>2,783,969</b>	<b>3,055,500</b>	<b>8,209,000</b>	<b>0</b>	<b>0</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28
			£	£	£	£	£	£	£
<b>Meeting Our Housing Needs</b>									
Disabled Facilities Grants	1,357,527	Annual Programme	1,475,730	1,064,434	411,297	1,000,000	1,000,000	1,000,000	1,000,000
Compulsory Purchase of Long Term Empty Properties	930,000	500,384	429,617	0	429,617	0	0	0	0
Community Housing Fund	1,653,373	945,212	708,161	480,000	228,161	0	0	0	0
Provision of Temporary Accommodation	3,810,594	2,827,996	982,598	957,237	25,362	0	0	0	0
S106 Enabling	2,500,000	0	1,600,000	760,000	840,000	300,000	300,000	300,000	0
Loans to Housing Providers	600,000	150,000	300,000	110,000	190,000	150,000	0	0	0
Local Authority Housing Fund	1,795,990	0	1,795,990	728,000	1,067,990	311,647	0	0	0
			<b>7,292,096</b>	<b>4,099,670</b>	<b>3,192,426</b>	<b>1,761,647</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,000,000</b>
<b>Investing In Our Local Economy And Infrastructure</b>									
Sheringham Enabling Land	110,000	31,319	78,681	0	78,681	0	0	0	0
Administrative Buildings	250,570	241,702	8,868	6,583	2,286	0	0	0	0
Rocket House	1,077,085	40,250	1,036,836	15,681	1,021,155	0	0	0	0
Collectors Cabin	30,000	160	29,840	0	29,840	0	0	0	0
Fakenham Connect/Crinkle Crankle Wall	280,922	56,562	224,360	229,576	(5,216)	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,238,341	796,116	373,765	422,351	0	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	55,000	0	0	0	0
Fakenham Urban Extension	1,800,000	20,000	1,780,000	198,538	1,581,462	0	0	0	0
Property Acquisitions	710,000	5,216	704,784	0	704,784	0	0	0	0
Chalet Refurbishment	125,000	0	125,000	0	125,000	0	0	0	0

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Marrams Building Repair	50,000	0	50,000	0	50,000	0	0	0	0
Car Parks Refurbishment	601,000	0	226,000	31,505	194,495	105,000	210,000	60,000	0
Marrams Footpath and Lighting	50,000	23/24	50,000	0	50,000	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	NEW	175,000	18,269	156,731	0	0	0	0
Morris Street Car Park Boundary Wall	0	59,935	11,247	15,047	(3,800)	0	0	0	0
UK Shared Prosperity Fund	355,826	23/24	75,551	16,367	59,184	190,000	0	0	0
Rural England Prosperity Fund	1,457,848	23/24	364,460	364,463	(3)	1,093,388	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	0	150,000	37,777	112,223	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	0	0	0	55,000	0	0	0
Cromer Offices Floor Power Boxes	50,000	0	0	0	0	50,000	0	0	0
The Lees Walkway and Structural Works	30,000	0	30,000	0	30,000	0	0	0	0
			<b>5,971,743</b>	<b>1,307,571</b>	<b>4,664,172</b>	<b>1,493,388</b>	<b>210,000</b>	<b>60,000</b>	<b>0</b>

### A Strong, Responsible And Accountable Council

User IT Hardware Refresh	60,000	Annual Programme	60,602	22,169	38,433	60,000	60,000	60,000	0
Members IT	90,000	63,451	26,549	1,032	25,518	0	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	14,000	0	0	0	0
Fire Wall Replacements	36,000	32,490	3,510	0	3,510	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	15,000	0	0	0	0
Financial Management System	295,000	291,966	3,034	0	3,034	0	0	0	0
Recruitment Software	35,050	0	35,050	0	35,050	0	0	0	0



### Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Printer Replacement	48,000	45,497	2,503	0	2,503	0	0	0	0
Network Hardware Replacement	100,000	91,119	8,881	0	8,881	0	0	0	0
Server Replacement	100,000	0	100,000	0	100,000	0	0	0	0
Folding Machine Laminator	24,500	1,620	22,880	0	22,880	0	0	0	0
Digital Mailroom Scanners	20,000	4,383	15,617	13,748	1,869	0	0	0	0
New Revenues and Benefits System	98,720	0	0	0	0	98,720	102,000	0	0
Replacement Storage Hardware	150,000	0	0	0	0	150,000	0	0	0
			<b>307,627</b>	<b>36,948</b>	<b>270,678</b>	<b>308,720</b>	<b>162,000</b>	<b>60,000</b>	<b>0</b>
<b>Totals</b>			<b>53,915,350</b>	<b>10,873,005</b>	<b>43,042,346</b>	<b>7,719,255</b>	<b>10,431,000</b>	<b>1,970,000</b>	<b>1,300,000</b>

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2023/24 Capital Programme Financing Table		Budget 2023/24	Actual 2023/24	Remaining Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
Grants		38,268,553	6,049,459	32,219,095	5,310,760	1,000,000	1,000,000	1,000,000
Other Contributions		3,196,250	1,581,180	1,615,070	300,000	718,723	300,000	0
Reserves		3,693,042	1,425,249	2,267,794	0	0	0	0
Revenue Contribution to Capital (RCCO)		100,000	0	100,000	0	0	0	0
Capital receipts		7,500,858	1,817,117	5,683,741	1,098,720	712,000	610,000	300,000
Borrowing		1,156,647	0	1,156,647	1,009,775	8,000,277	60,000	0
<b>Total</b>		<b>53,915,350</b>	<b>10,873,005</b>	<b>43,042,346</b>	<b>7,719,255</b>	<b>10,431,000</b>	<b>1,970,000</b>	<b>1,300,000</b>

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## Reserves Statement

Reserve	Purpose and Use of Reserve	Balance 01/04/23	Updated Budget Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 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.	<b>555,618</b>	(400,000)	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>	0	<b>155,618</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>846,107</b>	(405,564)	<b>440,543</b>	(120,000)	<b>320,543</b>	0	<b>320,543</b>	0	<b>320,543</b>	0	<b>320,543</b>
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	<b>725,822</b>	(111,305)	<b>614,517</b>	(46,622)	<b>567,895</b>	0	<b>567,895</b>	0	<b>567,895</b>	0	<b>567,895</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	(89,690)	<b>134,425</b>	(122,542)	<b>11,883</b>	(11,883)	<b>0</b>	0	<b>0</b>	0	<b>0</b>
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	<b>2,921,236</b>	(1,278,268)	<b>1,642,968</b>	(18,000)	<b>1,624,968</b>	(18,000)	<b>1,606,968</b>	(18,000)	<b>1,588,968</b>	(18,000)	<b>1,570,968</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>466,288</b>	(134,003)	<b>332,285</b>	(265,738)	<b>66,547</b>	0	<b>66,547</b>	0	<b>66,547</b>	0	<b>66,547</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>406,550</b>	(275,000)	<b>131,550</b>	(131,550)	<b>0</b>	0	<b>0</b>	0	<b>0</b>	0	<b>0</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>3,124,029</b>	(2,464,360)	<b>659,669</b>	(451,893)	<b>207,776</b>	(159,764)	<b>48,012</b>	(10,000)	<b>38,012</b>	(10,000)	<b>28,012</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>232,421</b>	(44,800)	<b>187,621</b>	(10,000)	<b>177,621</b>	(10,000)	<b>167,621</b>	(10,000)	<b>157,621</b>	(10,000)	<b>147,621</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>186,015</b>	(133,015)	<b>53,000</b>	60,000	<b>113,000</b>	60,000	<b>173,000</b>	60,000	<b>233,000</b>	60,000	<b>293,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>	0	<b>60,490</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>494,476</b>	(34,372)	<b>460,104</b>	(40,000)	<b>420,104</b>	0	<b>420,104</b>	0	<b>420,104</b>	0	<b>420,104</b>

## Reserves Statement

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
		£	£	£	£	£	£	£	£	£	£	£
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	(77,969)	2,237,603	(44,410)	2,193,193	(19,780)	2,173,413	(9,020)	2,164,393
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	(45,456)	618,552	0	618,552	0	618,552	0	618,552
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>21,836,616</b>	<b>(7,882,172)</b>	<b>13,954,444</b>	<b>(1,796,455)</b>	<b>12,157,989</b>	<b>(189,330)</b>	<b>11,968,659</b>	<b>(3,053)</b>	<b>11,965,606</b>	<b>7,707</b>	<b>8,315,322</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Our Greener Future</b>									
Cornish Way Industrial Units	170,000	29,880	52,484	52,484	0	0	0	0	0
Purchase of Property Services Electric Vehicles	25,000	10,465	14,535	0	14,535	0	0	0	0
Cromer Office LED Lighting Programme	150,000	58,403	91,597	1,476	90,121	0	0	0	0
Catfield Industrial Units - Net Zero works	30,000	23/24	30,000	26,615	3,385	0	0	0	0
Cromer Coast Protection Scheme	12,405,000	194,258	12,210,742	1,443,484	10,767,258	0	0	0	0
Coastal Erosion Assistance	90,000	44,693	45,307	0	45,307	0	0	0	0
Coastal Adaptations	247,493	2,503	244,990	0	244,990	0	0	0	0
Mundesley Coastal Management Scheme	7,872,998	254,676	7,424,626	1,429,105	5,995,521	0	0	0	0
Sea Palling Ramp	10,000	350	9,650	9,650	0	0	0	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	45,500	0	45,500	0	0	0	0
Coastal Management Fund	950,000	103,000	147,000	0	147,000	200,000	250,000	250,000	0
Coastwise	15,015,000	18,898	14,591,102	93,606	14,497,495	0	0	0	0
Purchase of Bins	100,000	Annual Programme	100,000	83,582	16,418	20,000	20,000	20,000	0
Waste Vehicles	5,119,000	4,469,660	649,340	611,424	37,916	0	0	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0
The Reef Solar Carport	596,000	17,551	578,449	508,201	70,248	0	0	0	0
			<b>36,268,638</b>	<b>4,259,627</b>	<b>32,009,011</b>	<b>220,000</b>	<b>270,000</b>	<b>270,000</b>	<b>0</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Developing Our Communities</b>									
Public Conveniences (Fakenham & Wells)	652,360	704,338	(51,978)	223,711	(275,688)	0	0	0	0
Public Conveniences Sheringham & North Walsham	705,000	79,058	625,942	360,505	265,437	0	0	0	0
Changing Places Toilets - Stalham (Publicly Accessible, Modular Unit)	20,000	0	20,000	0	20,000	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	23/24	370,000	11,218	358,782	0	0	0	0
Countryside Machinery	38,465	7,249	31,216	29,259	1,957	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,241,855	665,768	576,087	512,046	64,040	0	0	0	0
3G Facility at North Walsham/Fakenham	860,000	12,432	847,568	0	847,568	0	0	0	0
Cromer 3G Football Facility	1,000,000	0	1,000,000	0	1,000,000	0	0	0	0
The Reef Leisure Centre	12,861,000	12,560,273	300,727	14,076	286,651	0	0	0	0
Green Road Football Facility	60,000	9,777	50,223	0	50,223	0	0	0	0
Holt Country Park Electricity Improvements	150,000	0	150,000	0	150,000	0	0	0	0
Environmental Health Noise Equipment	18,372	0	18,372	18,372	0	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	65,000	0	65,000	0	0	0	0
			<b>4,003,157</b>	<b>1,169,188</b>	<b>2,833,969</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Meeting Our Housing Needs</b>									
Disabled Facilities Grants	1,357,527	Annual Programme	1,475,730	1,064,434	411,297	1,000,000	1,000,000	1,000,000	1,000,000
Compulsory Purchase of Long Term Empty Properties	930,000	500,384	429,617	0	429,617	0	0	0	0
Community Housing Fund	1,653,373	945,212	708,161	480,000	228,161	0	0	0	0
Provision of Temporary Accommodation	3,810,594	2,827,996	982,598	957,237	25,362	0	0	0	0
S106 Enabling	2,500,000	0	1,600,000	760,000	840,000	300,000	300,000	300,000	0
Loans to Housing Providers	600,000	150,000	300,000	110,000	190,000	150,000	0	0	0
Local Authority Housing Fund	1,795,990	0	1,795,990	728,000	1,067,990	311,647	0	0	0
			<b>7,292,096</b>	<b>4,099,670</b>	<b>3,192,426</b>	<b>1,761,647</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,000,000</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>Investing In Our Local Economy And Infrastructure</b>									
Sheringham Enabling Land	110,000	31,319	78,681	0	78,681	0	0	0	0
Administrative Buildings	250,570	241,702	8,868	6,583	2,286	0	0	0	0
Rocket House	1,077,085	40,250	1,036,836	15,681	1,021,155	0	0	0	0
Collectors Cabin	30,000	160	29,840	(2,250)	32,090	0	0	0	0
Fakenham Connect/Crinkle Crankle Wall	280,922	56,562	224,360	229,576	(5,216)	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,238,341	796,116	373,765	422,351	0	0	0	0
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	55,000	0	55,000	0	0	0	0
Fakenham Urban Extension	1,800,000	20,000	1,780,000	198,538	1,581,462	0	0	0	0
Property Acquisitions	710,000	5,216	704,784	0	704,784	0	0	0	0
Chalet Refurbishment	125,000	0	125,000	0	125,000	0	0	0	0
Marrams Building Repair	50,000	0	50,000	0	50,000	0	0	0	0
Car Parks Refurbishment	226,000	0	226,000	31,505	194,495	0	0	0	0
Marrams Footpath and Lighting	50,000	23/24	50,000	0	50,000	0	0	0	0
Asset Root Replacements (All Deco Block, Rev Use Retail Unit Sheringham Chalet)	175,000	NEW	175,000	18,269	156,731	0	0	0	0
Morris Street Car Park Boundary Wall	0	59,935	11,247	15,047	(3,800)	0	0	0	0



## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24	2023/24	2023/24	2024/25	2025/26	2026/27	2027/28
			£	£	£	£	£	£	£
UK Shared Prosperity Fund	355,826	23/24	75,551	16,367	59,184	190,000	0	0	0
Rural England Prosperity Fund	1,457,848	23/24	364,460	364,463	(3)	1,093,388	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	0	150,000	37,777	112,223	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,951,419	0	10,951,419	0	10,951,419	0	0	0	0
			<b>16,893,162</b>	<b>1,305,321</b>	<b>15,587,841</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	60,000	Annual Programme	60,602	22,169	38,433	60,000	60,000	60,000	0
Members IT	90,000	63,451	26,549	1,032	25,518	0	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	14,000	0	0	0	0
Fire Wall Replacements	36,000	32,490	3,510	0	3,510	0	0	0	0
Refurbishment of IT Training Room	15,000	0	15,000	0	15,000	0	0	0	0
Financial Management System	295,000	291,966	3,034	0	3,034	0	0	0	0
Recruitment Software	35,050	0	35,050	0	35,050	0	0	0	0
Printer Replacement	48,000	45,497	2,503	0	2,503	0	0	0	0
Network Hardware Replacement	100,000	91,119	8,881	0	8,881	0	0	0	0
Server Replacement	100,000	0	100,000	0	100,000	0	0	0	0
Folding Machine Laminator	24,500	1,620	22,880	0	22,880	0	0	0	0
Digital Mailroom Scanners	20,000	4,383	15,617	13,748	1,869	0	0	0	0
			<b>307,627</b>	<b>36,948</b>	<b>270,678</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>

## Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
<b>NEW - Capital Bids 2024/25 - Members to consider for approval/denial.</b>									
Holt Country Park Electricity Improvements	250,000	0	0	0	0	250,000	0	0	0
Solar PV Panels at Victory Swin and Fitness	200,000	0	0	0	0	200,000	0	0	0
Public Conveniences Energy Efficiencies	150,000	0	0	0	0	150,000	0	0	0
Council Offices Cromer Heating System Upgrade	165,000	0	0	0	0	165,000	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	0	0	0	0	331,000	0	0	0
Holt Country Park Staff Facilities	93,500	0	0	0	0	93,500	0	0	0
Cromer Church Wall	50,000	0	0	0	0	50,000	0	0	0
Changing Places Access Control	40,000	0	0	0	0	40,000	0	0	0
Weybourne Public Conveniences Provision	200,000	0	0	0	0	200,000	0	0	0
Hoveton Public Conveniences	350,000	0	0	0	0	350,000	0	0	0
Stalham Public Conveniences	350,000	0	0	0	0	350,000	0	0	0
Car Park Refurbishments	105,000	0	0	0	0	105,000	210,000	60,000	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	0	0	0	55,000	0	0	0
Marrams Footpath and Lighting	120,000	0	0	0	0	120,000	0	0	0
Cromer Offices Floor Power Boxes	50,000	0	0	0	0	50,000	0	0	0
New Revenues and Benefits System	98,720	0	0	0	0	98,720	102,000	0	0

### Capital Programme 2023/24

Scheme	Scheme Total Approval £	Pre 2023/24 Actual Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget	Budget	Budget	Budget	Budget
			2023/24 £	2023/24 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Replacement Storage Hardware	150,000	0	0	0	0	150,000	0	0	0
Cromer Office Turnstile	25,000	0	0	0	0	25,000	0	0	0
Office Furniture	65,000	0	0	0	0	65,000	0	0	0
Purchase of Bins (to renew and replace current capital programme budget above)	600,000	0	0	0	0	150,000	150,000	150,000	150,000
			0	0	0	2,998,220	462,000	210,000	150,000
<b>Totals</b>			<b>64,764,680</b>	<b>10,870,755</b>	<b>53,893,925</b>	<b>6,323,255</b>	<b>2,092,000</b>	<b>1,840,000</b>	<b>1,150,000</b>

2023/24 Capital Programme Financing Table			Budget 2023/24	Actual 2023/24	Remaining Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
Grants			48,599,830	6,049,459	42,550,372	2,769,760	1,000,000	1,000,000	1,000,000
Other Contributions			3,604,587	1,581,180	2,023,407	300,000	300,000	300,000	0
Reserves			3,707,578	1,425,249	2,282,329	0	0	0	0
Revenue Contribution to Capital (RCCO)			100,000	0	100,000	0	0	0	0
Capital receipts			7,484,233	1,814,867	5,669,366	1,223,720	582,000	480,000	150,000
Borrowing			1,268,452	0	1,268,452	2,029,775	210,000	60,000	0
<b>Total</b>			<b>64,764,680</b>	<b>10,870,755</b>	<b>53,893,925</b>	<b>6,323,255</b>	<b>2,092,000</b>	<b>1,840,000</b>	<b>1,150,000</b>

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<b>Reporting progress implementing Corporate Plan 2023-27 Action Plan 2023-24 – to end of Quarter 3 – 31<sup>st</sup> December 2023</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2023-24 is being implemented as planned.
<b>Options considered</b>	Not relevant.
<b>Consultation(s)</b>	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
<b>Recommendations</b>	Cabinet is recommended to note this report.
<b>Reasons for recommendations</b>	<b>The Action Plan 2023-24 is being implemented as planned</b>
<b>Background papers</b>	Corporate Plan 2023-27

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Tim Adams
<b>Contact Officer</b>	Steve Blatch, Chief Executive Email:- <a href="mailto:steve.blatch@north-norfolk.gov.uk">steve.blatch@north-norfolk.gov.uk</a>

<b>Links to key documents:</b>	
Corporate Plan:	This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023/24 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2023/24 is implemented as planned will ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.
Details of any previous decision(s) on this matter	Corporate Plan 2023-27 and Action Plan 2023-24 approved by Full Council on 17 July 2023.  Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023

## 1. Purpose of the report

The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2023-24 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## 2. Introduction & Background

Full Council approved the Corporate Plan 2023-27 and the first annual Action Plan for 2023/24 at its meeting of 17 July 2023. Lead officers then started to work on how the desired outcomes in the action plan would be achieved. This report shows the progress made to the end of December 2023, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

## 3. Overview of progress

### 3.1 Overall progress

The tables below show overall progress in implementing the Action Plan.

Action Plan 2023/24 – Summary

Quarters 2 and 3 from July 2023 to 31 December 2023

RAG status	No. of actions
Red	0
Amber	5
Green	19
NA	4
Missing data	0
Total	28

#### KEY

Red = Actions will not deliver planned outcomes without significant interventions

Amber = Actions off track but with changes being made will achieve planned outcomes

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

Stage	No. of actions
Not Started	4
In Progress	22
Completed	2
Cancelled	0
Missing data	0
Total	28

#### Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	0	0	0
Amber	0	5	0	0
Green	0	17	2	0
NA	4	0	0	0

The progress report shows that the majority of actions are in progress and on track.

### 3.2 Issues raised

Only one action has been flagged as being unable to be completed during 2023/24. This action, is shown as NA and Not Started above, is:

“Work with partners, to agree a programme of investment in local housing initiatives, funded through the local Second Homes Council Tax premium”.

The lead officers for the action have reported that,

“The legislation that allows the Council to charge a premium on second homes does not take effect until April 2025. The proportion of the premium retained by the Council is not yet decided. Therefore, it is not possible to deliver this action in 2023/24.”

Subsequently this action has been moved into the Action Plan for 2024/25 which was approved at the Cabinet meeting on 6 November 2023.

### 3.3 Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2023-24 update.

## 4. Corporate Priorities

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 is implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

**5. Financial and Resource Implications**

There are no financial or resource implications arising from the report.

**Comments from the S151 Officer:**

*The S151 Officer (or member of the Finance team on their behalf) will complete this section.*

**6. Legal Implications**

There are no legal implications from this report.

**Comments from the Monitoring Officer**

*The Monitoring Officer (or member of the Legal team on behalf of the MO) will complete this section. They will outline any legal advice provided.*

**7. Risks**

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plan 2023-24. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

**8. Net Zero Target**

The Corporate Plan 2023-27 Action Plan 2023-24 contains actions, particularly under the theme “Our Greener Future”, that will reduce the emissions of the Council and contribute to achieving the Net Zero Target.

**9. Equality, Diversity & Inclusion**

The Corporate Plan 2023-27 Action Plan 2023-24 contains actions, particularly under the theme “Developing our Communities”, that will improve equality, diversity & inclusion. Where individual actions require an equality impact assessment the lead officer will produce and submit one during the development of the action.

**10. Community Safety issues**

This report does not have any impact on community safety issues.

**11. Conclusion and Recommendations**

The Corporate Plan 2023-27 Action Plan 2023-24 is being implemented as planned.

**Cabinet is recommended to note this report.**





Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
	Use the filter to find your name		Use Drop Down	Use Drop Down	
1 Provide the solar car port at the Reef	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	Green	The solar car port is complete and providing electricity to the Reef. Performance will continue to be monitored against original business case and lessons learned have been collated to provide learning to future projects
2 Develop a response to the Waste and Resources Strategy	Scott Martin	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	In Progress	Green	Following further government announcements regarding future requirements for waste and recycling services in England, NNDC has engaged consultants to assess and model options for future service delivery around food waste collections and collection frequency for residual waste.
3 Local Plan examination	Mark Ashwell	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Amber	Discussions continue with partners on the matter of nutrient neutrality. The subject is also being discussed at the Local Plan Examination.
4 Launch CoastWise	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Coastwise Cafe's, the first community events have been successfully completed and well received. Initial discussion with those at immediate erosion risk underway.
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Green	Full funding package has been approved for the Mundesley scheme. The application for additional funding for Cromer has been submitted and ongoing discussions are taking place with the Environment Agency. Consents for both schemes – all information requested has been submitted. Marine Management License anticipated.
6 Promote the development of Neighbourhood Plans	Mark Ashwell	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Holt and Blakeney Plans were both formally 'made' following Local Referenda. Wells-Next-The-Sea is currently with the Planning Inspector. The benefits of Neighbourhood Plans are being promoted at our Town and Parish Council Planning Roadshow sessions.
7 Develop a Rural Strategy	Steve Hems	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	Not Started	NA	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
8	Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	In Progress	Amber	The Youth Council is currently only meeting occasionally due to a lack of resource to provide support to it. Long-term solutions are being sought.
9	Completion of new/ refurbished toilets at North Walsham Sheringham and Holt	Russell Tanner	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Green	North Walsham completed. Tenders are back for Holt. Sheringham under review due to structural issues.
10	Develop an Active Environments Strategy	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	In Progress	Amber	Meetings held with Cllr Adams and Cllr Withington, seeking clarity on scope and expectations. Still trying to confirm the scope with interested parties.
11	Submit quality bids to available Government funding opportunities	Tina Stankley	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	The Council has recently received funding for the Fakenham Leisure and Sports Hub. We will continue to submit bids for Government funding and other external funding where appropriate to further enhance the leisure facilities on offer throughout the District.
12	Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	In Progress	Green	Through the work undertaken across People Services, we have so far claimed over £680k of unclaimed benefits and premiums for residents across North Norfolk.
13	Develop 38 affordable housing units	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	We expect 38 affordable homes to handover by 31 <sup>st</sup> March 2024. (This include seven already delivered). However as most are due this quarter (Jan to Mar 24) it is possible some will handover in 2024/25.
14	Realise the Councils contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Fifteen properties in two phases are all due to handover by end of March 2024 (including three already purchased by the Council). Flagship will own 10 homes and the Council the remaining five.
15	Work with partners, agree a programme of investment in local housing initiatives, funded through the local Second Homes Council Tax premium	Nicky Debbage/ Graham Connolly	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Not Started	NA	The legislation that allows the Council to charge a premium on second homes does not take effect until April 2025. The proportion of the premium retained by the Council is not yet decided. Therefore, It is not possible to deliver this action in 2023/24.
16	Deliver additional units of Temporary Accommodation	Lisa Grice	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
17	Take forward the recommendations of the Stalham High Street Task Force Action Plan	Stuart Quick	Economy: Thriving Business: 1 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	In Progress	Green	The first 'Stalham Town Team' meeting (post the HSTF workshops) was held on 5 February with a variety of local stakeholders attending. Draft Terms of Reference were presented and it was agreed that meetings would occur monthly. Additional representatives have been identified and will attend future meetings.
18	Facilitate the provision of at least one Banking Hub in the district as a model to retain access to cash and financial services in our key settlements	Stuart Quick	Economy: Thriving Business: 1 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	In Progress	Green	LINK have proposed Holt as location for the first Banking Hub in North Norfolk. The Council supported the process by providing local statistics and data around banking usage and demographics, which demonstrated the importance of access to these services for local residents. The banking hub will be delivered by Cash Access UK, which is a not-for-profit company providing cash and basic banking services in communities across the UK. Over the next few weeks it will be looking for potential sites in Holt and it is hoped the hub could be opened in the next 12 months.
19	Prepare an Economic Growth Strategy	Rob Young	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	In Progress	Green	The Economic Growth Strategy was presented to Overview and Scrutiny Committee on 14 February 2024 and is included on the Cabinet agenda for their meeting on 11 March 2024..
20	Launch the Virtual Business Support Hub	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	The Invest North Norfolk site is now live. It will be kept up to date as the source of business information on items such as grants, funding, events and support.
21	Commission a study into the potential Hydrogen production at the Bacton Energy hub	Steve Blatch	Economy: Infrastructure: 2 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	In Progress	Green	Cabinet approval to commission a study obtained June 2023. However significant exploratory developments around carbon capture and storage and Hydrogen production and transmission taken forward during the summer and a research project progressed by the University of Newcastle Upon Tyne. These studies are being progressed and will be reported on in due course. In the meantime the council has established meaningful dialogue with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen developments at Bacton and these discussions are ongoing.
22	Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	Not Started	NA	

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled in this quarter)
23	Complete implementation of the Planning Service Improvement Plan	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Amber	A final report on progress on delivery of the Plan will be reported to Overview and Scrutiny Committee in Summer 2024.
24	Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Corporate Peer Review conducted week commencing 11 September 2023. Draft Action Plan submitted to and approved by Cabinet 5 February 2024 with agreed actions now to be taken forward.
25	Ensure the Council's annual accounts are audited in a timely manner	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Amber	The Director for Resources (DoR) is submitting a report to Governance, Risk and Audit Committee (GRAC) on 26 March 2024 outlining the Government's and our own plan to catch up. The need to catch up for 21/22 and 22/23 has arisen as a result of reduced capacity in the Council's Finance Team and the delay in the external auditors being able to audit our accounts. The DoR is meeting with the external auditors on 5 March to agree on a plan to catch up and this will be included in the GRAC report.
26	Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	James Claxton	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Not Started	NA	The Workforce Development Plan will be drafted written and approved in 2024.
27	Review and prepare an options appraisal for the management of the car park service	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	This is being progressed by an officer working group. The options once finalised will be presented to members for their consideration.
28	Advertise and let the Cedars building in North Walsham	Renata Garfoot	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	In Progress	Green	Four tenants have been secured for the property and the Legal Team instructed to complete the leases, which is anticipated by the end of April. Earlier completion is likely but is subject to receipt of specific documents from tenants. One remaining vacant office has some interest and terms are being discussed.

<b>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 in 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 were further shared and 'tested' at a business engagement event in January, which also served as a workshop to discuss key issues that would inform the forthcoming Norfolk-wide Economic Strategy that is presently being developed by Norfolk County Council. Furthermore, the Strategy was given 'pre-scrutiny' at the Overview & Scrutiny Committee meeting on 14 February 2024 and the advice from this, including a request for a supplementary 'executive summary' version of the Strategy, has been noted and will be produced in due course.
<b>Recommendations</b>	It is recommended that:  Cabinet endorse the Economic Strategy & Action Plan and recommend to Full Council its formal adoption.
<b>Reasons for recommendations</b>	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.
<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 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 Zero Target**

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 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. It is recommended that Cabinet endorse the Economic Strategy & Action Plan and recommend to Full Council its formal adoption. 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.

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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

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**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 of 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.

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.

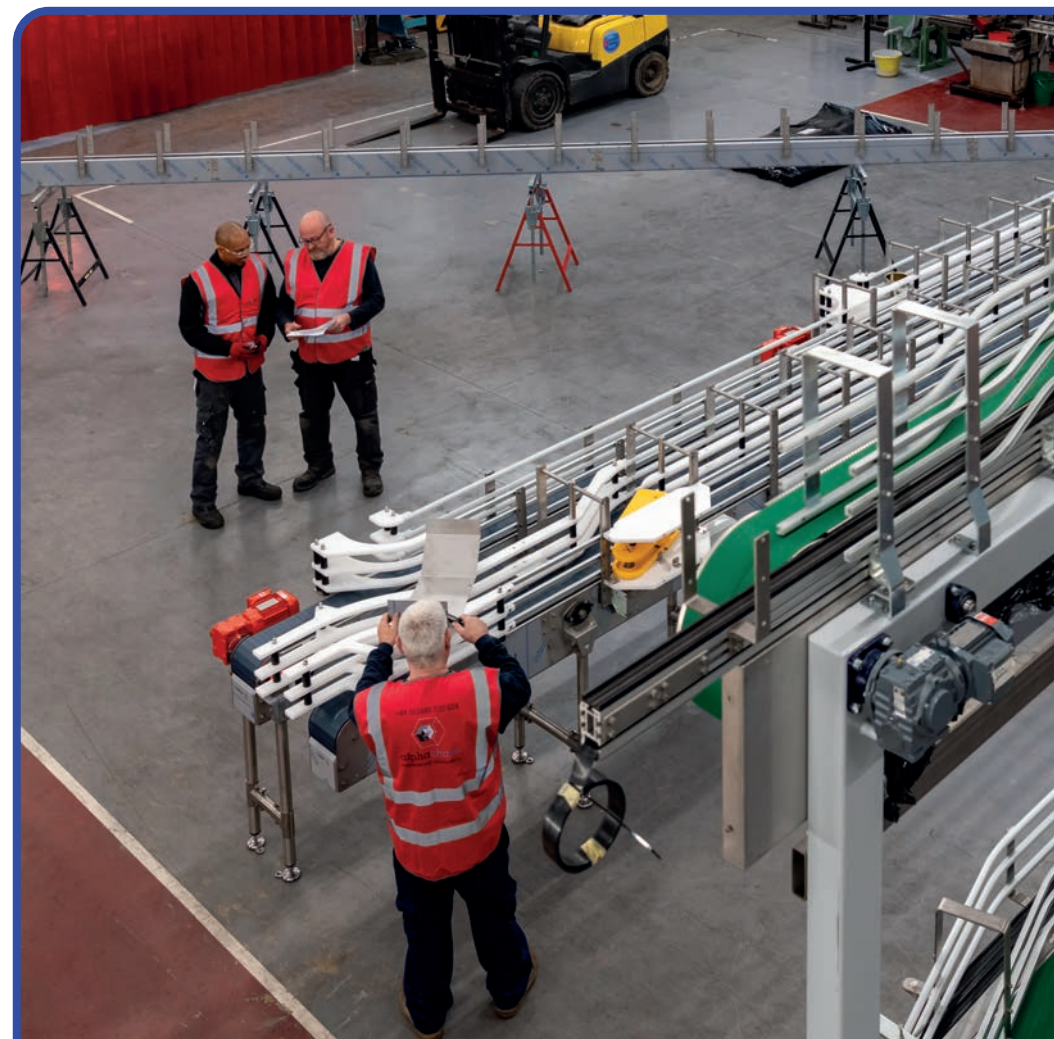
Through supporting these ambitions, the Economic Strategy & Action Plan will also support the delivery of other elements of the Corporate Plan, including:

- 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 87** 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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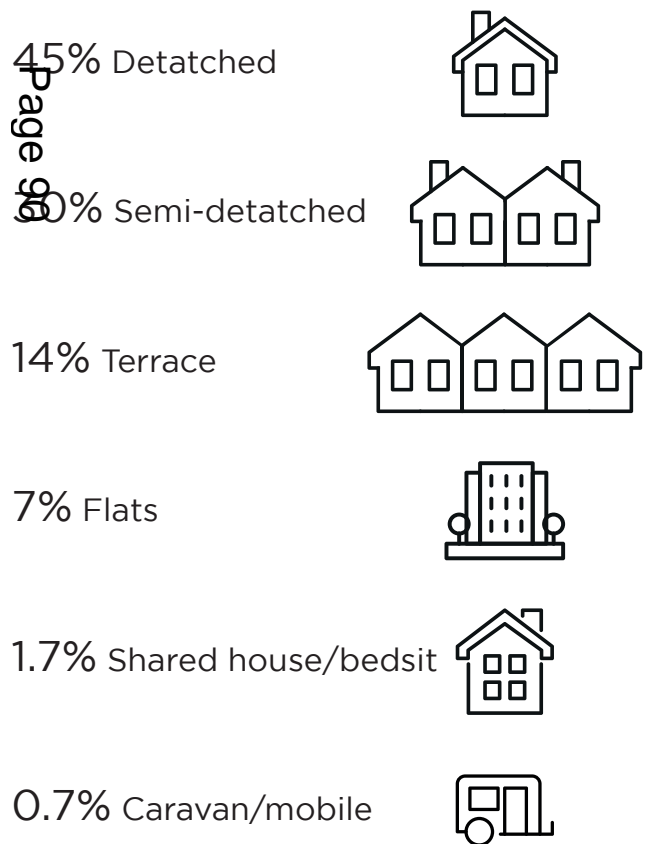


# 1. Homes & Households

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  
 16,600 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

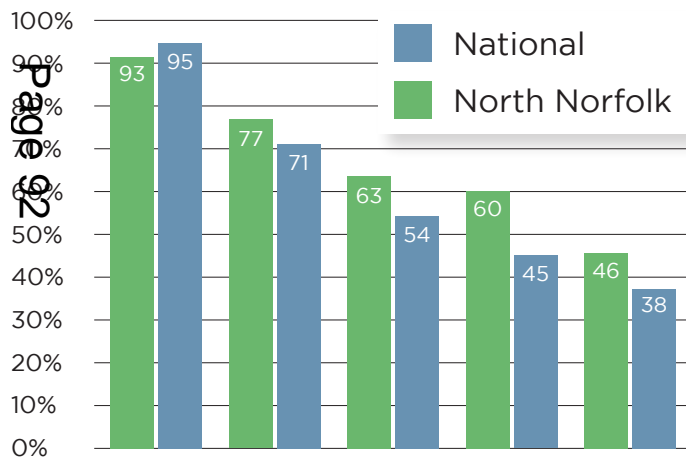
\*(April 2022 - March 2023)

# 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.

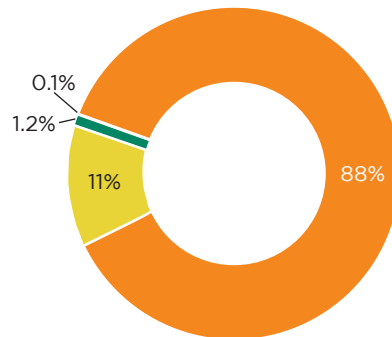


## Business survival rate

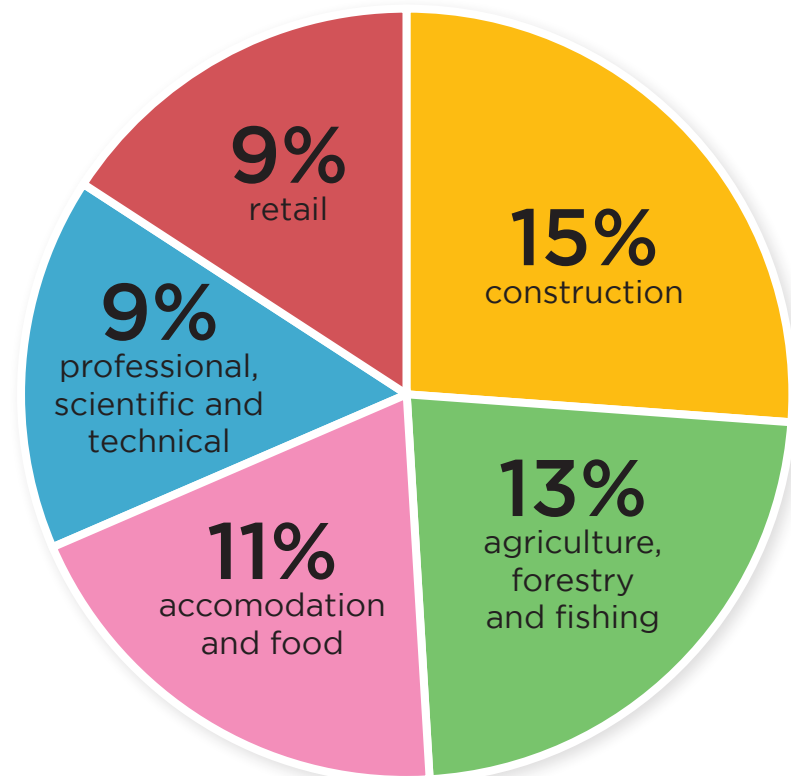


## By employment size

- 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%**

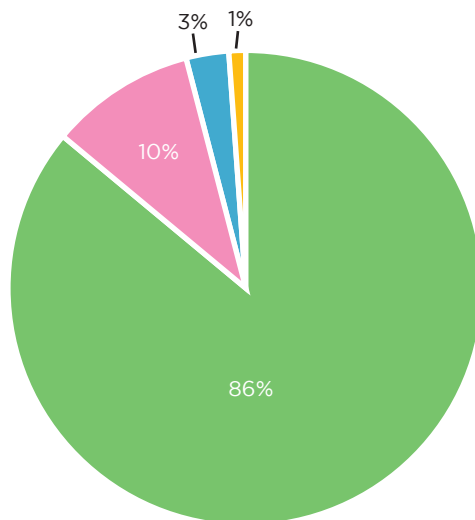
### Overnight trips 2022

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)

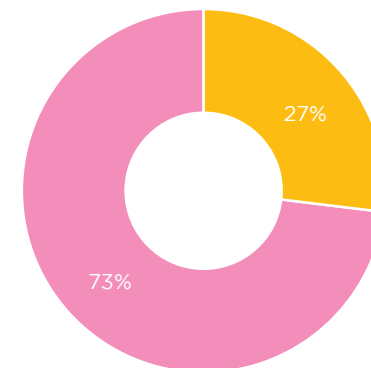
- 32% Accomodation
- 29% Food & Drink
- 12% Shopping
- 10% Attractions
- 17% Travel

### 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?

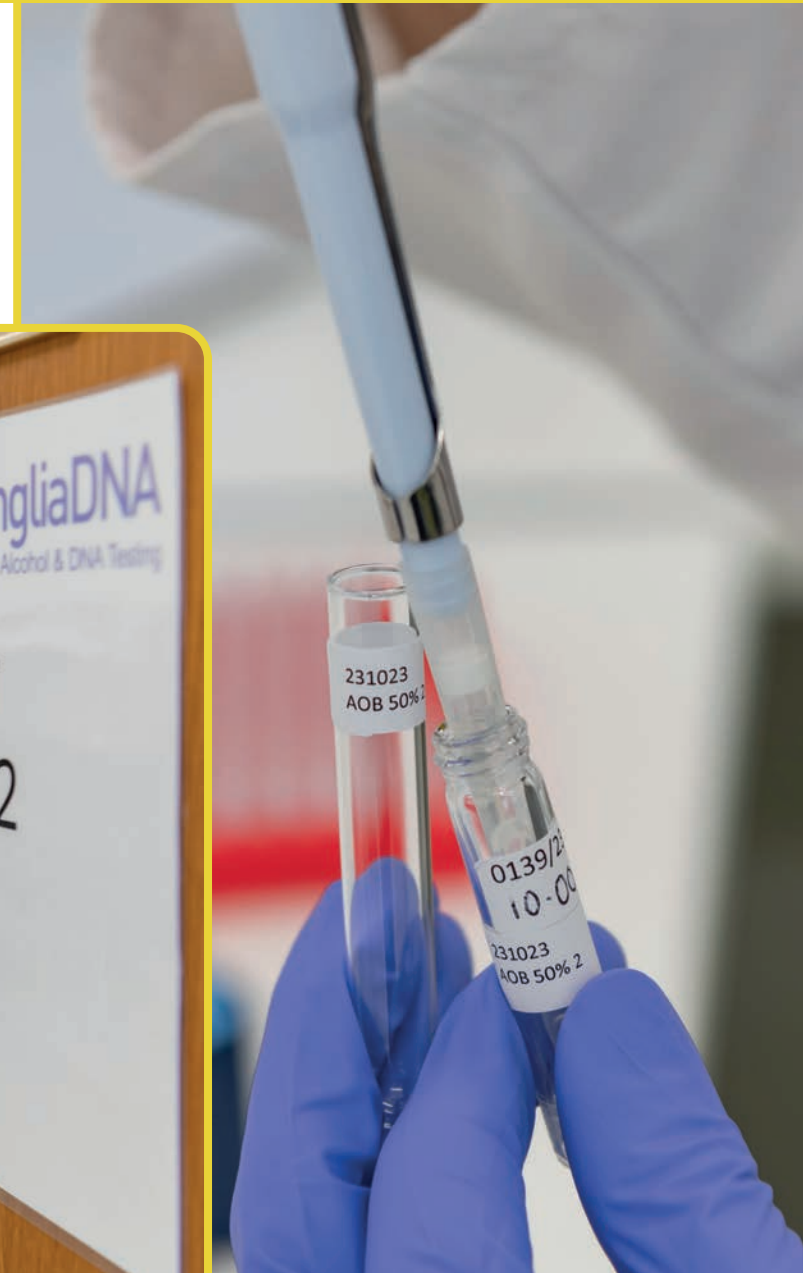
As ever, there are challenges recruiting specialist staff and expanding the businesses. Currently Anglia DNA occupy four different buildings which in itself can create working practice constraints.

### 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.

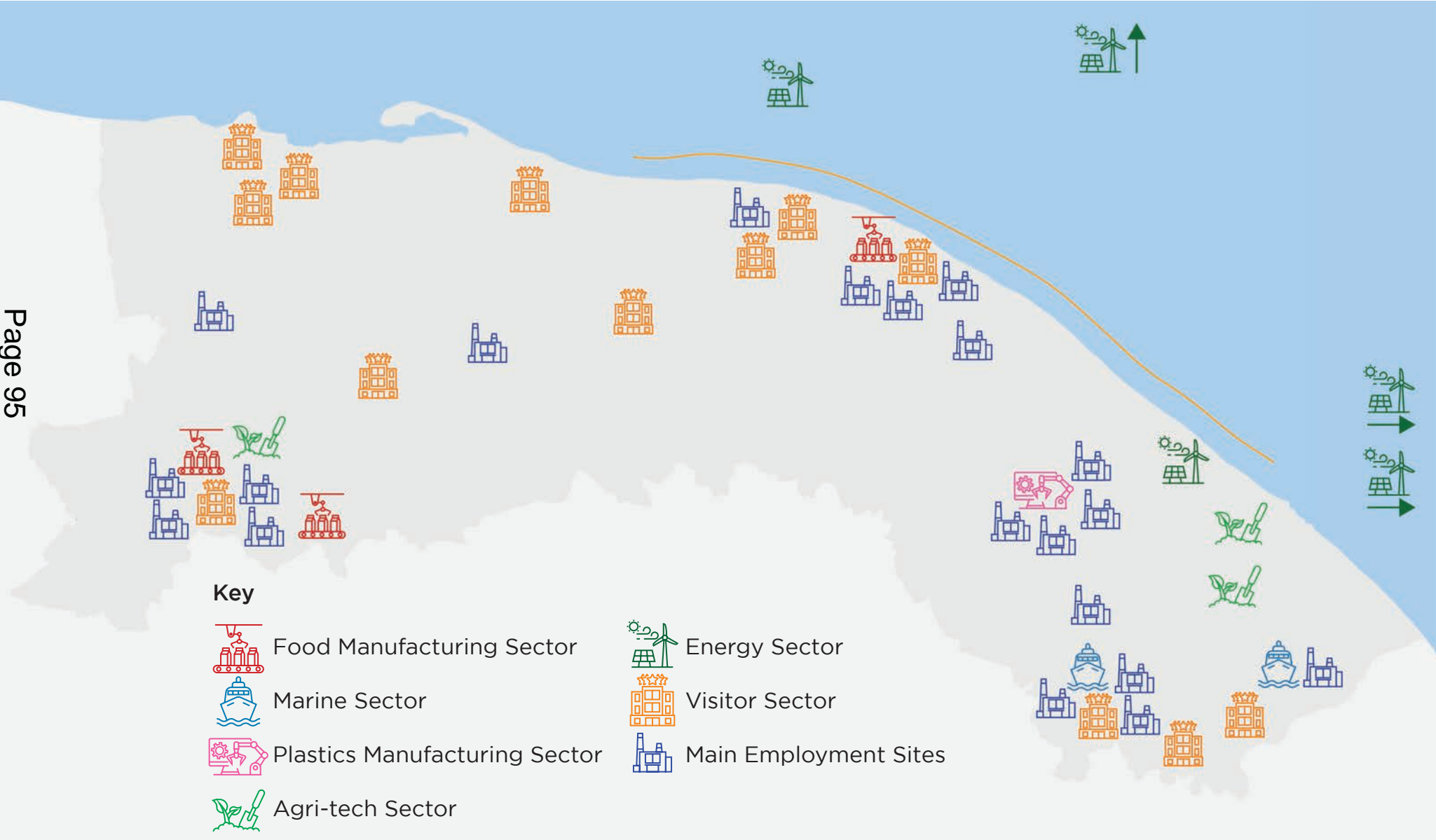
### What next?

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.



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# 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

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## 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

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



## 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

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.

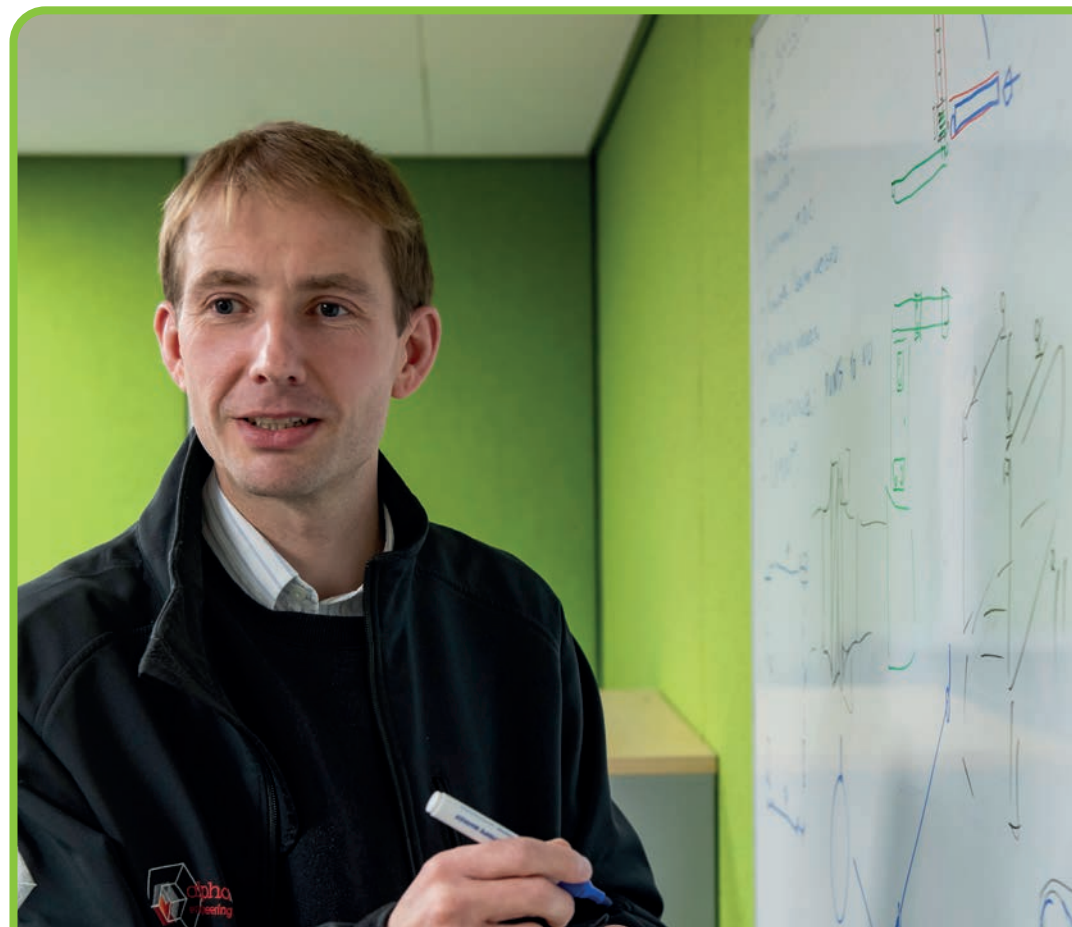


North Norfolk has an aging population and workforce. Many businesses are struggling to address the matter of succession planning, which threatens their future existence and places financial and wellbeing strain on business owners. This is often compounded by the rurality of their premises, which typically 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?

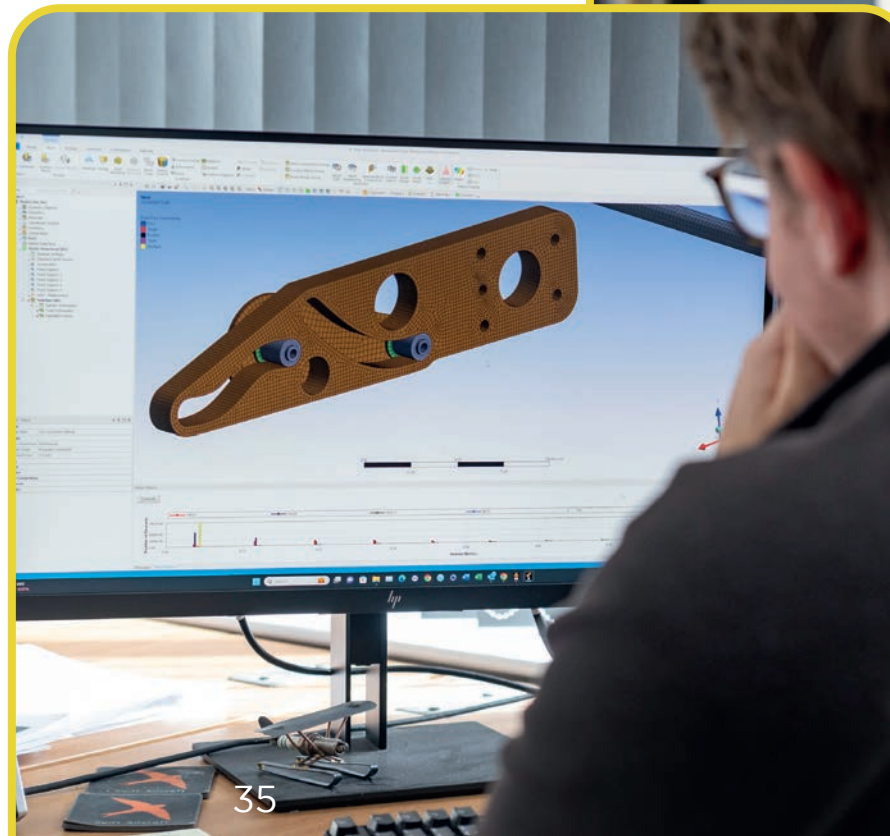
SPACE! Swift have recently submitted a planning application for additional hangar space which will be critical for growth. Other challenges include recruitment and investment, where up front investment in new machinery is needed to support new contract bids.

### 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.

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# 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 - 14 February 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.

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.
<hr/>	
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/ or 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.
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.

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?

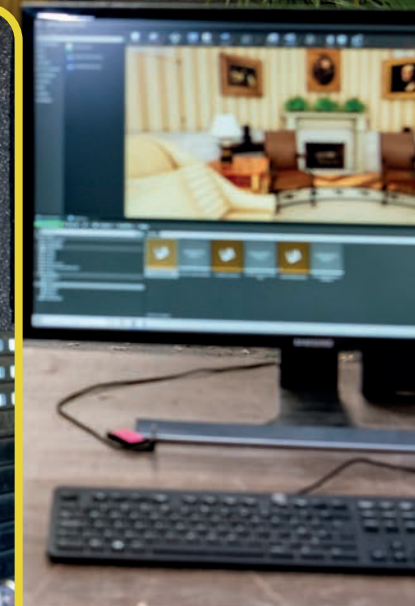
Space is critical and affordability of large production areas can create a financial advantage. For this industry access, parking, local crew availability and low cost rents are essential. The Runway, alleyways and old industrial setting is also very useful for set development.

### 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>FORMER SHANNOCKS HOTEL SITE, SHERINGHAM</b>	
<b>Executive Summary</b>	The final decision as to whether to progress to conclude the Compulsory Purchase of the former 'Shannoeks' building now needs to be made. The report considers the issues and options and advocates that Councillors decide the way forward.
<b>Options considered</b>	<p>The report sets out two main options – with a series of 'sub-options'. The two main options are:</p> <p>(i) To continue with the Compulsory Purchase Process and serve the General Vesting Document; or,</p> <p>(ii) To withdraw from the process and leave the property in the hands of the current owners.</p>
<b>Consultation(s)</b>	The Council's legal services team have been involved throughout this work.
<b>Recommendations</b>	This is a Cabinet decision, and the recommendation is likely to be (subject to the outcome of discussion with the owners prior to Cabinet) to authorise the Director for Place and Climate Change to make the final decision (in consultation with specified others).
<b>Reasons for recommendations</b>	To provide a clear position for discussions with the current owners and to thereafter enable Officers to conclude matters.
<b>Background papers</b>	<p>December 2022 Cabinet report – attached as Appendix 1.</p> <p>Valuation report October 2022</p> <p>Planning Applications:</p> <ul style="list-style-type: none"> <li>▪ RV/21/2885 approved in March 2022</li> <li>▪ PF/18/1603 approved in October 2018; and,</li> <li>▪ PF/17/0192 approved in October 2017.</li> </ul>

<b>Wards affected</b>	Sheringham North
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Russell Williams - Assistant Director: Planning

<b>Links to key documents:</b>	
Corporate Plan:	See Section 4.1 of the report.
Medium Term Financial Strategy (MTFS)	Yes – costs of the CPO are allowed for within the Capital Programme
Council Policies & Strategies	Medium Term Financial Strategy (Capital Programme)

<b>Corporate Governance:</b>	
Is this a key decision	Yes
Has the public interest test been applied	<p>Yes – the report is effectively divided into two parts – with as much as practically possible in the ‘Public’ part of the Agenda – and - an Appendix (3) in the ‘Closed’ Part of the Agenda.</p> <p>Information in Appendix 3 involves the likely disclosure of exempt information as defined in paragraph 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.</p> <p>This paragraph relates to:</p> <p>Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <p>The information is commercially sensitive, relating to commercial options being considered by the authority. Releasing this information would be likely to have a prejudicial impact upon third parties as well as the Council in obtaining best value.</p>
Details of any previous decision(s) on this matter	<p>Cabinet: 5<sup>th</sup> December 2022</p> <p>Cabinet: 4<sup>th</sup> November 2019</p>

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

- 1.1. This reports updates Cabinet on the potential Compulsory Purchase Order of the former Shannoeks Hotel site in Sheringham and provides options for Cabinet to consider as to ‘what next’ in relation to the Council’s involvement in the site.

## 2. Introduction & Background

- 2.1. This matter was last considered by Cabinet in December 2022 (Agenda Item 18 – Cabinet: 5<sup>th</sup> December 2022). At that meeting Cabinet resolved ‘only’:
1. To confirm support for the serving of the General Vesting Document to take ownership of the site as soon as possible; and,
  2. To recommend to Full Council that it approves the addition of a capital budget of the valuation cost as set out at section 6 of the confidential appended report, and an additional £10,000 to cover the costs associated with the purchase of the property to be financed by the use of capital receipts, use of reserves and borrowing if required.
- 2.2 The reason given for the decision of Cabinet was *“to secure timely redevelopment of the site, in accordance with the previously agreed Compulsory Purchase Order process, and the decision of the public inquiry to confirm the Order”*.
- 2.3 The December 2022 report is attached as Appendix 1 – largely as it contains an array of useful background history.

## 3. Proposals and Options

- 3.1. There are two main options:

**Option 1:** To continue with the Compulsory Purchase Process and serve the General Vesting Document;

**Option 2:** To withdraw from the process and leave the property in the hands of the current owners – effectively to do with as they see fit.

- 3.2 There are a number of sub-options to the above two ‘headline’ alternatives including:

**Option 1A:** To put in place plans to sell on the site – once it is in the Council’s ownership - to a third party (e.g. so that they then seek to redevelop the site);

**Option 1B:** To start to plan for the Council to lead the redevelopment of the site itself;

**Option 1C:** Leave the decisions on how to take forward the site to a later date – i.e. once the site is in the Council’s ownership; or,

**Option 2A:** To leave entirely to the current owners discretion; or,

**Option 2B:** To agree with the owner that they will do certain works prior to the formal final decision being made to leave to their discretion – for instance for them to commit to removing the existing hoarding that surrounds the site, installing a knee rail around the site, removing any debris (etc) and planting low level landscaping and / or grassing the site.

- 3.3 It can be argued that the action that the Council has taken to-date has had a positive outcome – i.e. the former hotel that had become an ‘eye-sore’ has been demolished and the site is now cleared and ready for development (with a planning permission secured for such a development).
- 3.4 However, there is no indication that the development is about to start, and the site is now bounded by a relatively high (2 metres plus) solid fence. It is arguably – due to its location (see Appendix 2) – the most prominent ‘needing (re)development’ site in Sheringham.
- 3.5 The Council could decide that it has delivered on its main objective for the site – i.e. the demolition of the eye-sore building – and therefore there isn’t a need to pursue the Compulsory Purchase Order. This course of action would be likely to reduce the Council’s financial risk.
- 3.6 That could mean the site would potentially remain in its ‘boarded up’ form – which is less than desirable, and which does have a negative impact on the quality of Sheringham – and its visitor experience in particular.
- 3.7 Alternatively, the Council could proceed with the CPO process and complete the General Vesting process by the key date next month (13<sup>th</sup> April 2024).

#### **4. Corporate Priorities**

- 4.1 The following elements of the Corporate Plan (2023 – 2027) are considered relevant:

*Our Greener Future - Continuing our programme of investment in coastal and resort infrastructure and amenities, building on the progress made in recent years.*

*Investing in our Local Economy and Infrastructure - Exploring opportunities for securing development of our few brownfield sites.*

*A Strong, Responsible and Accountable Council - Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure.*

- 4.2 There are no proposals in either the Corporate Action Plan for 2023/24 or 2024/25 that are relevant to this site / issue.



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

- 5.1 The Medium-Term Financial Strategy considered by Council on 21<sup>st</sup> February 2024 contained a provision with the Capital Programme for 'Property Acquisitions'. This is commented upon further in Appendix 3.

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

*If the site is purchased the Council should look to recoup the purchase costs through the sale of the site. There is a risk associated with this, in that, the Council may not be able to fully recover all the costs associated with the purchase and preparation of the site for sale.*

## **6. Legal Implications**

- 6.1 There would not appear to be any legal impediments relating to the recommendations of this report, the recommendation follows previous Cabinet minutes and the Compulsory Purchase Order secured at a Public Inquiry.
- 6.2 Professional advice will continue to be obtained in completion of the CPO process to secure a robust outcome. It is possible that the current owner will endeavor to contest whatever outcome the Council wishes to pursue. The Council's legal team will advise throughout.
- 6.3 The owners may challenge the legality and validity of actions and decisions being taken by the Council, and there is a possibility that they may commence legal proceedings. It is possible that there might be a legal challenge irrespective of the course of action decided and no guarantee that any case would be won by the Council.

### **Comments from the Monitoring Officer**

*If proceeding with the CPO process the General Vesting Document needs to be served prior to the relevant date specified in this report, or the process cannot continue.*

## **7. Risks**

- 7.1. Risks are set out in Appendix 3.

## **8. Net Zero Target**

- 8.1 In the event that the Council owns this site and decides to sell it then it would be appropriate to seek views from potential purchasers as to what they would be prepared to commit to in regard to fulfilling Net Zero aspirations. This would need

to be consider in the light of the Council's legal duty to obtain Best Financial Consideration under section 123 Local Government Act 1972.

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

9.1 There are no equality and diversity implications arising from this report.

## **10. Community Safety issues**

10.1 Dilapidated buildings and vacant sites are often associated with crime and disorder. Pursuing either Option recommended would be likely to result in a safer environment than the current situation.

## **11. Conclusion and Recommendations**

11.1 The Council has long had an interest in this site. Effectively it has been 'the' site to resolve in the district from a town planning related 'Compulsory Purchase' perspective.

11.2 This is – almost certainly – the final report to Cabinet that will relate to the potential purchase – although there would be further reports in the event that the Council does acquire the site.

11.3 Moving forward from here will not be without risks whatever way forward is chosen but a decision does need to be made – one way or the other – before the Order opportunity lapses on 13<sup>th</sup> April 2024.

11.4 It is considered that the Council's efforts to date and long-term commitment to this site have already born significant benefits due to the fact that the former Shannocks building has been demolished, planning permission secured and the site effectively sitting ready to be developed.

11.5 It is regrettable that that redevelopment hasn't happened – and hence the need for this report.

11.6 The recommendation is set out in full within Appendix 3. However, in terms of this 'Public' report, **it is recommended that Cabinet:**

- 1. Indicate which of the Options should be pursued and in what order of preference;**
- 2. Delegate the final decision to the Director for Place and Climate Change – having first consulted with the Portfolio Holder for Finance, Estates and Property Services and the Monitoring Officer; and,**
- 3. In the event that the Compulsory Purchase Order process continues, authorise service of the General Vesting Document.**

*Reasons: To provide a clear position on the site that would ensure the main ambitions of the Council's actions relating to this site are delivered.*

**Agenda Item 18: Cabinet: 5<sup>th</sup> December 2022**

FORMER SHANNOCKS HOTEL SITE, SHERINGHAM

Summary: This report informs Cabinet that following demolition of the former Shannoeks Hotel in Spring 2021, works on the site have stalled and not progressed further as proposed within the agreement made between the Council and the site owner, Huddies Limited.

Given the prominence of the site on Sheringham Seafront and public interest in the site's redevelopment it is recommended that the District Council now seeks to implement the Compulsory Purchase Order as previously agreed in respect of the development site so as to bring about its future redevelopment.

Options Considered: 1. Pursue the CPO process by serving a General Vesting Document to take ownership of the site as the owner has failed to commence works to provide a new building on the site before 23 November 2022.

2. Demur from enforcing the terms of the CPO on commencement trigger (23 November 2022), deferring action until a subsequently agreed deadline, leaving the owner to continue with its own development plans to complete on agreed deadline. The risk being that without pressure from the Council, these works will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area.

3. Demur from enforcing the terms of the CPO in its totality, leaving the owner to continue with its own development plans at its own pace, with the risk that without pressure from the Council, these will not be progressed at all. This may result in the site remaining empty and blighting the Sheringham Conservation Area and reputational harm to the Council in not following through with any action.

Conclusions: The owner has completed phase 1 of the agreed works by demolishing the former Shannoeks Hotel building by June 2021. Beyond this, notwithstanding consistent pressure on the owner by the Council for a number of months, redevelopment of the Shannoeks site remains stalled. The owners have stated that they are making their best efforts to start re-development of the site. However, progress has historically been either at a slow pace or non-existent. The owner has repeatedly asked to extend the agreed project start dates, whilst providing no practical evidence of being ready to commence redevelopment.

The Compulsory Purchase Order obtained by the Council is in place and supported by a completed agreement with the owners, which sets out a timetable for their re-development of the site to proceed. Having completed demolition of the long-term vacant building by June 2021 the next key date by which redevelopment works should have commenced was the 23rd November 2022, with the agreement stating that the project should be completed by June 2023.

The November 2022 date has now passed with no works to commence re-development of the site being started. Officers remain concerned that the owner will not develop the Shannoeks site in accordance with the timetable outlined in the agreement and are mindful of public concern over the continual delays in the progression of this high-profile scheme at the centre of Sheringham seafront.

The actions of the Council in seeking a Compulsory Purchase Order for the Shannoeks Hotel were agreed by Cabinet as a means of committing the owner to projected deadlines. A line was drawn by the Cabinet decision in 2019 when supporting the CPO. The Council engaged in this formal process to ensure development of the site would be completed to a known deadline. Although the former hotel building has been demolished, no further works to redevelop the site has commenced over the past 18 months such that it is felt that the Council now needs to implement the CPO process to acquire the site to secure its redevelopment.

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

Reasons for Recommendations: To secure timely redevelopment of the site, in accordance with the previously agreed Compulsory Purchase Order process, and the decision of the public inquiry to confirm the Order.

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

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

- Valuation report October 2022

Ward(s) affected:

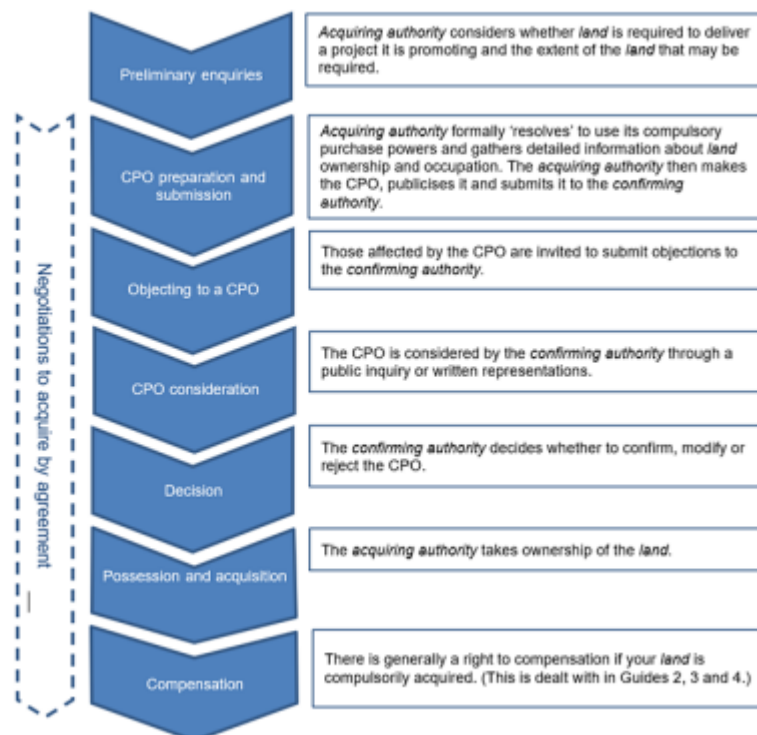
- Sheringham North

Contact Officer, telephone number and email:

- Phillip Rowson, 01263 516135

## 1. Background: -

- 1.1 The former Shannoeks Hotel building was a prominent building on Sheringham Seafront and has been in its current ownership since 2010. Since that time several measures have been taken to engage the owner to make improvements and secure new uses for the building befitting of its prominent location on the seafront.
- 1.2 Following years of vacancy and deteriorating condition the District Council pursued enforcement action and subsequently resolved to obtain a Compulsory Purchase Order at a meeting of the Cabinet on 4th November 2019 to allow it to acquire the property for clearance and redevelopment, if similar action was not taken within an agreed period of time by the property's owners.
- 1.3 Compulsory purchase is a legal mechanism by which certain bodies (known as 'acquiring authorities') can acquire land without the consent of the owner. The Council is the acquiring authority in this matter. Law and procedures relating to compulsory purchase are complex. The Council must follow procedures, principally set out in the Acquisition of Land Act 1981 and related legislation, to exercise its powers. This can proceed over a protracted time period. Within those procedures there is included the right to object and challenge. The following image sets out the general process:



- 1.4 The Council was granted approval to pursue a Compulsory Purchase Order to acquire the land on 13 April 2021, when the order was confirmed by the Planning Inspectorate, as the Council had previously agreed a reasonable timeframe for the owner time to progress its own development. In 2019 and 2022 further variations of the owner's planning consents were granted. The owners completed demolition of the former hotel building in June 2021 in accordance with the agreed timeline but have since not commenced any further redevelopment of the site as required – meaning that the site has now been vacant for a period of 18 months.
- 1.5 The Compulsory Purchase Order process was supported by an agreement between the owners and the Council. This agreement is binding and required: -
- demolition of the former hotel building and site clearance to be complete by June 2021
  - commencement of redevelopment by 23 November 2022
  - and completion by June 2023

All these deadlines were agreed with the owner and formed part of the binding agreement. Failure to meet these deadlines will result in the owner being liable to cede ownership of the site to the Council under the Order granted by the Public Inquiry.

- 1.6 The agreement envisaged a redevelopment process that took into account the complexity of demolition, construction methods and a desirability to not unreasonably disrupt the main tourism season in Sheringham. The expectation was to demolish by June 2021, commence re-development by June 2022 (now November 2022), and complete by June 2023. These dates are clear and have been subject to the owner's support.

## **2. Current position: -**

- 2.1 As stated above, beyond the demolition of the building, completed in June 2021, no further work has been commenced to take forward the development of the approved new building. Work should have started by June 2022, with an extended date of 23rd November 2022. This date has also now passed and, with increasing public concern about the lack of progress made, it is appropriate for the District Council to consider again whether it should exercise the Compulsory Purchase Order by serving the General Vesting Document on the site owner as soon as possible.
- 2.2 In serving the General Vesting Document the Council will be required to meet the costs of obtaining a reasonable valuation of the site and all relevant costs associated with taking ownership under the CPO. Details of these costs are provided for Members information in an Exempt Appendix on the grounds of commercial sensitivity.
- 2.3 However, for the Council to acquire the property under the General Vesting Document it is necessary to approve a Capital Budget of £50,000 plus the purchase price as detailed in the confidential valuation report.. This capital budget would be financed by the use of capital receipts, reserves and borrowing, if required.



- 2.4 Alternatively, it may be resolved that the owner should be permitted further time to commence its development, in which case no further action is required to be taken by the Council at this time, but this would not change the deadline of June 2023 for the completion of the development, The Council could then review the provisions under the CPO once again.
- 2.5 Finally, a view may be taken that the Council should stand down further action under the CPO process allowing the owner to progress the development at their own pace, allowing the CPO to lapse in April 2024. This would be contrary to the provisions of the CPO and would be likely to result in significant reputational damage to the Council.

### **3. Medium Term Financial Strategy**

- 3.1 The proposals outlined in this report would contribute to the Council's MTFS i.e. in purchasing the property and its consequent redevelopment it will either generate revenue income streams or a capital receipt for the authority, if sold, which would then be available to fund future capital schemes. All options will be considered for its redevelopment and future use so that the future benefit to the Council can be maximised in order that it makes a positive contribution to the Council's MTFS.

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

- 4.1 The Council has already incurred costs for the CPO process and supporting the agreement with the site owners. Those costs have already been incurred, so no further risk is associated to the CPO as it stands.
- 4.2 Market Value and reasonable costs will need to be paid for The Shannoeks Hotel site if it is to be taken into the Council's ownership. The valuation report as attached at the Exempt Appendix is recently drafted and is considered to accurately reflect current values. The report is drafted by senior experts in CPO valuation from a respected professional surveying company.
- 4.3 Previously, the Council had established a Capital Budget to acquire the Shannoeks Hotel property through a CPO, but this budget was released at the time the owner of the property proceeded with demolition and an expectation that redevelopment would proceed as per the joint agreement. Now, however, as re-development has not commenced, it is necessary for the authority to consider its position further, with officers recommending that Cabinet seek approval from Full Council for this capital project budget to be re-instated.
- 4.4 Once acquired under the General Vesting Document of the Compulsory Purchase Order it would be necessary for the Council to consider its options for the future re-development or onward sale of the site. If the authority was to look to develop the site out itself, this would require a further capital budget to be identified. It would be expected that the funding for the purchase and subsequent redevelopment would ultimately be recovered if the development was then to be leased or sold.

## **5. Legal Implications**

- 5.1 There would not appear to be any legal impediments relating to the recommendations of this report, the recommendation follows previous Cabinet minutes and the CPO secured at a Public Inquiry. Professional advice will continue to be obtained in completion of the CPO process to secure a robust outcome.
- 5.2 The Council is duty bound to obtain Best Financial Consideration under section 123 Local Government Act 1972.

## **6. Risks**

- 6.1 Given the public concern expressed about this long-term empty commercial property and support secured for redevelopment of the site through the CPO process it is believed that momentum must be maintained in progressing the redevelopment of the site, otherwise the reputation of the Council in looking to take enforcement action against long-term empty and prominent sites and premises will be undermined.
- 6.2 Future decisions will need to be taken as to the Council developing out the site, possibly using “back-to-back” development partnerships, considering whether to use the fallback position by implementing the current live planning permission, or review best use / development of the site.

## **7. Sustainability**

- 7.1 There are positive sustainability implications arising from this report, as development has been stalled for many years. Bringing a prominent brownfield site back into active use in a key resort and service centre will ensure local services and facilities are supported.

## **8. Climate / Carbon impact**

- 8.1 Demolition is completed, so there are no adverse impacts arising from this report.

## **9. Equality and Diversity**

- 9.1 There are no equality and diversity implications arising from this report.

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

- 10.1 Dilapidated buildings and vacant sites are often associated with crime and disorder. Active engagement to deliver re-use will reduce potential for crime and disorder.

## **11. Conclusion and Recommendations**

- 11.1 Notwithstanding consistent pressure on the owner by the Council for several years, the former Shannoeks Hotel site remains undeveloped. Despite the owner providing assurances on numerous occasions that the re-development will commence, there has been no obvious progress made. Rather it appears that development is at a standstill.

11.2 As the owner has failed to meet its commitments, the Council can take ownership of the site through the serving of a General Vesting Document as part of the CPO process. So far, the Council has refrained from taking this action, primarily to give the owner every opportunity to develop the Shannoeks site itself. There have been numerous extensions to accommodate the owner, with the most recent projected start date given to the Council for redevelopment being 23 November 2022 – a date which has also passed.

11.3 Officers therefore recommend that Cabinet: -

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



MAP REFERRED TO IN THE NORTH  
NORFOLK DISTRICT COUNCIL (NO 1,  
1 HIGH STREET, SHERINGHAM NR26  
8JP) COMPULSORY PURCHASE  
ORDER 2020

Operator:	MOC
Department:	Estates
Drawing No:	NA
Date: 18/12/2019	Scale: 1:500

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

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