

Overview & Scrutiny Committee



Please contact: Emma Denny
Please email: emma.denny@north-norfolk.gov.uk
Please direct dial on: 01263 516047

Tuesday, 9 July 2024

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 17 July 2024** at **9.30 am**.

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

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

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

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

Emma Denny
Democratic Services Manager

To: Cllr N Dixon, Cllr S Penfold, Cllr M Batey, Cllr J Boyle, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr V Holliday, Cllr N Housden, Cllr R Macdonald, Cllr L Vickers and Cllr P Bailey

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 **Web site** www.north-norfolk.gov.uk

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 14

To approve as a correct record the minutes of the meetings of the Overview and Scrutiny Committee held on 17 April 2024 and 8 May 2024.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

15 - 20

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

21 - 22

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

10. EAST OF ENGLAND AMBULANCE SERVICE NHS TRUST

23 - 28

To hear from Thomas Barker, the East of England Ambulance Service NHS Trust Head of Community Response.

Suggested time 1 hour

11. NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE

29 - 72

PROGRAMME: END OF PROJECT REPORT

To consider an end of project report on the North Walsham High Street Heritage Action Zone Programme.

Suggested time 30 mins

12. 2023/24 OUTTURN REPORT 73 - 136

To consider a report from the Director of Resources on the provisional outturn position for the 2023/24 financial year for revenue, capital and reserves.

Suggested time 30 minutes

13. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2023- 24 - TO END OF QUARTER 4 - 31 MARCH 2024 137 - 146

To consider a report that provides an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2023-24 and The Corporate Plan 2023-2027 Action Plan 2024-25.

Suggested time 20 mins

14. PEER REVIEW ACTION PLAN PROGRESS REPORT 147 - 160

To consider a progress report by the Council's Chief Executive on the Peer Review Action Plan.

Suggested time 20 mins

15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 161 - 168

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

16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 17 April 2024 in the Council Chamber - Council Offices at 9.30 am

Committee	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-Chairman)
Members Present:	Cllr M Batey Cllr C Cushing Cllr V Holliday Cllr L Vickers	Cllr J Boyle Cllr M Hankins Cllr N Housden
Members also attending:	Cllr T Adams, Cllr A Brown, Cllr W Fredericks, Cllr L Shires, Cllr J Toye, Cllr A Varley, Cllr L Withington	
Officers in Attendance:	Chief Executive, Estates and Asset Strategy Manager, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Director for Resources / S151 Officer and Assistant Director for Sustainable Growth	

Also in attendance:

147 SUBSTITUTES

There were no substitutes at the meeting.

148 APOLOGIES

Apologies for absence were submitted by Councillors Andrew Fletcher and Roy MacDonald.

149 PUBLIC QUESTIONS & STATEMENTS

None received.

150 MINUTES

The minutes of the meeting held on 20th March 2024 were approved as a correct record and signed by the Chairman.

151 ITEMS OF URGENT BUSINESS

None received.

152 DECLARATIONS OF INTEREST

None received.

153 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

154 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A

MEMBER

None received.

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

The Committee welcomed the tracker as it formed an audit tracker but wished to see an additional column that showed what outcomes had happened in respect of the committee's recommendations.

156 ANNUAL REVIEW OF BEACH HUTS AND CHALETS

The Portfolio Holder for Finance, Estates and Property Services, Councillor Shires, presented a report giving an annual review of the Beach Huts and Chalets Service for a twelve-month period following the previous 21/22 review.

The Estates and Asset Strategy Manager (EASM) responded to Councillor Boyle's question on how to better publicise beach huts availability by advising that the storm boards had now been replaced and it was proposed to cover those with more information or advertising about the availability of huts in that area.

The EASM added that despite the additional maintenance costs the weekly lets produce more income than the five year lets but it was an option to consider as to whether there should be more five year lets offered rather than weekly lets.

The EASM in response to Councillor Penfold's question on whether there was flexibility to take short term bookings stated that the bookings closed on Thursdays and the service was working with the Tourist Information staff to allow them to book huts if members of the public would like to use a weekly hut.

The EASM advised in response to Councillor Holliday's question on whether the Council could change its emphasis from weekly lets to five year lets that some of the costs fell across both types of lets and won't disappear if there was a change to more 5 year lets but there might be a difference in business rates. A more detailed analysis could be brought back to the committee.

The EASM confirmed to Councillor Holliday's further question of how a green levy could be used that the green levy mentioned in the report related to Net Zero and how the weekly lets were used could make a small contribution to the Council's Net Zero target but that it would be possible to consider whether a payment could be sought.

Councillor Shires confirmed that use of the green levy would be considered, and it would take a wider perspective to see if it could be applied elsewhere.

The EASM in response to Councillor Dixon's question about those people who are still on the waiting list stated that some people had been on the five-year let waiting list since 2013. Some of those people will have been offered a Chalet and refused it as it did not meet their needs but remained on the list.

The EASM in response to Councillor Finch-Tillett statement about the offer from a

private farmer to store private huts in Overstrand over the winter so that they were not damaged during storms advised that the tenants had been consulted and the majority of them had not replied or had said no. however, the council had changed the lease renewal process which will take effect from April 2024 so that it would be possible to do that in the future.

The EASM in response to the Councillor Withington, Portfolio Holder for Community, Leisure and Outreach comments about the number of beach huts that had stayed on the beach in Sheringham when the requirements for insurance had changed, confirmed that the council has asked beach hut owners to take out public liability insurance for their huts and that some people like to use their huts over the winter months with the block blocking over the winter being really popular.

The EASM in response to Councillor Housden's question about the wider costs of maintenance of the beach huts to the council stated that recharges from other Council departments included the Leisure service seafront inspectors and the Property service. If a hut is swept away by a storm surge it was not economical to rebuild the hut as the income from it would not cover the building cost.

The Director of Resources added that the net cost of providing the beach hut included a depreciation value to cover its value rather than an amount to replace the hut. It would not take into account any potential future storm damage. The Council could set up a sinking fund but don't consider it appropriate at the current time.

The Estates and Asset Strategy Manager added that the Council did have insurance that could cover some or all of the cost of rebuilding a hut.

Councillor Shires confirmed that this was a part of a wider position in that if the weather conditions became increasingly more adverse it would not be safe or sustainable to keep putting these huts on the coast.

The EASM in response to Councillor Holliday's question that it was now easier for the Council to move the huts confirmed that the council's costs would increase if more huts had to be moved but the lease now included the ability for the Council to recharge those costs.

The EASM in response to Councillor Withington's question on whether it was more beneficial to lease all of the beach huts to members of the council stated that there were 17 beach huts out of the weekly list that could be looked at to ascertain the costs of transferring the maintenance of the huts from the council to the private owners so that the Council's role was just one of lease management.

The EASM in response to Councillor Brown, Portfolio Holder for Planning and Enforcement question on whether an administration fee for renewal of the beach hut licence stated that the Council did charge an administration fee of £75 for renewing the licence which is phased over the five-year period and had been recently introduced.

The EASM advised in response to Councillor Holliday's question on what the carbon effect of people coming to the area to use the beach huts was, that it would be possible to assess the effect on the carbon footprint of people coming to the area to use using the beach huts.

The Committee agreed that it would a further report on a number of issues that had been raised during the meeting and that report come back to its October meeting.

Resolved – that a report be submitted to the October committee meeting on the Beach Huts and Chalets that covered

- **How to best market and promote the beach huts**
- **The possibility of conversion from weekly to five year leases**
- **The split of costs between weekly and five year huts**
- **The question of not having Council huts and instead having them as private leases**
- **The green levy and how far that might be extended**
- **The relationship with private tenants including the removal of huts from the beach**
- **The Sustainability of the beach huts physically and financially, and**
- **The effect on the carbon footprint of people coming to use the beach huts**

157 EAST OF ENGLAND WATER SUMMIT

The Portfolio Holder for Climate Change and Net Zero, Councillor Varley reported on a East of England Local Authority Water Summit held on 8 March 2024. He advised that the key issues at the summit were an overall shortage of water and its effect on sustainable housing and economic development, a recent excess of water due to flooding and storms and the quality of the water.

Councillor Varley commented that the Council was not a direct provider of water services so could not directly affect these issues but there was a role for the Council to lobby and challenge the key stakeholders and should be something the council continues to do.

The Climate and Environmental Policy Manager confirmed in response to Cllr Housden's question about grey water and water harvesting in new homes that the greenhouse gas emissions from water production are 5% to 6% and the use of greywater recycling would reduce those emissions.

Councillor Varley added that the quality of water in the chalk streams had been discussed and looked at how nature-based solutions and the use of community group initiatives could address this.

The Leader of the Council, Councillor Tim Adams advised in response to Councillor Dixon's question on which water issues should be taken forward that it was worth looking at Anglian Water's Strategic Investment Plan as North Norfolk needed investment there was a role for the Council to scrutinise that. Letters had gone to Anglia Water following the motion at full council in December 2023.

Councillor Adams added that the Overview and Scrutiny Committee had a role in policy development and if it wanted to explore issues such as the water aspects of planning and environmental health it could do so.

The Committee agreed that it be useful for the Council's cabinet to advise on what water issues it thinks the Council should take forward.

It further agreed to ask the Norfolk Strategic Flood Alliance, Water Resources East,

and Anglian water to talk about flooding and wider and more strategic water issues.

Resolved – that (A) the Chairman of the Norfolk Strategic Flooding Alliance be invited to a future meeting on how the Council is working with the alliance on flooding issues,

(B) Anglian Water and Water Resources East be invited to the same meeting on the strategic water issues that affect North Norfolk to include the Anglian Water Strategic Investment Plan, and

(C) the Cabinet provide advice on what it would like the Council to take forward on water issues following the East of England Water Summit

158 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2023-24 – TO END OF QUARTER 3 – 31ST DECEMBER 2023

The Leader of the Council, Councillor Tim Adams presented a Quarter 3 report that detailed the progress that had been made in implementing the Council's Corporate Plan 2023-27 Action Plan 2023.

The Leader stated that he was confident and comfortable in the status and delivery of the actions in the delivery plan.

Councillor Adams in response to Councillor Holliday's question on whether those projects haven't started yet should be rated Amber stated that he would review the grading of those projects.

In respect of Councillor Holliday's further question on what progress the Council had made on nutrient neutrality that there was going to be an all members briefing, and it would be good to reconsider that grading after that briefing.

Councillor Adams in response to Councillor Housden's question about it taking 24 minutes to answer his phone call through the Council's customer service centre, commented that there will be peaks and troughs in the customer services centre after council tax demands went out, but the average response time was around 17 minutes and the recent survey on the service produced some very good feedback. The service compared well to the private sector especially the banks or phone companies and the council needed to take a view of what an acceptable response time was as that would have resource implications.

The Chief Executive (CEX) stated that the service Councillor Housden received would not meet his expectations but would require further details on what had exactly happened so that he could investigate the situation fully.

Councillor Liz Withington, Portfolio Holder for Community, Leisure and Outreach advised that work had been undertaken across departments to ensure that peaks in potential calls to customer services were reduced to better manage workload and the release of Council tax letters had been seen as a success. Improvements was very much on the radar.

Councillor Adams in response to Councillor Cushing's question on whether the assessments were correct based on the data shown and with a lack of deadlines commented that it was up to the committee which performance metrics the Committee wanted to look at. Those projects which were not shown as having a grade associated with them in the report were not at risk.

The CEX reminded the committee that the Council had agreed its new Corporate Plan at full council in July 2023, there had been some member workshops in September to develop the plan and this was the first quarterly report on the progress being made up to 31 December 2023.

The CEX added that the committee had made a number of requests for further work earlier in the meeting that were outside of the Corporate Plan, and these would need additional staffing resources and the expectation was that the council had to do more with less particularly where that involved non statutory work.

Councillor Adams stated that the big-ticket variances were the Fakenham Leisure Centre, North Walsham Solar array, a failure in a public convenience in Sheringham and nutrient neutrality would affect service delivery.

The CEX in response to Councillor Holliday's question that not getting the second homes premium was a big risk as it reduced the ability to build affordable homes, advised that the progress the council could make on using the second homes council tax levy to build affordable homes was being constrained by the national legislative context and marking that action as red would not cover the work the council has been doing in preparation for this including conversations with Norfolk County Council.

Councillor Adams in response to Councillor Penfold's question about how the council monitored where things were going well and then shared that as good practise commented that the building of the Sheringham Leisure Centre has been a real success with a higher-than-expected footfall and learning from that project could be applied to the building of the Fakenham Leisure Centre.

Resolved – that the report is noted.

159 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services (Scrutiny) Officer (DSO) provided an update on the items on the workplan and advised that the report on the North Walsham Heritage Zone End Of Project report would be coming to the June Committee meeting and there was an opportunity to have a site visit before the committee meeting.

The ambulance Trust had indicated that they would be happy to come to the committee to talk about ambulance response times in North Norfolk and the committee asked if that session could also include the County Council social care, North Norfolk university Hospital and the Community Trust.

The DSO added that if the Ambulance Trust was unable to come to the May Committee meeting it could be a good idea to cancel the meeting and instead hold a workshop to investigate the Committee's workplan items for the rest of the year.

RESOLVED – that (A) a site visit be arranged for committee members to look at the North Walsham Heritage Zone project before the report came to the June Committee meetings, and

(B) the May Committee meeting be cancelled and the Democratic Services (Scrutiny) Officer work with Chairman and Vice Chairman of the Overview and Scrutiny Committee on the details of a work planning session in its place.

160 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.15 pm.

Chairman

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Public Document Pack

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 8 May 2024 in the Council Chamber - Council Offices at 10.00 am

Committee	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-Chairman)
Members Present:	Cllr M Batey Cllr C Cushing Cllr V Holliday Cllr R Macdonald	Cllr J Boyle Cllr A Fletcher Cllr N Housden Cllr L Vickers

Members also attending:

Officers in Attendance: Democratic Services Officer - Scrutiny, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Director for Resources / S151 Officer, Chief Executive and Estates and Asset Strategy Manager

Also in attendance: Cllr T Adams, Cllr L Shires, Cllr H Blathwayt, Cllr A Brown, Cllr L Withington, Cllr A Varley

161 APOLOGIES

Apologies for absence were submitted by Councillors Sarah Butikofer and Mike Hankins.

162 SUBSTITUTES

Councillors Phillip Bailey and Peter Fisher substituted for Councillors Butikofer and Hankins.

163 DECLARATIONS OF INTEREST

None received.

164 CALL IN ROCKET HOUSE, CROMER

The Chairman, Councillor Dixon, referred the committee to the procedure set out in the report on the way in which the committee would consider the call-in request. The Monitoring Officer confirmed that no further information had been submitted in relation to the Call-in prior to the meeting.

The Chairman welcomed Councillors Cushing, Vickers and Fitch Tillett to the meeting and Councillor Cushing speaking on behalf of all three Councillors stated that they had called in the decision on the Rocket House, Cromer as they felt so strongly about the Cabinet decision that they had no other choice to request the call in.

Councillor Cushing added that it was the process and information that the Cabinet had considered and not the decision itself that was the subject of the call in as council decisions should be transparent to the residents who fund the council. When considering projects that involved significant costs it was not unreasonable for there to be an examination of options available along with a detailed business case and

this was lacking at the April Cabinet meeting.

Councillor Cushing drew the Committee's attention to the previous Cabinet reports on this subject at its meetings on 4 September 2023 (which included papers that were exempt and not available to the public) and 8 January 2024.

Councillor Cushing added that the report to the Cabinet meeting on 17 April 2024 was a five page report on work on the building that would cost the council £830K although it may well cost the council more than that. The report did not specify the exact work that this money would be spent on. There had been mention of the need to get external funding but it was not addressed whether this was achievable.

Councillor Cushing queried whether the £830K would meet all the costs of the works that would be necessary and would have expected a Cabinet report that explained why repairing the building was the best option with a detailed business case for the work that listed all the work, the costs involved, the timescale involved, as well as potential future costs and revenue.

Councillor Cushing added that a risk assessment was missing to cover all the potential risks to the building especially in relation to storm surges on the effect of such surges and the necessary remedial work would have on getting and the cost of insuring the building.

Councillor Cushing questioned whether further work was needed on the building's lifts as mobility scooter had changed in size since the lift was built.

Councillor Cushing stated that he felt it had been a flawed process and bearing in mind the Council's financial position there needed to be a proper audit trail of the decisions that had been made and urged the Committee to send the issue back to the cabinet so that the further information that is required can be publicly made.

The Chairman asked the Leader of the Council, Councillor Adams, if he had any comments at this stage.

Councillor Adams expressed disappointment that the decision had been called in as it was not possible for members of the public to speak at the meeting.

Councillor Adams added that the areas that the cabinet had considered were in the previous Cabinet reports but there were a number of issues though that could not be discussed in public. There had been a site visit and an all-member briefing that all Councillors were invited to attend.

Councillor Adams stated that the decision was made at the capital budget meeting in January and was therefore within the council's policy and budget framework.

Councillor Adams advised that the problems with the building had first occurred in 2011 and talked about in public in 2014 and crossed multiple administrations and it was now time do something about it. A scheme of works had been prepared including tanking out the building and meeting electrical and technical requirements that were needed to repair the building that it was hoped could be done within the £1m budget. It would also make the building more efficient and meet net zero goals.

Councillor Adams added that the demolition of the building would have cost the Council more than refurbishing it and the council would not been able to afford that and would have needed external funding if it could find it to undertake a demolition.

There were also cultural and social impacts of demolishing the building.

Councillor Adams stated that some of that information was in the exempt information within the report that went to Cabinet in September.

The Monitoring officer reminded the Committee of the need for exempt information to remain private and not to be discussed in a public session.

Councillor Adams commented that the building “won’t wash its own face” but that the building should be seen as much more than an item on a balance and loss spreadsheet as it makes a contribution to the Cromer and wider economy.

Councillor Adams advised that the building was insured and has reopened well to previous storm surges. The maintenance costs were now starting to bite but up to then it had been performing reasonably well as a lease.

Councillor Adams would consider alternative arrangements for the building but didn’t consider that there were any. Cabinet had made a logical decision at the meeting on 14 April.

The Chairman stated that those Councillors who had called-in the decision now had the opportunity to question the Cabinet Member(s) and officers.

Councillor Fitch Tillett asked about the survey costs of £50K and how they were tendered. The Estates and Asset Strategy Manager stated that it was tendered through the council’s procurement rules but didn’t cost the 50K that was budgeted for.

Councillor Fitch Tillett further asked why there was not an income and expenditure spreadsheet presented in the Cabinet papers. The Estates and Asset Strategy Manager advised that there was a spreadsheet that showed all the financial information that was used to develop the options appraisal in the September Cabinet report.

Councillor Vickers asked if that information was available to all Councillors. The Estates and Asset Strategy Manager advised that this was exempt because it included confidential information.

Councillor Vickers asked if future risks from storm surges had been quantified. Councillor Shires commented that the committee when asking for information either says there is not enough information or too much information. The Council though is insured against storm surges.

Councillor Vickers further asked about external sources of funding. Councillor Adams stated that it had not been possible so far to get any external funding to help with the cost of refurbishment.

Councillor Cushing asked what the cost estimate for the work on damp walls was. Councillor Adams advised that this was included in the £830K refurbishment costs and the costing had been undertaken by a quantity surveyor.

Councillor Cushing queried whether all the work needed would be covered by the £830k cost that was in the Cabinet report. Councillor Adams said that all the works were included in that cost.

The Director of Resources commented that VAT should be recoverable, and the council presents costs as net unless vat is not recoverable. Full council did approve a budget of £1m and there will be some officer time which will be charged to the Capital budget plus other incidental costs but as currently aware the costs of undertaking all the work will enable the building to be rectified within budget.

Councillor Vickers asked if the Overview and Scrutiny Committee and Councillors had the right to scrutinise the rationale for such projects. Councillor Adams said it was a valid right.

The Chairman asked the Committee members if they had any questions for the Cabinet members and officers.

Councillor Housden asked if original bill of quantities for the building had been examined. The Estates and Asset Strategy Manager advised that the independent surveyor had been given the original building drawings.

Councillor Housden added that the cabinet report referred to extensive damage to the galvanised steel building and if that corrosion was not dealt with the whole building would fall. The Estates and Asset Strategy Manager stated that the surveyor had taken core samples.

Councillor Adams added that the survey work had revealed the council worst fears about the building but structurally it is not going to go away any time soon. It was a problem caused by damp and was not catastrophic.

Councillor Penfold asked if the costs were a best guesstimate and there was still a tendering process to go through for the work. The Estates and Asset Strategy Manager advised that this was a budget cost based on the quantity surveyor's assessment and if the procurement process reveals that it will cost more it would need to go back to Cabinet. The details of that procurement would need to be confidential to ensure that there was market competitive in the tendering process.

Councillor Fletcher asked about what time pressure there was on the project. The Estates and Asset Strategy Manager stated that the damp was a real problem and it needed to be dealt with. The damp is causing damage to artefacts as well as ill health to staff.

Councillor Boyle asked if the council would expect the financial cost of the works that has been mentioned apart from the structural issues bearing mind the age of the building. The Estates and Asset Strategy Manager confirmed that this was expected for maintenance and repair.

Councillor Holliday referred to the paragraph 4.13(c) of the Council's constitution which stated that "a scheme and estimate, including project plan, progress targets and associated revenue expenditure is prepared for each capital project above £100,000, for approval by the Cabinet" and paragraph 4.20 that said "To ensure that all capital proposals above £50,000 have undergone a project appraisal, stating the objective, details of any alternative means of achieving the objective, the justification for the project and the estimated capital costs, in accordance with guidance issued by the Chief Financial Officer" and asked if they had been complied with.

The Director of Resources advised that the Council hadn't got the point of being able to do a detailed project plan until the tender process had been completed as that would confirm whether the estimated cost of the work was correct or not.

The Estates and Asset Strategy Manager stated at the time of the capital bid there was a survey that detailed a sum of money and from other council work how much extra work would be needed to repair those extra elements that needed it.

Councillor Dixon asked what extra revenue expenditure would be needed from the council to enable the building to cover its costs. Councillor Shires advised that the building wasn't built as a commercial asset but to replace the existing houseboat and house the museum.

Councillor Adams added that the purposes of the building were important as the building performed more for the council than was measured on the council's balance sheet.

The Estates and Asset Strategy Manager advised that the building was treated in four parts café tenants, museum, lift and public toilets with a service charge that the tenants contribute to as does the council with the lift and toilets element.

Councillor Housden asked about interim lease arrangement with the RNLI and whether the lifts were going to be replaced. Councillor Adams advised that a short-term extension to the lease was going to be considered by the Cabinet at its next meeting and was hoping that the lifts could be upgraded rather than replaced.

The Chairman then invited the Councillors who had called-in the decision to sum up their arguments.

Councillor Cushing referred the Committee to a letter in the Eastern Daily Press that a resident in Fakenham had written saying that the work on the Rocket House was a waste of money. How would that resident know the contrary information to that point of view from the evidence that had so far been put into the public through the Cabinet reports. There was very little information in the April Cabinet report and the rest was in the exempt confidential September committee report. When spending council tax money, the council needed to be transparent in its decision making and a cost benefit analysis would help provide some clarity.

The Chairman then invited the Cabinet member(s) to give a final response.

Councillor Adams stated that the scope had been set out in the confidential papers and this issue had been considered for some time. The scale of the work needed wasn't in his original plan, but it was the right time to get this issue resolved. He understood the public concern about the level of expenditure, but it would cost more to take another path. It was a logical decision in considering the alternative options and including all the factors that were involved. More details will be released in future reports to the Cabinet as the governance and procurement processes are completed that will help to provide wider understanding of the issues involved.

The Chairman then invited contributions from members of the Committee and advised that Councillors Cushing and Vickers ceased their role as calling the decision and resumed their role as members of the committee.

Councillor Housden stated that it was a difficult decision to weigh up all the information and whether there was sufficient money allocated to resolve all the likely problems and the recommendations needed to be considered carefully as this issue wasn't going to stop at this call in.

Councillor Cushing referred to the need for an audit trail and it would be helpful for

the future to understand the premise on which the decision was made and there was no baseline for any of the £830k and it would be helpful to refer this decision back to the Cabinet and proposed recommendation (A) refer the decision back to the cabinet.

Councillor Holliday stated that it did not seem that the requisite information had been made available and seconded Councillor Cushing's proposal.

This was put to the vote with 5 votes for and 7 against and was lost.

Councillor Penfold proposed recommendation (C) to take no further action, in which case the original Cabinet decision will be effective immediately that was seconded by Councillor Fletcher.

This was put to the vote with 7 votes for and 5 against and was carried.

Resolved – that in respect of the call in of the Rocket House, Cromer Cabinet decision of 14 April 2024 that no further action be taken.

165 EXCLUSION OF THE PRESS AND PUBLIC

The meeting ended at 12.10 pm.

Chairman

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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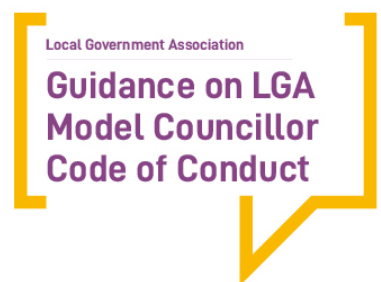
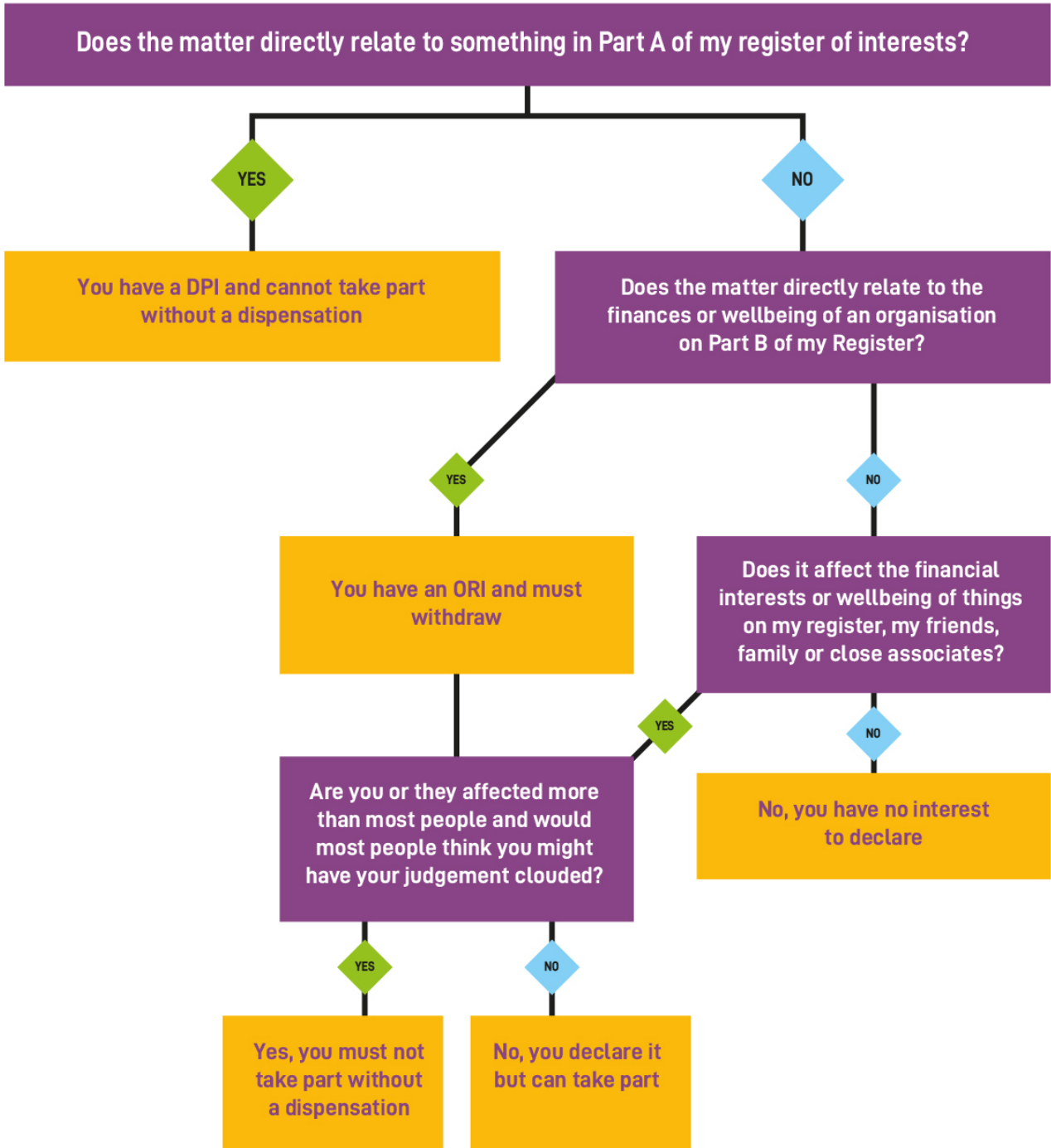
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

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



North Norfolk District Council

Overview and Scrutiny Committee Recommendations Tracker

Ref	Scrutiny Recommendation	Decision Maker	Decision	Implemented	Outcomes Achieved
24/01/24 Draft Revenue Budget for 2024/25	(A) council's budget monitoring to include the expected level income streams within the council budget should be reported in future to the Overview and Scrutiny Committee, and (B) the Director of Resources be requested to produce at the start of the new financial year a timetable that sets out the key events as the budget is developed throughout the year such as which committee meetings it will be reported to and periods of public consultation.	Cabinet	Agreed		The timetable is being worked on
24/01/24 Peer Review – Action Plan	(A) the Overview and Scrutiny Committee agrees that the Peer Review Action Plan be presented to Cabinet for agreement and adoption, and (B) a report be submitted to the Overview and Scrutiny Committee following the Local Government's Association revisit to the Council on the progress that had been on the changes proposed within the Action Plan.	Cabinet	Agreed		Peer review team revisiting end of July
14/02/24 Local Economic Strategy	(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	Cabinet	Agreed		Further work being done on the strategy

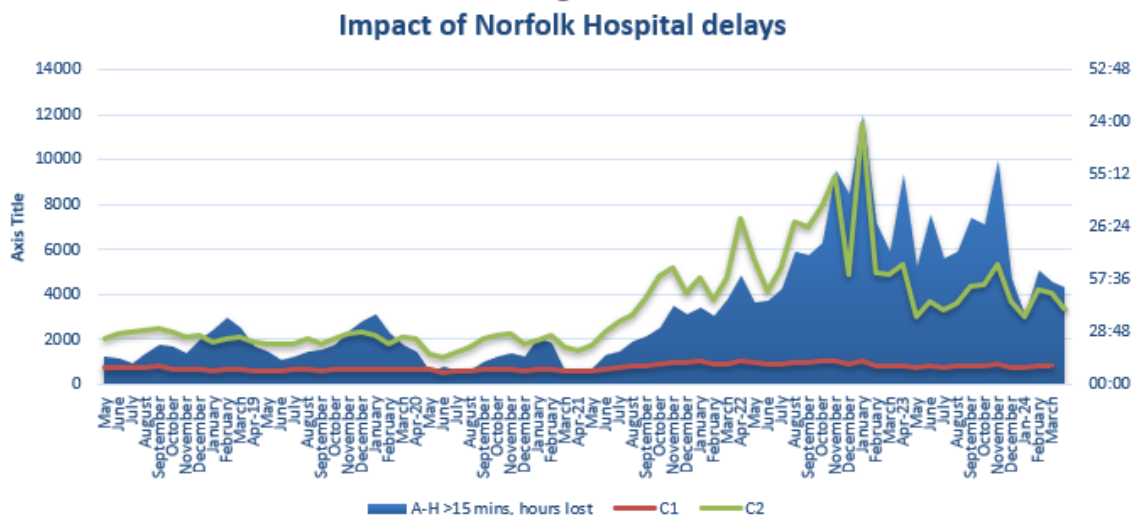
	(B) the strategy part is extracted from the full document into a shorter summary form that could be more quickly read.				
14/02/24 Food Waste	Full Council be requested to agree to write a letter to Department for Environment, Food and Rural Affairs setting out the evidence associated with the shortfall in allocation and the anticipated capital costs that the Council will incur in relation to food waste collection.	Full Council	Agreed		
20/03/24 Net Zero	All reports to the Council's decision-making bodies should include a section on net zero impact so that a change in the carbon footprint is highlighted and explained.	Cabinet	Agreed	Yes	Work is ongoing to strengthen and improve this section within committee reports.
19/04/24 Water Summit	The Cabinet provide advice on what it would like the Council to take forward on water issues following the East of England Water Summit	Cabinet	It was not Cabinet's place to set the direction for Overview & Scrutiny Committee but that lots of pointers had been raised regarding the key players that should be involved.		A Water summit is on the committee's work plan

North Norfolk District Council Overview and Scrutiny Committee

Briefing item: July 2024 EEAST update

Category 1 performance across the whole of Norfolk and Waveney for June 2023-May 2024 was 9 minutes 52 seconds. Category 2 performance was 46 minutes.

The biggest challenge to achieving an improved C2 response are arrival to handover delays.



As seen above, the correlation between arrival to handover delays and C2 response is stark and has the highest correlation in any sector in the East of England.

It is acknowledged that the arrival to handover delays have reduced from a very high position of 12000 lost hours in December 2022 to 4500 in March 2024.

We have got support from the Medical Director within N&W ICB to progress discussions regarding the 45-minute drop and go to reduce handover delays and enable a response to our communities.

Average arrival to handover times for each hospital in Norfolk and Waveney

1 June 2023- 31 May 2024

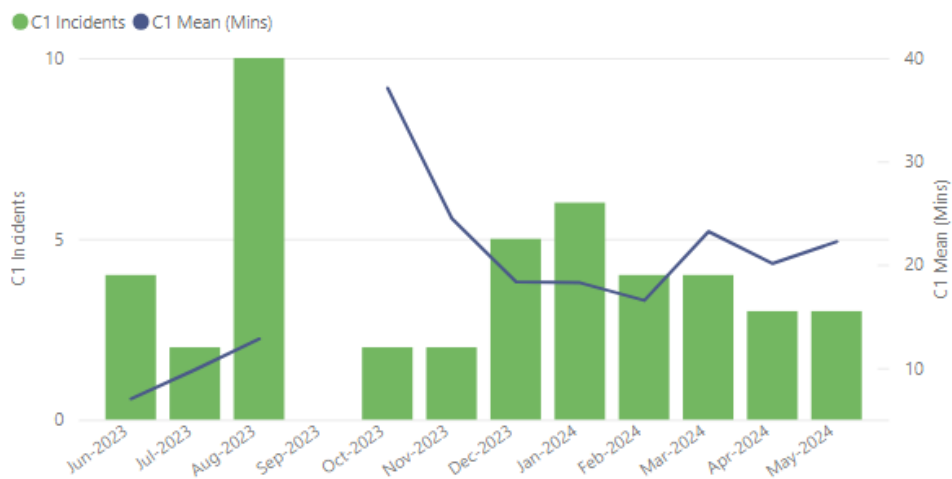
Hospital	Average arrival to handover time	Percentage of ambulances handed over patients within 15 minutes
James Paget	59 minutes 29 seconds	27.37%
Norfolk & Norwich	1 hour 26 seconds	37.37%
Queen Elizabeth Hospital	51 minutes 16 seconds	29.49%

Response times in North Norfolk

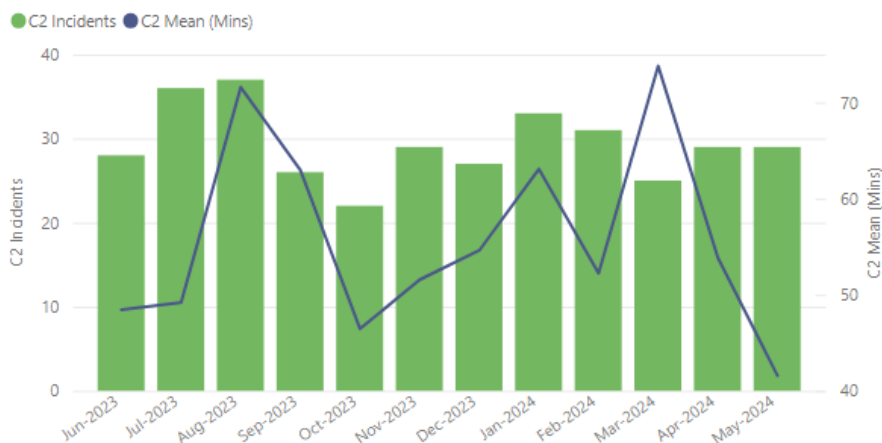
NR23 – Wells, Wighton

Month	C1 Incidents	C1 Mean	C1 90th Percentile	C2 Incidents	C2 Mean	C2 90th Percentile
Jun-2023	4	00:07:01	00:07:52	28	00:48:27	01:28:41
Jul-2023	2	00:09:51	00:15:27	36	00:49:10	01:44:10
Aug-2023	10	00:12:49	00:27:13	37	01:11:36	02:43:24
Sep-2023	0			26	01:02:59	03:12:08
Oct-2023	2	00:37:05	00:37:38	22	00:46:27	01:22:49
Nov-2023	2	00:24:28	00:39:49	29	00:51:34	01:26:53
Dec-2023	5	00:18:20	00:39:28	27	00:54:36	01:47:16
Jan-2024	6	00:18:15	00:31:47	33	01:03:05	02:17:50
Feb-2024	4	00:16:32	00:23:04	31	00:52:15	01:20:30
Mar-2024	4	00:23:12	00:32:33	25	01:13:48	02:20:44
Apr-2024	3	00:20:06	00:29:00	29	00:53:52	02:00:55
May-2024	3	00:22:13	00:31:57	29	00:41:34	01:37:48

C1 Mean NR23



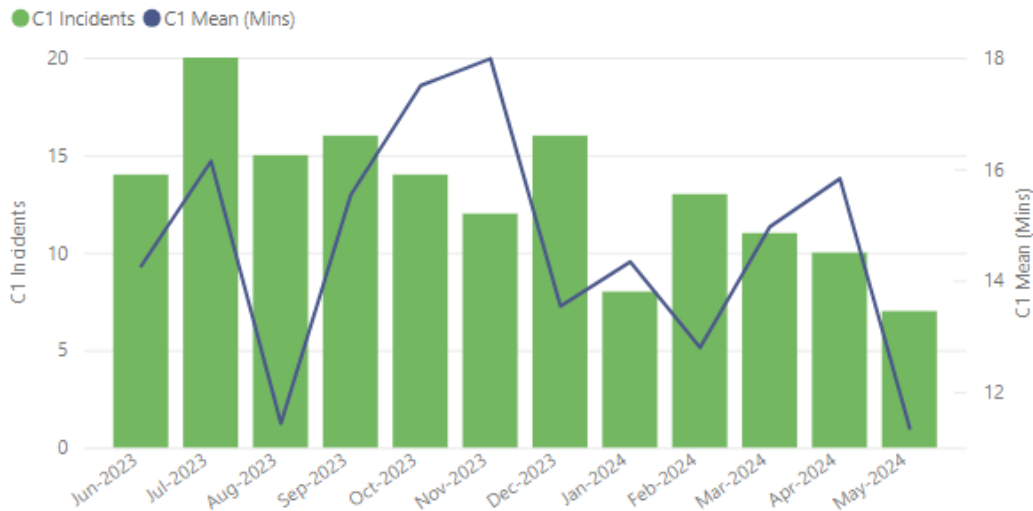
C2 Mean NR23



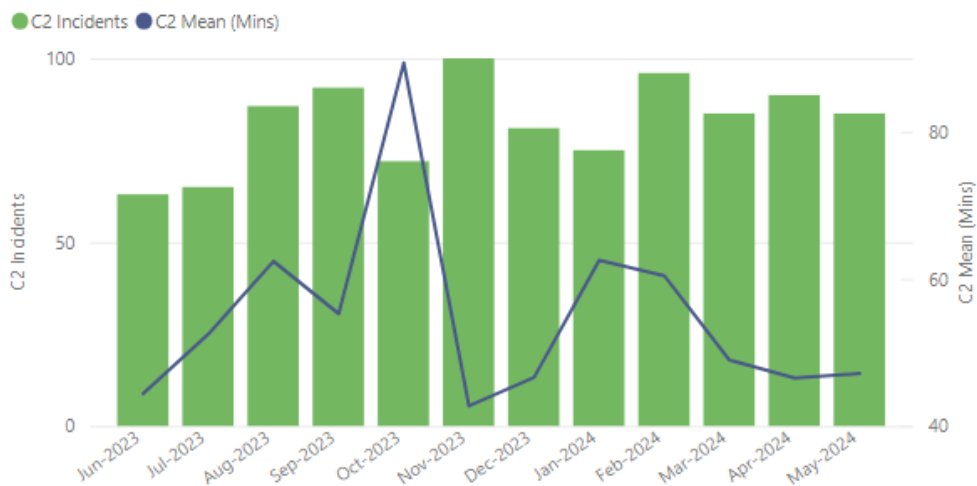
NR25 – Holt, Blakeney, Langham, Cley

Month	C1 Incidents	C1 Mean	C1 90th Percentile	C2 Incidents	C2 Mean	C2 90th Percentile
Jun-2023	14	00:14:16	00:21:08	63	00:44:23	01:24:40
Jul-2023	20	00:16:08	00:26:53	65	00:52:29	01:55:00
Aug-2023	15	00:11:26	00:17:13	87	01:02:23	02:04:19
Sep-2023	16	00:15:32	00:24:29	92	00:55:16	01:58:30
Oct-2023	14	00:17:30	00:34:00	72	01:29:22	03:08:22
Nov-2023	12	00:17:59	00:29:34	100	00:42:43	01:12:16
Dec-2023	16	00:13:32	00:19:42	81	00:46:36	01:23:26
Jan-2024	8	00:14:20	00:25:14	75	01:02:32	02:12:55
Feb-2024	13	00:12:48	00:17:43	96	01:00:25	02:04:53
Mar-2024	11	00:14:58	00:14:32	85	00:48:57	01:48:07
Apr-2024	10	00:15:50	00:20:37	90	00:46:32	01:24:06
May-2024	7	00:11:21	00:17:34	85	00:47:08	01:32:38

C1 Mean NR25



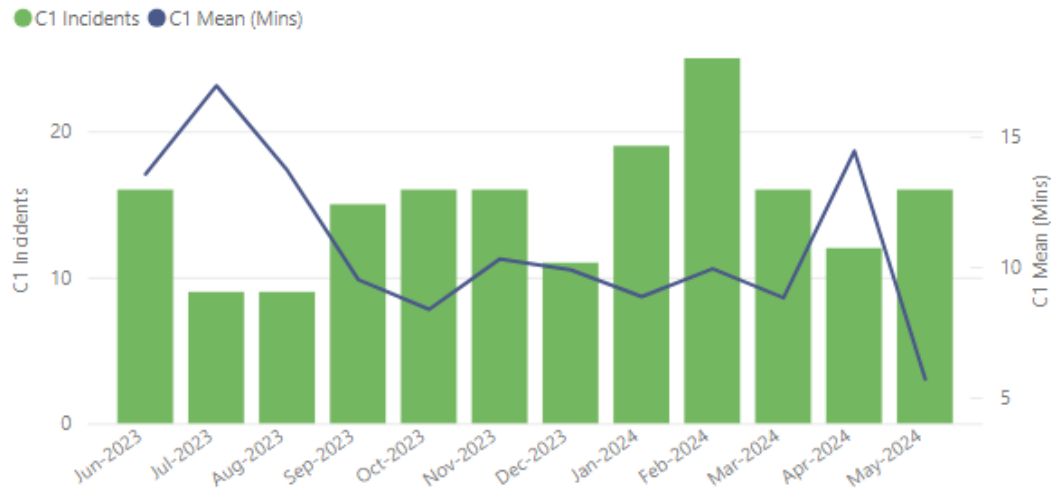
C2 Mean NR25



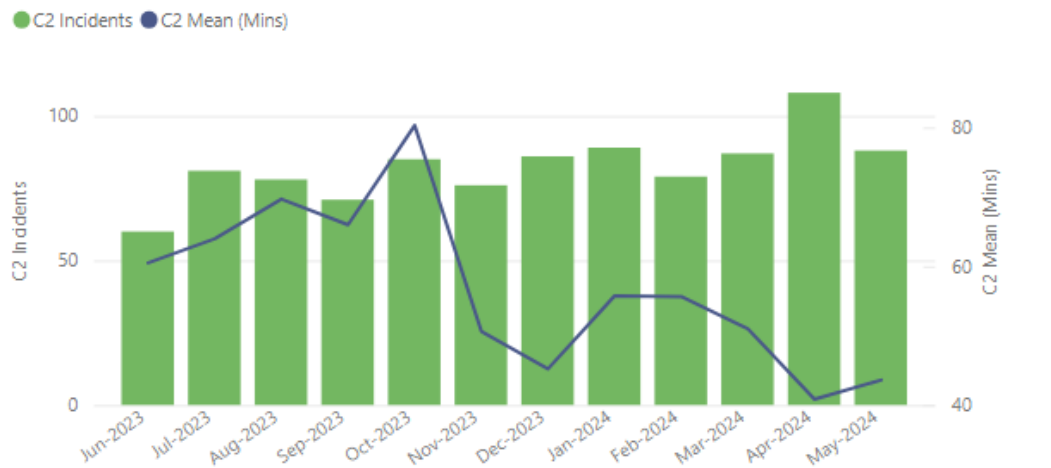
NR26 – Sheringham

Month	C1 Incidents	C1 Mean	C1 90th Percentile	C2 Incidents	C2 Mean	C2 90th Percentile
Jun-2023	16	00:13:34	00:29:01	60	01:00:29	01:41:55
Jul-2023	9	00:16:56	00:45:02	81	01:03:57	02:11:17
Aug-2023	9	00:13:42	00:30:21	78	01:09:41	02:15:39
Sep-2023	15	00:09:30	00:17:30	71	01:05:59	02:36:54
Oct-2023	16	00:08:22	00:13:52	85	01:20:18	03:32:58
Nov-2023	16	00:10:18	00:37:17	76	00:50:38	01:38:54
Dec-2023	11	00:09:53	00:17:58	86	00:45:11	01:42:35
Jan-2024	19	00:08:51	00:17:24	89	00:55:43	02:02:32
Feb-2024	25	00:09:55	00:22:57	79	00:55:37	01:48:40
Mar-2024	16	00:08:49	00:18:44	87	00:50:58	01:56:13
Apr-2024	12	00:14:26	00:41:06	108	00:40:50	01:31:10
May-2024	16	00:05:41	00:10:38	88	00:43:35	01:44:30

C1 Mean NR26



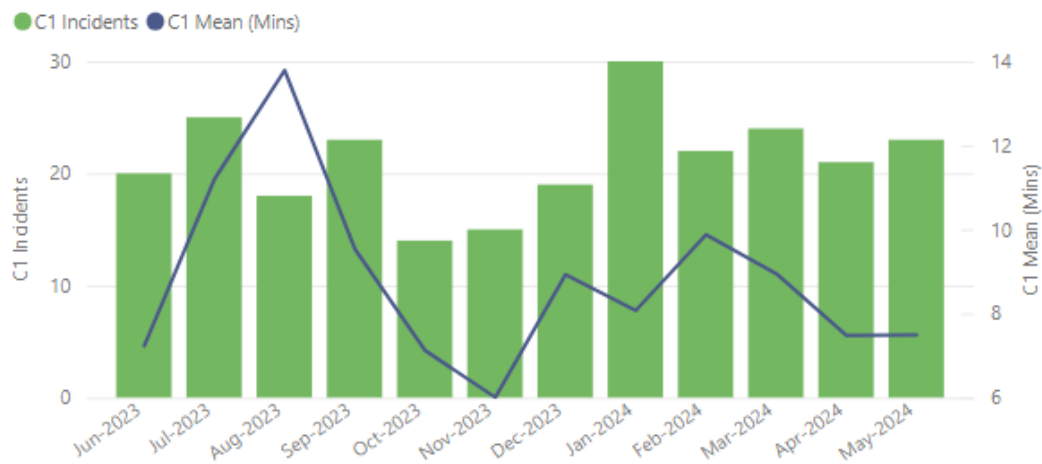
C2 Mean NR26



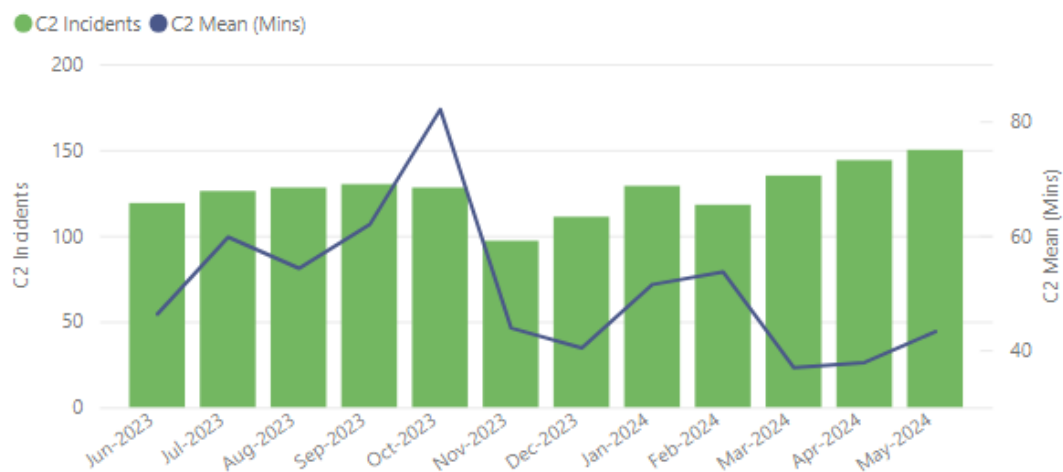
NR27 – Cromer, Overstand, Runtons

Month	C1 Incidents	C1 Mean	C1 90th Percentile	C2 Incidents	C2 Mean	C2 90th Percentile
Jun-2023	20	00:07:14	00:12:23	119	00:46:17	01:36:42
Jul-2023	25	00:11:12	00:29:36	126	00:59:44	02:33:54
Aug-2023	18	00:13:47	00:33:26	128	00:54:17	02:09:25
Sep-2023	23	00:09:32	00:20:22	130	01:01:54	02:21:41
Oct-2023	14	00:07:07	00:10:27	128	01:22:03	03:04:33
Nov-2023	15	00:06:00	00:12:35	97	00:43:51	01:20:23
Dec-2023	19	00:08:56	00:24:05	111	00:40:21	01:29:17
Jan-2024	30	00:08:04	00:18:07	129	00:51:27	02:03:18
Feb-2024	22	00:09:52	00:17:52	118	00:53:37	02:02:38
Mar-2024	24	00:08:57	00:15:00	135	00:36:54	01:26:58
Apr-2024	21	00:07:29	00:12:55	144	00:37:49	01:08:31
May-2024	23	00:07:29	00:12:12	150	00:43:13	01:33:09

C1 Mean NR27



C2 Mean NR27



Community First Responders

Our volunteers are ordinary people who do something extraordinary in their spare time. We are actively looking for new community first responders across Norfolk and Waveney. Full training is provided.

There are 63 active volunteer groups in Norfolk and Waveney consisting of three fire cardiac responding stations, one Military Co-Response and 59 CFR groups totalling 222 EEAST volunteers in the area.

If you know anyone that would be interested in joining our community first responder team please ask them to complete our [online application form](#) or to email CFR@eastamb.nhs.uk

Co-response

EEAST works in collaboration with Beds, Herts, Cambs and Norfolk Fire and Rescue Service to provide a response to C1 calls from 16 stations.

The four stations in Norfolk are Cromer, Sheringham, North Walsham and Dereham.

For the year-to-date, FRS teams have supported at 250 C1 incidents arriving ahead of EEAST at 65% of incidents. Within the pipeline, EEAST has another five stations currently undertaking on-boarding checks with three further stations from Norfolk set to be online at the start of July, Hunstanton, Heacham and Sandringham.

Update on staffing levels

In 2023/24 we met our recruitment target for frontline staff.

We are looking to recruit 152 frontline staff in Norfolk & Waveney between April 2024 and March 2025. We have already recruited to 80 positions (52.6%)

There have been vastly more applications for newly qualified paramedics to work in Norfolk Central and Waveney than there are available spaces, but fewer applications than spaces in west Norfolk (Kings Lynn, Hunstanton, Fakenham, Swaffham, Downham Market & Wisbech). Work is ongoing as to how to manage this.

NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE PROGRAMME: END OF PROJECT REPORT	
Executive Summary	This report outlines the outputs and outcomes of the North Walsham High Street Heritage Action Zone programme. It shows the final budget position and the effectiveness of the programme in meeting its objectives.
Options considered	The report is for noting as the programme of works has now concluded. No options are therefore presented.
Consultation(s)	During the preparation of the evaluation report key stakeholders and the wider public were invited to provide feedback through a variety of means. Other than the usual consultation with Statutory Officers, no consultation has been necessary in relation to this covering report.
Recommendations	To note the contents of the report.
Reasons for recommendations	The Committee has taken a keen interest in this high-profile four-year programme and this is the final of a series of progress reports considered by the Committee.
Background papers	None

Wards affected	North Walsham Market Cross, North Walsham East, North Walsham West.
Cabinet member(s)	Portfolio Holder for Sustainable Growth
Contact Officer	Robert Young, Assistant Director for Sustainable Growth Stuart Quick, Economic Growth Manager

Links to key documents:	
Corporate Plan:	<p><i>“Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment and business activity, served by public transport”</i></p> <p><i>“Maximising external grant funding to deliver the Council’s corporate objectives”</i></p>
Medium Term Financial Strategy (MTFS)	The contents of this report do not impact upon the MTFS
Council Policies & Strategies	None

Corporate Governance:	
Is this a key decision	No

Has the public interest test been applied	No
Details of any previous decision(s) on this matter	<p>Council: November 2019 – agree to match funding and implementation</p> <p>Council: September 2020 – agree to additional third-party funding</p> <p>Cabinet: November 2021 – agreement of Council land for bus interchange, to facilitate Market Place improvements</p> <p>Council: December 2022 – agreement to additional place making budget</p>

1. Purpose of the report

- 1.1 This is a close of project report, following the completion of all the interventions in the HSHAZ programme, as agreed at the meeting of the Committee in October 2023. This report summarises the overall programme of interventions, the final budget position and the degree to which the programme achieved its aims and objectives.
- 1.2 Appended to this report is the evaluation document, undertaken by a consultant appointed by the Council.

2. Introduction & Background

- 2.1 North Walsham High Street Heritage Action Zone (HSHAZ) grew from the ambitions of local stakeholders to regenerate North Walsham town centre following many years of concerns about the vitality of its central Marketplace. On the back of North Walsham's successful delivery of a project under NNDC's Market Towns Initiative, and the formation of a strong partnership of local stakeholders, a bid was made to the Government's Future High Streets Fund; although this was unsuccessful. Dialogue with local stakeholders and lessons learnt from that bid resulted in agreement to refocus on the built heritage of the town and a successful bid was subsequently made for funds from the High Street Heritage Action Zone administered by Historic England. At its meeting on 20th November 2019, the Council agreed to equally match the initial bid of £975,000 and to implement the HSHAZ project.
- 2.2 The HSHAZ programme's aim was to capitalise on the built heritage of North Walsham's historic core to improve its vitality and attractiveness to shoppers, visitors and businesses. The programme initially comprised the following substantive elements:
- a) Refurbishment of the Cedars (owned by NNDC)
 - b) Administration of a Building Improvement Grant (for owners of historic buildings)
 - c) Improvements to important areas of the public realm (place making)
 - d) Historic research programme (undertaken by Historic England)
- 2.3 This integrated programme was supported by community engagement activity and the development of a town centre masterplan.
- 2.4 Subsequent to the commencement of the programme, further funding was sought, and the scheme was augmented by further funding for:

- A Cultural Programme (Historic England (HE) – agreed 22 February 2021)
- Additional funding for the place making project (funded by the Getting Building Fund, administered by the New Anglia Local Enterprise Partnership (NALEP) – agreed by Council in September 2020)
- A scheme to provide a bus turning and stopping facility located beyond the HSHAZ area but facilitating the removal of buses from Market Street (undertaken in partnership with Norfolk County Council (NCC) and North Walsham Town Council (NWTC) - agreed by Cabinet 1 November 2021)
- A visioning and marketing toolkit (funded by C-Care Towns Challenge Fund (Interreg) September 2022)

2.5 Cabinet initially established a Working Group to oversee the implementation of the programme but once the Council's project governance arrangements were changed, a project board was established, which reported to the Cabinet Major Projects Working Party. Frequent progress reports were brought to Overview and Scrutiny Committee for information. The senior reporting officer was the Assistant Director for Sustainable Growth, and the programme was managed by the Economic Growth team. A full-time project manager post was established for the duration of the HSHAZ (funded equally by NNDC and Historic England) – that post terminated on 31st April 2024 - and later a part-time post to assist in the administration of the Cultural Programme, together with wider communications and engagement activity, was created (with part funding from Historic England/Cultural Programme) – that post terminated in January 2023 but management of the residual Cultural programme activities transferred to the Project Enabler in the Economic Growth team.

3. Programme Overview

3.1 This section outlines project delivery within the HSHAZ programme. The total cost of the scheme is given in summary below. The breakdown of this is shown in Table 1 in Appendix A. Table 2 also shows the programme outputs and delivery timescales for each workstream and the degree to which the objectives were achieved.

Budget

3.2 **The total final cost of the scheme was £4,455,036, against a budget of £4,710,688 (including the additional budget of £400,000 to support the Place making element, to be funded from Reserves, agreed by Full Council in December 2022). This gives an underspend of £255,652 and therefore will now only require the use of £144,348 of Reserves.**

The overall budget for the HSHAZ programme (and all related elements), broken down into the specific work streams and the funding sources, is shown in table found in Appendix A. This details the approximate final budget position, having accounted for transfers of overspends/underspends between the various project workstreams. There may be some minor adjustments needed once the final budget reconciliation has taken place.

The Cedars

Summary

- 3.3 The scheme to refurbish the Cedars has resulted in the building being let to local organisations, after there previously having been a long period of vacancy and disrepair. The building, located at a principal gateway to the town centre, is visually and historically important and now provides valuable office space and an attractive venue from which the Registrar will operate.

Budget

- 3.4 The total budget for the refurbishment works was £465,000. The total cost of the scheme came to £431,458. This gives an underspend of £33,542 against the budget. The spend includes the additional works that were carried out during the refurbishment works, e.g. agreed variations to the layout of the rooms and the building's principal heating source was changed from gas to electric.

Matters to note

- 3.5 The completion of the scheme was delayed because the original contractor went into liquidation, this regrettably also added significantly to the cost of the refurbishment works.
- 3.6 The rear curtilage wall is in need of repair and consideration is being given to the future of the outbuildings and grounds of the building.

Place making

Summary

- 3.7 The place-making scheme involved enhancing the amenity of key areas of public realm (owned by NNDC) and highway improvements to the accessibility and functionality of the Marketplace and adjoining areas. The designs were based on the following four principles resulting from community engagement feedback:

- improving the public realm
- safe and active travel
- identity tied to history
- community and civic pride.

- 3.8 With the exception of Black Swan Loke amenity garden, design work was undertaken by consultants, *Influence*, procured by the Council. Norfolk County Council managed the contract for the works, which were undertaken by their term contractor (Tarmac) (under an NEC3 Contract, which sets out various pricing options and change management procedures). This saved time (avoiding the need of a separate tender and procurement exercises), enabling the grant to be spent within the time constraints and additional grant to be drawn down. The scheme was redesigned several times to combat rising costs and address issues as they arose. Black Swan Loke also followed an iterative design process, to meet the expectations of key stakeholders and fit within the residual budget. It was constructed by the Council's Contractor (Malcolm Abbs) under a variation of the Measured Term Contract.

Budget

- 3.9 The HE original grant (£385,000) was committed to the scheme and additional HE funds (£298,298) were attracted along the way by bidding for HE year-end underspend (from other HSHAZ schemes nationally). Additional grant to enhance the extent of the place making project was obtained from

the Government's Getting Building Fund (administered by NALEP). Specific elements of the scheme were funded by North Walsham Town Council (Lighting, electrical supply, ground anchors) and NCC funded the improvement of road surfaces in the town centre. NNDC funded the remaining cost of the works.

The total cost of the scheme was £2,416,188. The original budget for the project was £2,638,298 (including the uplift of £400,000, agreed by Council in December 2022, to cover an anticipated shortfall for the satisfactory completion of the scheme).

This means an indicated underspend of £222,110, which, once other minor adjustments and miscellaneous items have been deducted, will only require the use of £177,890 of the Council's reserves rather than the £400,000 originally anticipated.

Matters to note

- 3.10 This was a complex scheme, delivered during a very challenging period for town centre businesses, following as it did in the wake of major disruption caused by the laying of gas pipelines through the town centre in 2019 and the pandemic, with the impacts of social distancing measures etc. The design and implementation of the scheme faced enormous challenges and its scope changed many times in order both to take full advantage of additional funding available; and to mitigate the impacts of rampant construction cost inflation. The place making scheme also brought about the successful creation of the bus interchange within the town, seen as an innovative solution to pre-existing challenges to bus services and passenger comfort – a positive outcome in the eyes of the Passenger Transport Unit and one being viewed by other Norfolk market towns.

Building Improvement Grant

Summary

- 3.11 A core element of the HSHAZ is maintaining historic buildings in a good state of repair. The project set out to do this by providing the opportunity of grant aid to the owners of eligible buildings. A grant programme was thus established and the amount of grant available generally varied between 60% and 80% of the total cost of the works (with one exception of a grant of 100% for a project that greatly improved the public realm). A total of 10 grants were awarded, amounting to £536,202. This was matched by £190,714 of private match funding from the building owners, and therefore, delivering building improvements to the value of £726,916.

The improvement work has varied from reinstatement of historic shopfronts to conversion to new uses, including residential above retail premises (on the basis that vacancy is one of the key issues that bring buildings into disrepair). The largest grant was for the conversion and renovation of the former Barclays Bank building, occupying a prominent location in the Marketplace, into a community space operated by the Phoenix project.

Budget

- 3.12 The total of the Council's budget for the Building Improvement Grant scheme was £536,202, which covered all the costs of the scheme and included the administration costs, professional fees etc. This leveraged considerable private sector match-funding.

Matters to note

- 3.13 Concerns were raised early on about the appetite for owners of town centre commercial premises to invest in the improvement of their buildings, especially in the highly uncertain economic conditions pertaining at that time. These early fears proved to be unfounded as the grants were so sought after that a prioritisation process had to be implemented part way through, in order to focus the grants on the projects that would best achieve the overall HSHAZ objectives.

Wayfinding

Summary

- 3.14 The improvements to the town centre and the historic buildings within it are expected to lead to increased footfall and thus enhanced trading conditions for town centre businesses. Improving the accessibility of the town is a key aspect of this but so too is signposting and way marking of key routes. Interpreting the historical significance of parts of the town centre is important to the visitor experience and civic pride.

Budget

- 3.15 The budget allocation for this scheme was £44,441. This included design, fabrication, and installation in various locations around the town.

Matters to note

Although financially much smaller than other workstreams, this was deemed an important element of the HSHAZ programme. There had been difficulties in its delivery due to various consenting procedures and its implementation was delayed. Being the last element of the programme to be completed, it is difficult to measure its impact, although, comments on social media have been overwhelmingly positive.

Bus Interchange

Summary

- 3.16 In order to redesign the town centre in a way that enhanced the environment and the experience of customers/visitors, it was deemed important to remove buses from the Market Place. Previously, buses would stop on the main shopping street, often leaving engines idling and casting a shadow on businesses on the north side of the road. Bus stops elsewhere in the town centre caused vehicular congestion at certain pinch points, and conflicts with pedestrians. In order to remove through-buses from the Market Place, and not impose substantial route deviations for the bus operators, it was necessary to identify a location where buses could turn. It was desirable also to design a space where passengers could wait in relative comfort and have facilities nearby. The Council therefore offered the use of the front part of New Road Car Park for this purpose (Cabinet decision made on 1 November 2021).

Budget

- 3.17 NNDC provided the land for this development, whilst Norfolk County Council agreed to fund the works, and North Walsham Town Council contributed towards the cost of the bus shelters. Improvements to the footpath through to Memorial Park and to the wider amenity of the area were also funded by NNDC.

Matters to note

- 3.18 This was not part of the HSHAZ programme, as it fell outside the identified HSHAZ area (which coincided with the town centre Conservation Area), however, it was integral to it. It is an illustration of the holistic nature of successful town centre regeneration schemes of this type and highlights the benefits of taking a wider flexible approach to addressing conflicts and resolving long-standing accessibility and traffic management challenges. This scheme facilitated the town centre improvements; yet the HSHAZ was the catalyst for this scheme.

Cultural Programme

Summary

- 3.19 The Cultural Programme (CP) comprised a vibrant and diverse programme of cultural activities and events. It was led by a local 'cultural consortium', which agreed a wide range of events and activities intended to build 'social capital' and enhance the vibrancy of the town centre over a 4-year period. Events supported by the Programme included: orchestral concerts, children's photographic workshops, craft workshops, pantomimes, plays, an upcycling project and fashion show, pop up events, street performance, a spring festival, pop-up shops and other cultural events.

Budget

- 3.20 There was a grant of £90,000 to administer and deliver this programme. This was a fraction of the grant that was originally applied for, as the scheme proved to be highly competitive, but it is considered that the programme delivered exceptional value for money, leveraging some £67,608 in third party match-funding.

Matters to note

- 3.21 This programme was separate from the HSHAZ programme but delivered alongside it. It was deemed essential to the success of the place making project as it not only demonstrated how some of the newly created spaces could be used but it proved to be a positive influence on the hearts and minds of many people in the community.

Visioning & Marketing

- 3.22 Following the successful bid to an EU fund administered by the New Anglia Local Enterprise Partnership, a Vision and Marketing report was developed and delivered (March 2023) for the town. This was entirely separate from the HSHAZ programme but delivered alongside it. The report analyses North Walsham's 'offer' and the final report contains some key actions and a toolkit for individual businesses or groups to utilise. The desire is for the Town Council and Business Forum to adopt the strategy, and to build on the town's existing strengths to create a long-term strong and successful future business community. It is anticipated that the report/toolkit will be valuable for other locations and the team will look at ways in which it can be adapted and shared more widely.

Miscellaneous

- 3.23 The elements of the programme within the 'miscellaneous' budget heading include the following key areas:
- Staffing costs
 - Mobilisation
 - Engagement, consultation and communication

- Monitoring and evaluation
- Research.

3.24 Clearly, any project requires resource for administration, project management etc. That is especially the case for a complex programme of work such as this, involving high profile proposals. Dedicated staffing was paid for out of the HSHAZ budget, but in addition to that, time was dedicated from the Council's Economic Growth team, as well as other support services. The research element of the programme was supported by experts from Historic England.

3.25 It is vital to understand the impacts that the programme has had and to learn lessons from it. Monitoring was a key requirement of the HE grant, and investment was made early in the programme's implementation to ensure that processes were in place to provide data against which the scheme could be evaluated. The monitoring and evaluation followed HE guidelines, and evaluation reports were submitted to HE, in accordance with the funder's requirements, towards the end of the programme's implementation.

3.26 The evaluation report appended to this report was commissioned to obtain a more in-depth and independent analysis of the effectiveness of the programme against its objectives. This is provided for the Committee to consider, and suggestions/comments are welcomed as to how its recommendations should be acted upon.

4. Corporate Priorities

4.1 The programme of town centre improvements outlined in this report were undertaken to achieve key objectives of the administration's previous Corporate Plan and it links closely to the following objectives of the new Corporate Plan.

"Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment and business activity, served by public transport"

"Maximising external grant funding to deliver the Council's corporate objectives"

5. Financial and Resource Implications

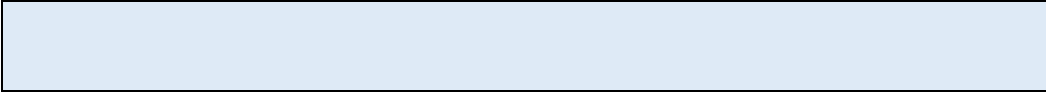
5.1 There are no financial / resource implications arising from this report as it provides an update of activity already undertaken and budgeted for.

Comments from the S151 Officer:

6. Legal Implications

6.1 There are no legal implications or concerns arising from this report.

Comments from the Monitoring Officer



7. Risks

7.1 No issues arise from this report.

8. Net ZeroTarget

8.1 No issues arise from this report.

9. Equality, Diversity & Inclusion

9.1 No issues arise from this report.

10. Community Safety issues

10.1 No issues arise from this report.

11. Conclusion and Recommendations

11.1 Members are asked to note the contents of this report.

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NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE PROGRAMME END OF PROJECT REPORT

Appendix A

Table 1 - Budget and Expenditure

Table 1: Budget summary (draft)		HSHAZ					Cultural Programme	Bus Interchange	Visioning & Marketing	Total
Work stream		Cedars	Place making	Building Improvement Grants	Wayfinding – Interpretation & Signage	Misc.				
	NNDC	225,000	385,000	213,673	26,000	105,720	0	0	0	955,393
Original budget	HE	150,000	385,000	322,529	18,441	138,420	90,000	0	0	1,104,390
	Other		1,170,000	190,714	0	0	67,608	404,536	20,000	1,852,858
	NNDC	90,000	400,000					9,749		499,749
Additional funds	HE		298,298							298,298
	Other									0
Total budget		465,000	2,638,298	726,916	44,441	244,140	157,608	414,285	20,000	4,710,688
Total spend		431,458	2,416,188	726,916	44,441	244,140	157,608	414,285	20,000	4,455,036
Approximate net budget position		33,542	222,110	0	0	0	0	0	0	255,652

The following should be noted in relation to this overall budget summary.

- Placemaking does not include:
 - any allowance for the restocking/sale of any surplus materials;
 - additional works undertaken by NWTC or NCC, which were directly procured as part of the programme but provided additionality;
 - any allowance for an outstanding claim from Anglian Water for the disruption and consequent costs resulting from a leaking water main;
 - any additional minor expenditure necessary in relation to repairs and/or maintenance of the street furniture etc.
- The cost figure for the Cedars is derived from the costs identified by the Finance team, the budget for that anticipated an additional sum of money would be needed but that has not been committed (hence appearing as an underspend).

Table 2 Programme

The programme for implementing the HSHAZ (and related projects) is set out below.

Programme	HSHAZ					Cultural Programme	Bus Interchange	Visioning & Marketing
Work stream	Cedars	Place making	Building Improvement Grants	Wayfinding	Misc.			
Substantive start date	Mar '22	Feb '22	May '21	Feb '23	Apr '20	Apr '20	Apr '22	Nov '22
Practical Completion date	Aug '23	Mar '24	Mar '24	Dec '23	Mar '24	Mar '24	June '22	Mar '23
Key project deliverables	Refurbishment of building	Master planning Redesign streetscape at: Church Approach Market Place Black Swan Loke Bank Loke	10 Buildings improved. Design/supplementary work for a further 6 buildings. Shopfront design guide	Installation of interpretive & directional signage	Community engagement Monitoring & evaluation	Wide range of events, courses and exhibitions	Creation of bus waiting area, with shelters and bus information	Engagement with local businesses in formulation of marketing toolkit

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NORTH WALSHAM HIGH STREET HERITAGE ACTION ZONE

Page 41
EVALUATION REPORT

21. JUNE 2024
NK&



01

SUMMARY

PAGE 04

04

IMPACT

PAGE 11

02

CONTEXT

PAGE 06

05

WORKSTREAMS

PAGE 24

03

METHODOLOGY

PAGE 08

06

LEGACY

PAGE 30

Page 42

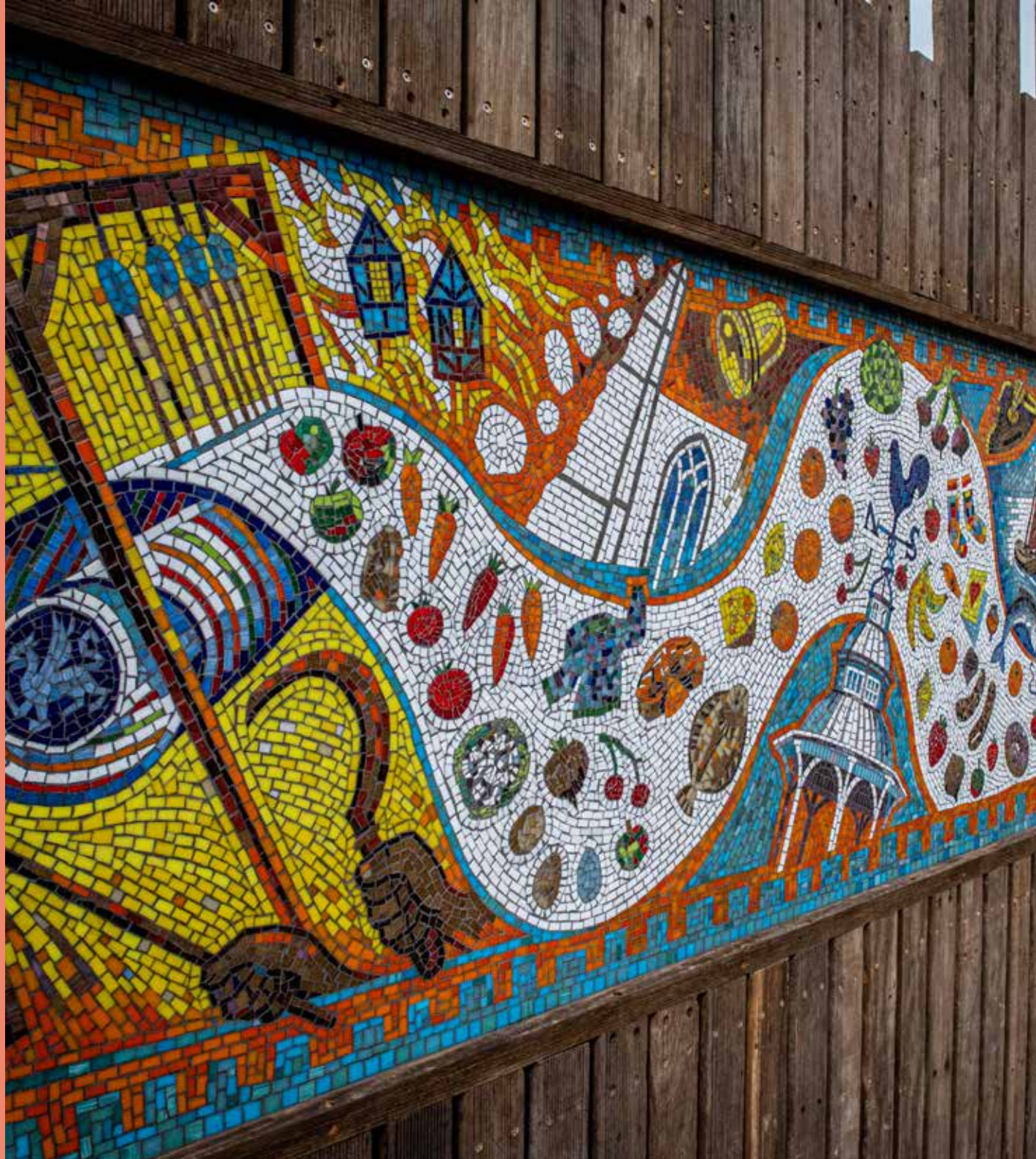
“Overall, there is a view that we are a caring community and very positive things are happening that are linked to the HSHAZ (even if people don’t know it). Of course there are niggles and some real practical things that unfortunately we didn’t always get right.

Someone who is moving to North Walsham from a nearby part of North Norfolk said, ‘North Walsham is on the way up!’ They have the impression that there is an upward momentum for North Walsham. Lots of people acknowledge that.”

01 SUMMARY

A concise overview of the report and the key findings and recommendations.

Page 44



01 SUMMARY

The North Walsham High Street Heritage Action Zone (HSHAZ) project, a four-year programme of capital and community regeneration projects, recently came to an end in March 2024.

The aim of the HSHAZ project, led by North Norfolk District Council (NNDC), was to celebrate and enhance North Walsham's unique historic character and rich heritage, making it a more attractive and vibrant place for people to live, work and enjoy leisure time and contribute to the town's long-term economic, social and environmental viability. With the project coming to a close, the Council wanted to understand the impact of the project and how well it met its objectives.

Approach and Methodology

To have an objective assessment, NNDC asked design strategy consultancy NK& to carry out an evaluation study of the project. The findings are based on the interpretation of a combination of anecdotal, qualitative, and quantitative data, as well as reports submitted by the HSHAZ project team to NNDC and Historic England. To gather more insight for the creation of the report, NK& carried out additional retrospective data collection including stakeholder interviews, a public one-day engagement event, and a public impact assessment survey.

Assessing the Key Objectives

The bulk of the report is focused on exploring how well the HSHAZ project met its five key objectives, outlined at its inception. The project was in fact a complete programme of five interlinked workstreams with various budgets and timelines, but the impact assessment looks at how the various data sources come together across the workstreams to draw conclusions, summarised at right.



Environmental Impact

The project has made public spaces in the town, especially Church Approach and Black Swan Loke Garden more attractive and better used. Views about impact vary between the different sites.



Accessibility + Inclusivity

Many visitors are positive about more space for pedestrians, street furniture and events, but there are mixed views on the traffic regulation into the town centre. Inclusive journeys need to be better considered.



Historic Preservation

Linking physical improvements and the Cultural Programme have helped bring the town's heritage to life, but broader awareness was limited. Focus on elements with greater visibility could have had more impact.



Cultural Impact

An impressive number and variety of events were delivered which demonstrably created a draw, fostered community spirit and added to dwell time.



Economic Impact

It is too early to assess economic impact, but many residents support a shift towards more service-led businesses, which this scheme has facilitated. Events appear to be a draw.

Legacy

One of the most critical next steps is to share the successes and lessons learned from this project to create greater awareness of what was achieved, acknowledge what could have been done better, and how this could be built upon.

Recommendations for how to capitalise on the momentum of the project and continue to bring vitality to North Walsham include:

- Maintaining and looking after the improved public spaces is critical to their continued use and attractiveness. Ensure there is a plan with clear ownership and responsibility for this, including landscaping.
- Communicate how hazard concerns have been addressed through a recent safety assessment and consider how to make journeys across the town more inclusive for all users.
- Continue the conservation efforts of the Building Improvement Grant (BIG) scheme and continue telling stories about the town's unique history and identity through cultural programming and marketing.
- Establish a funded and supported local cultural organisation to continue to deliver a regular series of events and activities around the town centre.
- Implement a Vision and Marketing Plan to attract more visitors (local and further afield), including a cohesive business plan, through an active business forum, for the town centre.

02 CONTEXT

An overview of the project background, including the issues it sought to address, funding and timescales.

Page 46



02 CONTEXT

The North Walsham High Street Heritage Action Zone (HSHAZ) project grew from the ambitions of local stakeholders to regenerate the town centre with a focus on the significant built heritage of the town.

The changing nature of high streets across the UK, with a greater focus on amenities, diversification, active travel and well-being, was being felt in North Walsham as well. Outside perceptions of the town were not very positive, and there was a lack of vitality and poor public realm in the town centre. However, with a rich history and good physical and historical assets, a unique and long-standing market culture, and a passionate local community, there was scope to deliver an ambitious project.

In 2019, a successful bid was made for funds from the High Street Heritage Action Zone administered by Historic England, with North Norfolk District Council (NNDC) agreeing to match the initial bid of £975k and to implement the HSHAZ project. Subsequent funding was also secured to widen the scope, with a total budget of around £3.8m.

The project's overall aim was to improve the town centre's vitality and attractiveness to shoppers, visitors and businesses by capitalising on its built heritage, with a complete programme of five interlinked workstreams with various budgets and timelines. The HSHAZ project officially ran from April 2020 until April 2024, but there were significant delays to the various schemes because of issues including the COVID-19 pandemic, rising costs, and lack of resources.

The five workstreams were:

1. **Public Realm Improvements (Placemaking):** improvements to key physical spaces and 're-stitching' of the town's historic core.
2. **Building Improvement Grant (BIG) Scheme:** grants to support the restoration of historic buildings and

bring vacant floor space back into use.

3. **Cedars Historic Building Restoration:** a Grade II visually and historically important building that sits at a principle gateway to the town centre
4. **Cultural Programme:** activities and events designed to work with the public realm and improve perceptions of the high street and its heritage
5. **Wayfinding + Interpretation:** a design scheme to enhance the visitor experience and build greater civic pride in North Walsham's history

The project also attracted significant match funding that is a measure of stakeholder investment. There was always an intention to lever in additional funding, but NNDC have been especially successful. The BIG scheme was structured with private investment built in, and received upwards of £190k from business owners and landlords. As part of the Public Realm Improvements, the New Anglia LEP provided £1.1m, Norfolk County Council approximately £470k and North Walsham Town Council £45k. Of this, nearly £80k went towards improvements within the HSHAZ boundary, including for additional road surfacing, bike hoops, electricity pillars and lighting.

Two related project which were not part of the HSHAZ but were closely linked are the creation of a bus interchange (completed in June 2022), which used the front part of New Road Car Park, new and refurbished toilet facilities on New Road and Vicarage Street, and a Vision and Marketing report (delivered in March 2023 and separately funded through European funding) which sets out a strategy for the town to market itself and attract investment. Of the match funding, about £436K was spent on a new bus interchange, which facilitated

Five Key Workstreams



Public Realm Improvements [Placemaking]

£2.7m

February 2022-March 2023, Black Swan Loke



Building Improvement Grant (BIG) Scheme

£530k

May 2021-March 2024



Cedars Historic Building Restoration

£465k

March 2022-August 2023



Cultural Programme

£90k

April 2020-March 2024



Wayfinding + Interpretation

£40k

February 2023-March 2024

03

METHODOLOGY

An explanation of the approach to the evaluation and the data sources used.

Page 48



03 METHODOLOGY

The findings from this evaluation are based on the interpretation of a combination of anecdotal, qualitative, and quantitative data, as well as reports submitted by the HSHAZ project team to NNDC and Historic England

It's important to note that while the HSHAZ project objectives were set out at the beginning and project monitoring reports were sent on a quarterly basis to Historic England, there were no established regular evaluation and feedback loops integrated into the process. This posed several challenges to an impact assessment, including establishing a baseline against which to measure changes over time, the breadth of data available, and resource constraints. It's also difficult to attribute specific impacts to the HSHAZ project versus other concurrent developments or initiatives in the area. Social, economic, and environmental changes have also taken place over the last four years, including the unprecedented COVID -19 pandemic and an economic recession, which adds to the complexity of capturing these dynamics accurately.

To address this and gather more insight for the creation of this report, NK& carried out retrospective data collection involving the following activities, but there are limitations to the assessment and the findings should be read with that in mind:

Stakeholder interviews: interviews with 18 key stakeholders, project participants and delivery consultants to understand the aspirations, challenges and successes of the project.

'Tell Us' public event: a one-day engagement event held in the town centre, open to everyone, which asked for feedback on the HSHAZ project. Around 50 people attended this event.

Impact assessment survey: a public survey, open to everyone, which asked for feedback primarily on the

public realm improvements of the HSHAZ project. The survey, which was open from March 21st until April 14th, was offered digitally and via printed copies that were available at the 'Tell Us' event and at the North Walsham library. Additional assistance to complete the survey, if needed, was provided by NNDC on request. The survey had a total of 182 responses, with the majority of respondents (76%) being residents of North Walsham. 7% of the respondents were between the ages of 18-34, 30% between 35-54, and 58% were over 55. A small percentage (4%) preferred not to state their age. Of those who chose to note their gender (20% chose not to), 52% were female, 27% were male and 1% was non binary. Given these demographics around the survey respondents, it should be acknowledged that findings will have a bias and skew towards issues and viewpoints that are more common and relevant to older residents.

Historic England Cultural Programme Survey: this survey was conducted by Historic England in 2023, year 3 of the project's delivery, across 42 national HSHAZ schemes. There was a total of 1120 responses from cultural programme audiences and deliverers, with 43 responses from North Walsham (the target response rate was 40 per scheme).



'Methodology' continues →

'Tell Us' public event

03 METHODOLOGY

The following quantitative data sources were also reviewed and considered as part of the evaluation:

Car Park usage data: an internal NNDC dataset for car parks owned by the Council

Business rates data: an internal NNDC dataset

Footfall data: relevant data is available from July 2021 until April 2024 and comes from a platform called Springboard, which ran counts from a camera installed in the middle of the high street. For more detail, see note at right.

Page 50

A Note About Footfall Data

Footfall data, which measures the number of people passing through a particular area, can be valuable for assessing the health and vitality of a town centre. It can be used to track visitor trends and analyse pedestrian flow, assess the impact of events and initiatives, and draw comparisons with other similar towns. However, it is also essential to note that it is only one type of information source and be cautious of several factors including inaccuracies and reliability, sampling bias based on the camera's single location, and seasonal variations, all of which play a factor in the reliability of data available for North Walsham's town centre.

The data overall shows variation and without consistent patterns it is difficult to draw any firm conclusions, but the following are takeaways from comparing two 6-month periods: August 2021-January 2022, before the HSHAZ project works began, and August 2023-January 2024, after the majority of the works had been completed:

- Increase in footfall for the months of April, May, June, July and August
- Decrease in footfall for September, October, November, December and January
- Increase in footfall for Thursday market days. Thursday market days also showed a higher than average footfall per day than non-market days.
- Decrease in footfall on Saturdays

To further set the context for the decrease in footfall, data from another platform called Active Xchange, which tracks footfall via mobile data within 100 square metres, shows that all the high streets in North Norfolk showed a reduction in annual footfall in 2023 compared with 2022, with the inland towns faring worse than the coastal towns. This could be due to several factors, including the

ongoing effects of the COVID-19 pandemic, economic uncertainty, changes in the retail landscape, demographic shifts and the weather. This is also consistent with the general picture for towns in the East of England and high streets nationally.

Town + High Street	2023 % change from previous year
Fakenham High St (Market Pl + Norwich St)	-39.80
Hoveton High St (Stalham Road)	-27.40
North Walsham High St (Market Pl)	-24.10
Holt High St (High St and Market Pl)	-17.30
Cromer High St (Church St)	-14.70
Mundesley High St (High St and Station Rd)	-13.50
Stalham High St (High St)	-9.70
Well-Next-The-Sea High St (Staithe St)	-8.40

Source: ActiveXchange (2024) footfall for North Norfolk's High Streets

For North Walsham, weather does seem to have an influence on people's movements. There was more precipitation in 2023 compared with 2022 (206 days in 2023 and 164 days in 2022) and fewer clear days (17 days in 2023 and 30 days in 2022). Using this and additional weather data, Springboard data showed an increase in footfall on days when there were higher daily temperatures, lower precipitation and lower wind speeds.

04

IMPACT

The assessment of how well the project met the key objectives outlined at the start.

Page 51



04 IMPACT

“While the work was going on, there was a lot of moaning, but when it all started coming together and these beautiful spaces emerged, it shut a lot of people up. I think people are enjoying it now. It’s definitely changed people’s view of the town. A friend came to visit for the food festival recently and said, ‘Wow! What’s happened? It’s so buzzy in the town. I’ve never seen North Walsham like this!’ It’s being noticed more and people are more inclined to go into the town.”

-Stakeholder interview

This section goes into more detail on how well the HSHAZ project overall meets its five key objectives:

Page 52



Environmental Impact

public space created, expanded or enhanced



Accessibility + Inclusivity

made the town centre more accessible for all residents through a variety of transport modes



Historic Preservation

made the town’s history more visible and relatable



Cultural Impact

created a platform to stage social and cultural activities



Economic Impact

had a positive impact on the town’s economy



Environmental Impact

public space created, expanded or enhanced

‘Environment impact’ for the scope of the HSHAZ project refers to changes in the natural or built environment that positively or negatively affect the surrounding ecosystem, infrastructure and human activity. The HSHAZ project was focused on the creation, expansion and enhancement of public spaces within and around the town centre, carried out primarily through the ‘Placemaking’ workstream, which identified physical improvements to key public spaces. The three main areas identified were the Market Place, Shambles Terrace/Church Approach and the Black Swan Loke Garden. Bank Loke, Black Swan Loke and Bier Loke - three lokes that acted as connections and arrival spaces into the town centre - were also given some upgrades, but to a lesser degree.

In the Market Place, the instigation of a Traffic Regulation Order (TRO) which resulted in a change to traffic regulations, enabled a re-design of the area. This included re-routing the buses, removing most of the parking and limiting vehicle traffic to before 10am and after 4pm. Pavements were resurfaced and widened, enabling cafes to have outdoor seating and encouraging people to linger. New planting, seating, bike loops and electric pillars to support the well-established market, were also installed. New bins, wayfinding signage, and industrial cleaning of the existing pavement helping to merge the new and old into one identifiable space.

The eastern end of Market Street, known as Church Approach since it opens up to St Nicholas Church, was turned into a terraced garden incorporating planting, seating and tables. Research into buildings and businesses that used to stand here, including a tea merchant and boot maker, informed the design of this space, and is reflected in the signage and planting.

“It is brighter and more modern, with the focus on pedestrian access and shopping, rather than vehicle access.”

“Whilst I was all for pedestrianisation I think the high street improvements look very bland and uninspired. Such a shame it couldn’t have been given more personality similar to the space improved near the Black Swan.”

“The town centre certainly looks better, however the shops around let it down, we need more variety of shops, entertainment and eateries.”

“Visually improved but at the expense of health and safety, footfall and parking.”

-Impact Survey

“It looks a lot nicer and is a more pleasant place to be in. Much wider footpaths means people aren’t scurrying around. There’s more lingering, chatting to people.”

“The scope of the project has been really ambitious and the number of things that have been done is extraordinary.”

-Stakeholder Interviews

‘Environmental Impact’ continues →

04 IMPACT



Environmental Impact

public space created,
expanded or enhanced

The site where Black Swan Loke Garden now sits was a parcel of derelict land, which was purchased by the Council to provide a quicker, more attractive pedestrian link between the main town centre car park (at Bank Loke) and the Market Place. The Garden, which was opened very recently on March 14, 2024, features planting, seating and a community-designed mosaic, and is open 24/7. Wood panelling along the walls is made from decommissioned timbers from the Cromer Pier decking and the glass detailing is light casing reclaimed from the Council's demolished public toilets.

The prevailing view from the engagement activities has been very positive in terms of making these spaces look more attractive, especially for Church Approach and Black Swan Loke Garden, with around 75% of respondents in the Impact Survey saying that these spaces were more attractive than before. Figures for the Market Place were lower at about 50%. For the town centre overall, there was a notable shift in sentiment comparing before and after the HSHAZ project, with a 21% increase in people saying it looked good or v. good. Interestingly, the shift was from those who thought it was 'fair' before. These views are supported by comments from the stakeholder interviews as well as the other engagement events, where nearly all participants agreed that the town centre now looks better. Those who disagreed felt the town centre now feels too modern at the expense of its historic character.

An accompanying finding is that many people believe these spaces are now better used, again with more positive sentiment around Church Approach and Black Swan Loke Garden. Overall, there were very positive responses about improvements to these spaces,

although it should be noted that people also expressed a lack of knowledge about these two spaces as they are less frequented and visible than the Market Place.

The Market Place is the public space people had the most knowledge of and seemed to use the most, and that also had the most mixed reviews in regards to the work done. Overall, apart from attractiveness, the majority of participants in the engagement activities felt the Market Place functions better than before, but concerns around safety remain: confusing/unmonitored traffic regulations (which meant vehicles continue to come through the Market Place even when they are not allowed to), new or unfamiliar layouts of space that lead to trips and falls. More detail on this is in the Accessibility/Inclusivity assessment on pg. 14. Other concerns for those unhappy with the project are the closure of a few longstanding shops in the town centre and a perception that the town centre feels emptier without vehicular traffic. On-street 30-minute parking spaces were replaced by an equivalent number of 1-hour spaces in the adjacent car parks.

Impact Survey

The figures below compare how respondents felt about the different spaces before and after the works were completed.

75%

of respondents said Church Approach and Black Swan Loke Garden looked more attractive than before.

50%

of respondents said the Market Place looked more attractive than before.

21%

increase in people shifting from 'fair' to saying the town centre overall looked good or very good now

18%

decrease in people saying it is easier to get around now, with an increase in negative sentiment of 27%

12%

decrease in people saying how lively it is now compared with before the works

04 IMPACT



Accessibility + Inclusivity
made the town centre more accessible for all residents through a variety of transport modes

This objective was focused on making the town centre more accessible for a variety of residents through multiple modes of transport, including increasing active travel such as walking and cycling.

There were multiple approaches to achieving this objective, including making the links to the town centre, such as Black Swan Loke and Bank Loke, more obvious, safer and more attractive, improving the provision of parking in the car parks directly adjacent to the Market Place and re-considering traffic routes through the Market Place. The latter was consulted on extensively, with a decision made to limit through-traffic, re-route buses and reduce parking directly in the Market Place (while still ensuring there was enough disabled parking and enabling loading/unloading for shops). The current TRO for the Market Place permits vehicles only before 10am or after 4pm, except for delivery vans and disabled drivers. Accessibility for Church Approach focused on new landscaping and enhancing the pathway to encourage pedestrian connectivity to the Market Cross, while one of the key aims of creating Black Swan Loke Garden was to improve access from Bank Loke car park, making it quicker and easier to get into the town centre.

This has had mixed feedback, especially in the Market Place. While many people have said they enjoy the lack of traffic and the invitation to linger, there is a view from some that the traffic regulation and reduction in parking has perhaps been too much of a compromise with no clear winners. The Impact Survey shows positive results for the accessibility of Church Approach and Black Swan Loke Garden, but less than half of the respondents said the Market Place was easier to get around, due to level

changes in the curb lines, un-authorised vehicles driving through throughout the day and limited parking directly in front of shops. It should be noted that this question is open to interpretation – drivers, for example, may say it is harder to get around because through traffic is no longer allowed. Comments at the 'Tell Us' engagement event also reflected unease when navigating the Market Place. Noting that most people taking part in these were over 55 and therefore potentially may have greater accessibility requirements, it still points to some users having a perception of not feeling safe here. Additional feedback from a Royal National Institute of Blind People (RNIB) representative corroborated this, noting that the many level changes and uncertainty around vehicular traffic can create confusion for people as well as guide dogs and lead to falls. Feedback from survey participants suggested more legible and consistent surfaces and curbs, and enforcement of the TRO.

The creation of a new bus interchange at New Road Car Park was not part of the HSHAZ project but is a closely related scheme, and has been received very positively by the town. Funded by Norfolk County Council, this interchange provides a new location for buses to stop and turn, as well as an area where passengers could wait in relative comfort and have facilities nearby. Improvements to the footpath through to Memorial Park and to the wider amenity of the area were undertaken alongside the construction of the new bus interchange. One criticism, however, is that the route from the bus interchange to the town centre has not been made fully accessible, especially for those with vision impairment, and therefore makes a journey into town difficult and unsafe. Another key element of the HSHAZ project that was

intended to help make the town centre more accessible is wayfinding and signage, but as this was only recently installed it is too early to assess its impact.

“There’s much more space for pedestrians. The new travel hub has removed buses and congestion from the Market Place, along with the removal of the majority of traffic from the town centre. There’s a good provision of cycle parking.”

-Impact Survey

“People aren’t aware of what is HSHAZ and what isn’t... the rest of the surrounding area isn’t safe. All of these things need to be glued together with the facilities that enable you to get there. The inclusive journey part is as important as the scheme itself.”

-Stakeholder Interview

'Accessibility + Inclusivity'
continues



04 IMPACT



Accessibility + Inclusivity made the town centre more accessible for all residents through a variety of transport modes

Whether the public realm improvements have had a significant impact on the number of people coming into the town centre is difficult to say, as the quantitative data available is inconclusive, but there are some indications that there has been a small uplift in visitor numbers after the major improvements completed.

Footfall data for the Market Place is available from July 2021 until March 2024, but there is no significant period where data from all four years is available, and the most current data which compares 2022, 2023 and 2024 is only available for the months of January, February, March and April. Data comparison before works to the Market Place began (before September 2022) and after their completion (after March 2023), where data is available for 2022, 2023 and 2024, indicates:

- Footfall for the first quarter of all three years shows a very slightly higher number for 2022 but nothing significant.
- Footfall across the four months shows no discernible pattern emerging in relation to the project timeline, as footfall was the highest in March 2023 when the works were just completing (by a very slim margin compared to March 2024), and higher than March 2022, when work to Church Approach but not the Market Place had commenced.
- Overall footfall for all three years has been highest in the month of March, and highest on Thursdays, which corresponds with Market Day.
- The total number of visitors for the year to date is .2% up on 2023

Comparing footfall data per quarter for 2021, 2022 and 2023 (before and after the works) for the second half of

the year indicates:

- Visitor numbers were highest in Q3 2023. Footfall in Q4 was highest in 2021, but all three years showed very similar numbers.
- The highest numbers for Thursdays were in June and September 2023, after the works had been completed

The highest number of visitors across all four years was in June 2023, with over 150,000 visitors to the town centre. Q2 2024 was not concluded at the point of this writing, hence the much lower figure shown in the graph at right.

Looking at car park data could also indicate a more active town centre. Data is available for a four-month period (April-July) comparing the use of free car park spaces in Bank Loke Car Park in 2022 and 2023. All months showed an increase in the use of free car parking (which is available for 60 minutes) and could indicate that more people are visiting the town centre, although not necessarily that they are staying for longer periods of time. Lack of consistent enforcement also makes this difficult to quantify.

Relevant Footfall Data



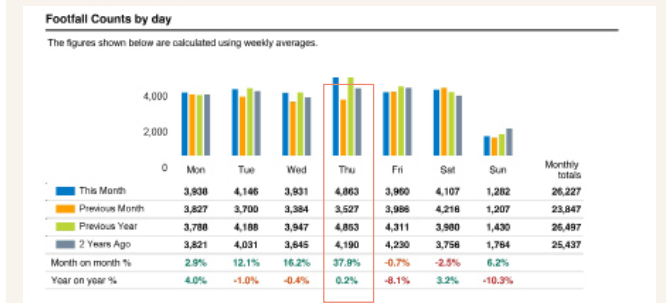
March had the highest footfall for 2022-2024, and the highest overall footfall was for June 2023.

Source: Springboard



Visitor numbers were the highest in Q3 2023. Visitor numbers for Q1 were all very similar, and overall there are no dramatic changes.

Source: Springboard



Thursdays (Market days) continue to have the highest visitor numbers of any day of the week, and March 2024 ('this month') shows higher numbers than 2023 or 2022.

Source: MRI OnLocation for Footfall Analytics, North

04 IMPACT



Historic Preservation
made the town's history more visible and relatable

As a market town with a considerable number of historic and listed buildings (and Historic England as a funding partner), making the town's history more visible and relatable was another key objective of the HSHAZ project. This was approached by interconnecting the public improvements, cultural programming and building improvement grants (BIG).

The Cultural Programme and public improvements were particularly linked, which has helped to bring the town's history to life in an appealing way. The improved public spaces created platforms for events and activities, including those with a historic element, to take place. Some of these included ghost walks which took place in and around the town centre and street art which demonstrated historic local events such as the Great Fire, the 1381 Peasants Revolt and the Ruined Tower.

Signage, interpretation (information panels telling the stories of a particular site) and artwork also play a critical role here. Research into previous shop owners and traders at Church Approach was used to create traditional painted signs on the planted path and a matching interpretation lectern has been installed at the top of the slope. Interpretation panels have also been installed in Bier Loke, which leads to St. Nicholas Church. In Black Swan Loke Garden, a community-designed mural showing historic events and attributes of North Walsham, is prominently displayed and provides an attractive focal point for the space.



Clockwise from top left: Rites of Spring Festival 2023, Bier Loke historic timeline, sign leading to Market Place, mural at Black Swan Loke Garden, Church Approach slope naming previous merchants, interpretation lectern at the top of Church Approach

'Historic Preservation' continues →

04 IMPACT



Historic Preservation
made the town's history more
visible and relatable

The Building Improvement Grant (BIG) scheme was focused on supporting the repair and restoration of historic buildings. Ten projects were granted funding, and four of these were significant historic buildings that were brought back into use. Another important Grade II listed building in the town, the Cedars, was restored through a separate workstream, and is now fully let office space. There has also been the cumulative effect of transforming a number of buildings at the bottom of Church Approach, including the Shambles Café, Hop Inn and North Kebab that have created a noticeable uplift to that corner of the town centre.

However, awareness of the work that was done could have been more widespread. When asked in the Impact Survey whether the town now better shows its history, about 25% of people responded 'not sure' for Church Approach and the Market Place, and 42% for Black Swan Loke Garden, and this was reflected in the comments as well. Similarly, there was a lack of knowledge around the BIG scheme and Cedars project in the 'Tell Us' event, which could be due in part to these buildings not being publicly accessible and much of the restoration being structural or focused on interiors.

There were also suggestions that more is needed - other key historic sites like the Town Clock and St. Nicholas Church should be highlighted, and historical facts/events such as Nelson going to school here and the town's industrial heritage in weaving should have interpretation.

Some criticism came in the form of people who felt the work in the Market Place should have been focused on restoring more historic shop fronts and creating interpretation opportunities (an early idea was to have a 'discovery and education' trail running through here), which would have been visible to a much larger audience. The selection of which stories to tell and how they are told was also raised.

The HSHAZ project has undoubtedly helped to preserve and bring to life the town's history, and many of the residents showed appreciation for what has been put in place. Historic England felt the North Walsham scheme was very successful, and compared with other HSHAZ projects in the East of England, was the largest in terms of funding and the most complex.

"It leads the eye to the market cross as it did before, but the new, brighter materials and design feels as though the council is more invested in the town and its history"

"Are you referring to some artwork mentioning boot makers as I haven't noticed anything else?"

"If more attention had been paid to the appearance of shop fronts and buildings in general, giving more maintenance and a coat of paint then the town would be showing its history a lot more."

-Impact Survey

" Just plonking some signs about the heritage isn't enough - it's boring. We can celebrate our heritage in another way and talk about other things too - Nelson and the slave trade, the swing Riots...people want to select their history."

- Stakeholder Interview

" North Walsham has done it wonderfully...it will help people who come into town go into the town centre and spend money, because one of the things it's doing here is showing that the historic environment is a sort of catalyst for regeneration, if you want it to be."

-Tony Calladine, the East of England Regional Director for Historic England

04 IMPACT



Cultural Impact
created a platform to stage
social and cultural activities

The fourth key objective of the HSHAZ project was to create a platform to stage social and cultural activities, and in conjunction with the Cultural Programme, this was certainly achieved.

Between 2022-2044, over 150 events and activities were delivered by a range of community groups or commissioned projects working with the local community. Events included creative workshops, music, dance and theatre performances, historic-themed exhibitions and photo opportunities, heritage walks, literature and poetry readings, circus skills, parades and more.

Many events were public events, held for example on market days, in public spaces and to 'passers-by'. As they were open to everyone it was effectively impossible to capture exact attendance numbers, but formal evidence and reports indicate that the Cultural Programme activity resulted in engagement with well over 5,000 people.

The programme deliberately utilised the public spaces undergoing improvement as part of the wider HSHAZ programme, with participants being asked to demonstrate how their activity or event would enliven and showcase the newly regenerated town centre. A fashion show used the Church Approach as a catwalk and a variety of activities were held in the Market Place, including performances, workshops and art exhibitions. Circus workshops and performances put on by the Foolhardy Circus involved over 1000 people, and a pop-up bookshop run by Holt Bookshop had an impressive 350 visitors. Other ongoing events such as Street Feast, run by North Walsham Town Council, North Walsham

Lights Up and Children's Day have also continued to prove popular and the general uplift to the Market Place has created a more pleasant atmosphere. The events have demonstrably created a draw and contributed to the liveliness of the town centre, made it feel more welcoming, and helped to instil more civic pride, as evidenced by the findings from Historic England's Cultural Programme Survey (at right).

While it is not possible to point to a strict correlation between footfall data and event programming as there are too many variables involved, including the weather, it is clear that there is a relationship. For example, the Cultural Programme supported the Rites of Spring Festival held over a week in May 2023, which had over 1000 attendees. Footfall for the Market Place in May 2023 was higher than the visitor numbers in May 2022.

Market days (Thursdays) also continue to see surges in visitor numbers, which has historically been the case in North Walsham and shows that activity in the town centre and not just shops or services, is a strong draw (see graph on pg. 15).

"There are more things going on in the town now. People can sit outside and socialise too."

"The new events, especially the theatre events, are a massive draw to the town."

-Impact Survey

HE Cultural Programme Survey

67%

of people are now more likely to visit their high street due to the cultural activities.

86%

of respondents now view the high street as a place where they can experience culture and arts, creating a more positive outlook on their local areas.

81%

of individuals reported a greater sense of pride in their high street and local area.

76%

of respondents found their high street and local area to be more welcoming than before.

72%

of audiences stated that the cultural activity was the main reason for their visit to the high street.

79%

attendees visited local shops, cafes, and businesses either before or after participating in a cultural program activity, indicating a positive influence on local economies.

04 IMPACT



Economic Impact
had a positive impact on
the town's economy

This final objective, of having a positive impact on the town's economy, is the most complex and the most difficult to assess because of several factors:

- Time lag: It often takes time for the full effects of regeneration efforts to materialize. Changes in economic activity, footfall, and property values may not become apparent immediately. The HSHAZ project was only formally completed in March 2024 making it difficult to assess the impact of regeneration projects in the short term.
- Complexity of factors: Multiple interconnected factors, including economic, social, environmental, and cultural aspects are involved, and therefore evaluating the impact of regeneration requires analysing a wide range of indicators, from retail sales and employment figures to community engagement and public perceptions.
- Data availability: Comprehensive and reliable data on the performance of the town centre is limited or difficult to obtain, and different datasets make it challenging to develop a complete picture.
- Baseline comparison: There is a lack of accurate data on pre-regeneration conditions, so it is difficult to determine whether observed changes are the result of regeneration efforts or other external factors, such as COVID or the recession.
- External influences: Economic impact does not occur in isolation, and external influences such as changes in consumer behaviour, economic trends, and government policies can affect outcomes.

That being said, there are some conclusions that can be drawn from the engagement activities around public perception and some of the quantitative data available.

The makeup of the businesses within the town centre is slowly changing towards being more service and leisure-oriented, rather than purely retail-oriented, which reflects trends in high streets across the country and is where there is longer-term economic viability. Some business owners and townspeople feel strongly that this change has been detrimental, and certainly to those businesses who have had to close their doors or are making less money. This group, which has been especially active and critical on social media, attribute this primarily to the removal of short-term parking spaces in front of shops and buses no longer going through the town centre, an approach to traffic regulation that was designed to make the town centre more pedestrian friendly.

There has been an increase of one more vacant business unit after the works were completed, (Source: North Norfolk District Council (2024) Business Rates, Internal Dataset), but this could be due to many factors beyond parking availability, including shifts to online shopping, rising operating costs and economic downturns, and changing consumer preferences. A certain degree of business turnover would also be anticipated for a variety of reasons such as retirement, change in circumstances, etc.

A number of new businesses, including Coffeesmiths, Urban Bites and Morrisons have chosen to invest in the town both during and since the works, suggestive of some degree of business confidence.

“Some places have closed but we have more café businesses than we did before and that’s the way high streets are changing. Some people don’t like it because that’s not the way they were 30 years ago.”

- Stakeholder interview

“There are conflicting reports. A number of shops have closed and lots in the town put that down to the changes, however, COVID and COL crisis are probably bigger contributors. Whenever I have been into town, it’s very lovely.”

- Impact Survey

“Again fanfare over quality. Before a town becomes ‘pretty’ and gentrified, surely the economic stability of the town should have been addressed. Prettiness grows old and fades but stability and economy does not.”

“I knew it was nonsense right from the beginning. All the shops are closing and there’s less footfall. We need more traffic and parking in the centre – that’s what makes it lively. Now it’s silent.”

- Tell Us Event

‘Economic Impact’ continues →

04 IMPACT



Economic Impact had a positive impact on the town's economy

Many other residents and visitors, however, agree this shift towards a more diverse offering including restaurants and cafes, community organisations and cultural and leisure facilities is a positive indicator for the town's future. They believe it is a good basis on which to build on, but that there is much continued work to be done to market North Walsham and make it a destination like some of its neighbours.

The refurbishment of the Cedars building, including an upgrade to fibre broadband, has enabled new kinds of businesses to set up in the town centre. A firm of AI and IT consultants, with a large base of remote staff, is expanding from neighbouring premises and could be a significant local business player, encouraging more in the sector to relocate to the New Road area.

As noted in the Accessibility+Inclusivity section on pg. 15, the recent improvements have not yet shown either a detrimental or observed significant uplift in footfall, appreciating it is very early after the completion of the project to make an assessment and there are various previously mentioned factors at play.

The results of Historic England's Cultural Programme Survey, however, make a case for events being not only a draw for people but that they are also more likely to linger and visit places in the town centre before or after. The data indicates that cultural activities are serving as a driving force behind increased footfall to local businesses, so more could be made of this.

"There's a real job [for the Town Council] now that we've got a much better environment in the town centre to encourage and stimulate new businesses and activities. They can influence how the town is marketed, improve and encourage new businesses and shops but these need to be of a different type. We need much more of a café culture, which will come, although at the moment footfall everywhere is down as there isn't spending power."

"The town offers more events than in previous years (feast in the street a prime example) and the Thursday market does well, but the existing problems of a modern era are not going to go away. Pop up stalls and shops are extremely popular in busier cities, having an opportunity for short term leases for shops to offer something like this could be something to look into."

-Impact Survey

"I absolutely feel hopeful though - there are lots more people lingering in the town centre, it's busier. We've created the landscape for the sustainability of businesses but it's down to businesses to see

-Stakeholder Interviews

"[The Cultural Programme] It was also about bringing people into the town and them spending time here. They were popping into shops, like the coffee shop or the bakery or the market to buy fruit and veg...it really encouraged them to stay in the town and shop in the town. If we can keep people in the town for longer, it benefits everyone".

-Cultural Programme participant

04 IMPACT

Community Engagement

Beyond the key objectives, there was a stated intention and commitment to engage and communicate with the local community throughout the project and as widely as possible to ensure there was buy-in and a sense of ownership. Some workstreams, like the Public Improvements and Cultural Programme, naturally required more engagement, and delivered on this, while there was less awareness about other schemes like the BIG and Cedars refurbishment.

Throughout the project there was continual communications and community engagement activity. These included regular public updates and blogs, posted communications material, HAZ Facebook updates, ongoing discussions with property owners, businesses, and organisations likely to be most affected by works under way or planned.

In 2021, there was extensive public consultation on the public realm improvements, with two significant consultation periods (June-July and September-October) to share the design and highways proposals, invite feedback and to inform the next stages. Engagement activities included a digital platform called Social Pinpoint, traveling exhibitions, face-to-face sessions with key stakeholder groups including the business community, virtual presentations, and several surveys. Overall, the project team spoke with around 700 people and the various surveys received around 650 responses. Further consultation in 2023 included stakeholder workshops to develop plans for Black Swan Loke Gardens.

The concurrent Cultural Programme, where the majority of events were open to everyone, involved the

community by its very nature; all activities and events were delivered by, or in collaboration with, community groups, with an estimated 5,000 people participating.

Other key milestones in the project were also marked by public events. A concert and dance event at the Market Cross in May 2023 celebrated the completion of works in the Marketplace, an open house for the Cedars in July 2023 attracted over 100 visitors, and Black Swan Loke Garden was officially opened with a small ceremony in March 2024.

Progress and milestones were regularly updated on the NNDC HSHAZ facebook page and a dedicated communications resource worked to ensure coverage of events and the development of the project in local media outlets. The HSHAZ project team also had regular engagement with the Big Bash event, Paston College, NW High School, NW Junior School, Youth Council, NW Town Council, Health Centre (Healthier NW) and UEA and numerous community and cultural groups with connections to the town.

This indicates good levels of awareness and participation from the local community, and there was positive feedback on the level and reach of communication and engagement. About 60% of respondents at the engagement events said they felt there was enough opportunity to provide input and the project reflected community needs and aspirations. Despite this, however, it appears more could have been done. Only about 50% of respondents in the impact survey said they felt they knew enough about the project when it was being planned and delivered, and sufficiently informed when the improvement works were

being undertaken. Communication about the works in the Marketplace, especially, were pointed to as being unclear and confusing. There was also the perception from a small group who felt that their feedback either was not listened to, or that the outcomes had already been decided by NNDC.

“[The project team] brought a lot of the community together who might not otherwise have spent much time in town or gotten involved with each other, even school groups and Paston College, which haven’t been known for their community involvement.”

“Community engagement has gone as well as it can do, but communication is a constant battle - you will always get those people who manage not to see anything, and in my experience it’s because they don’t want to.”

“There was a lack of information and project updates in-between. It would have been nice to have that more apparent in the high street so people could see what was coming next. There wasn’t a central point for people to understand what was going on except for social media, which then devalued the information.”

-Stakeholder Interviews

04 IMPACT

Key Public Realm sites before and after the improvement works



Market Place before



Market Place after



Black Swan Loke Garden before



Black Swan Loke Garden after



Church Approach before



Church Approach after



Cedars before (exterior)



Cedars after (exterior)



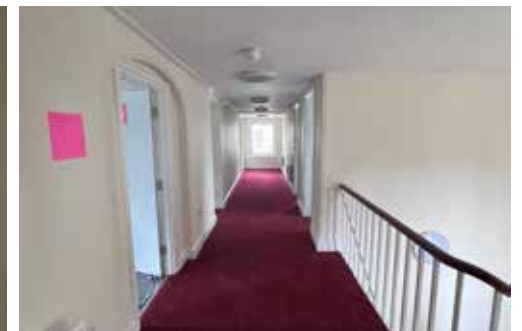
Church Approach before



Church Approach after



Cedars before (interior)



Cedars after (interior)

04 IMPACT

BIG participants before and after the improvement works



Shambles Cafe before



Shambles Cafe after



39 Market Place before (rear view)



39 Market Place after (rear view)



North Kebab Shop before



North Kebab Shop after



Phoenix Building (Barclays Bank) before (exterior)



Phoenix Building after (interior)



Chubby Panda Restaurant before



Chubby Panda Restaurant after



8 Kings Arms St before



8 Kings Arms St after

05

WORKSTREAMS

An overview of each of the five key workstreams, and their successes and challenges.

Page 64



05 WORKSTREAMS

“The town had been declining from the 70’s, and had lost its pride in its centre, which had led to an unwarranted reputational problem. The important thing was not just physical improvements, although there was concern about the physical fabric of the town, but to work in tandem with the cultural side. There is a very vibrant culture in the town that needed to be brought to attention.”

-Stakeholder interview

The HSHAZ project should be viewed as a holistic programme, but was made up of five distinct but interlinked workstreams. This section summarises the successes and challenges of each one:



Page 65

Public Realm Improvements (Placemaking)



Building Improvement Grants Scheme



Cedars Historic Building Restoration



Cultural Programme



Wayfinding + Interpretation



Public Realm Improvements (Placemaking)

In 2021, a comprehensive town centre masterplan was created which outlined a number of potential projects to improve the public realm. Taking into consideration the project’s focus on built heritage and initial community engagement, it was decided to focus on four key areas: the Marketplace, Church Approach/Shambles Terrace, Black Swan Loke Garden and three lokes – Bank Loke, Black Swan Loke and Bier Loke, which were all key elements of or gateways into the town centre.

The predominant view is that these spaces look more attractive and are nicer to be in, which has also led to people reporting they spend more time when they visit. Feedback on Church Approach/Shambles Terrace and Black Swan Loke Garden were especially positive, even from those who were not in favour of some of the other elements of the scheme. In the Impact Survey, 58% said they thought the town looked better than before, and about 75% said they thought Church Approach and Black Swan Loke Garden were more attractive. Visitors to the ‘Tell Us’ engagement event felt these areas had been made more vibrant and appealing, and that they would spend more time in them, although the need to maintain the planting and tidiness of these spaces was felt to be integral to this. 71% said they would spend more time here now. Those who felt it was not more accessible or safe pointed out fluctuating curb heights as trip hazards and the fact that many cars do not seem to be obeying the traffic control regulations.

The Marketplace, where pavements have been widened and the majority of through-traffic restricted to after 4pm, now has public seating and several cafes where patrons can sit outside. A number of events held through the Cultural Programme have shown that

it can also function as a platform for activities and performances, drawing crowds and encouraging people to linger and interact with each other. It is too early to place much emphasis on footfall data, as previously noted, but there is a general perception that it is busier. Those running the market appreciate that it looks nicer and has better facilities with easier access to power, but one criticism is that the area for stalls has been reduced. Though the market managers and Town Council were consulted, it was not until the works were nearly complete that they realised the pedestrian areas are barred to vehicles, which has created some difficulty in where market stalls can be placed and impacted other events like the Street Feast food festival, where many of the stalls are actually vehicles (i.e. food trucks or horse boxes).

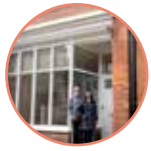
While the reduction in traffic has generally made it safer for the majority of able-bodied pedestrians, some older residents and those with disabilities have found it harder to navigate and report trips and falls. There are also reports of vehicles not observing the restrictions and driving through at all hours, which is difficult to enforce.

“Almost without exception what has been done is much better. Everything works so much better than it did – spaces that have been created for people to sit, to experience events. Overall it’s just a nicer space to be in.”

“There are still lots of vehicles driving through and the signage isn’t terribly clear or visible. But only the police can really enforce this and they can’t be there all of the time.”

-Stakeholder Interviews

05 WORKSTREAMS



Building Improvement Grants Scheme

The objective of this scheme was to contribute to the rejuvenation of the historic high street by offering grants, with match funding from owners, to support the repair and restoration of historic buildings and bring vacant floor space back into use. After significant effort from the HSHAZ team to engage business owners, a total of 32 'expressions of interest' were received, out of which 10 were eventually granted funding, with work ranging from repairing roofs to reinstating architectural features and converting buildings into new uses. The scheme was led and managed by NNDC who appointed a conservation architect and Quantity Surveyor (a requirement from the funders) to provide expert advice to applicants and provided professional sign off on the work. With the support of the HSHAZ team, they administered the works with contractors and owners.

The scheme delivered on its objectives, including bringing four significant historic buildings in the town back into use. Owners and businesses in North Walsham have been made aware of the potential for conservation-led restoration of their properties. Some of the grants were towards studies, surveys, project development and planning assistance which may not have resulted in full projects, but were useful to owners in preparing their own works, some of which are now starting independently. Others have been inspired by the work on shop fronts to upgrade their own premises themselves, but were able to use the help they were given through the 'expression of interest' part of the process. One business, is continuing repair and conservation work, and has recently taken over a closed historic pub which is being restored and will open as a wine and craft ale bar.

The key challenges for this workstream were around process and delivery. The guidance from Historic England was not detailed or clear enough, and a lot of time was spent trying to create a clear and streamlined approach. There was also a lack of flexibility from Historic England on how proposals could be delivered. A skills deficit in conservation meant the architects were lucky to engage the contractors on the timescales required and ensure works could be prioritised in line with the funding deadliness and restrictions around various elements of the work.

Many of the applicants had little or no experience in participating in a scheme like this, and so there was nervousness around making the required commitment to provide match funding and manage their own projects, added to which there was often a disconnect between landlords and tenants. For the architects, this made managing expectations difficult, and said that a 'dummies guide' construction projects and the funding milestones would have proved invaluable for informing clients on the timescales and processes that they should expect.

One participant also said he thought more should have been spent on making the town's history more visible, through features like giving shop fronts canopies and installing a brass timeline in the Marketplace, for example. Despite this, public sentiment appears to be broadly supportive, with the majority of respondents from the 'Tell Me' event saying the scheme made the town centre more appealing to visit.

"There were some issues with negative perception around the wider HSHAZ within the town which made progressing some schemes difficult and led to some applicants withdrawing...we found negotiating the balance between encouraging application and cautioning the availability of funds and fund priorities a challenge throughout the scheme."

-Hannah Wooler, MOPA [Conservation Architect]

"The HSHAZ team and architects were great, but the process was horrendous. In hindsight we wouldn't have done it - we would have just done it on our own. We wouldn't have gone to the same extent as we don't have the same [conservation] standard as HE, but we didn't get a better product because of the grant."

-BIG scheme participant

"The improvements have made the town more appealing."

"Money was spent that most of the community won't feel the benefit of."

-Tell Us' Event

05 WORKSTREAMS



Cedars Historic Building Restoration

The Cedars is a Grade II listed building that sits at a principle gateway to the town centre and is visually and historically important. Following a long period of vacancy and disrepair, the main objective for its inclusion in the HSHAZ project was to prevent further deterioration and enable its adaptation to public use.

The building is now fully let to a range of tenants including a financial services firm, North Walsham Town Council, Norfolk County Council Registration Office and a firm of AI and IT consultants. This firm, with a large base of remote staff, is expanding from nearby premises and could be a significant local business player, encouraging more firms in this sector to relocate.

The journey to get to this end result had significant challenges, which included cost increases, contractor availability and changes to the original plans. The implementation of the scheme was delayed by the original contractor going into liquidation, which also added significantly to the cost of the refurbishment works. Another challenge was deciding on, and then attracting, the right tenants

Like the BIG scheme, the wider public seems broadly to either not be aware of, or affected by, the refurbishment, but those who were made aware of it at the 'Tell Us' event were supportive of the upgrades.

“It took longer than hoped, and it’s a hard building to get utilised - you had to get a multiplicity of tenants in. The discussions to get people involved were long and frustrating...There was also lots of demand for charity spaces, but post-COVID they don’t have the money to spend on rent that they used to.”

“What was done was impressive but it wasn’t planned to take 18 months. The other issue was future tenants – it reached a point where there was a lot of support for a pub there, which wasn’t appropriate as this was a community space.”

-Stakeholder Interviews

“This was embarrassingly dilapidated. Now it’s beautiful.”

-‘Tell Us’ Event

05 WORKSTREAMS



Cultural Programme

The Cultural Programme was designed to work in concert with the improvements to physical spaces by allowing people to use the town centre in a new way, help improve perceptions of the high street and its heritage and enhance the local character of the high street. The programme was originally designed to start in April 2020 but was delayed and hindered by the COVID-19 pandemic. Most businesses were shut and well-established community groups and organisations in the town were either not functioning or trying to establish an online offering. The original application was for a total of £224,000. After an initial delay an award was made of £90,000 and a start date of April 2021 was agreed.

After a slow start and difficulty galvanising interest and commitment, the appointment of a project manager in early 2022 enabled the design and delivery of a rich and varied programme of events that also followed a streamlined proposal process that could be easily replicated or continued. From a standing start with nothing in place originally, over the next two years, nearly 5000 people took part in over 150 events and activities, all delivered by a range of community groups or commissioned projects working with the community. Events included creative workshops, music, dance and theatre performances, historic-themed exhibitions and photo opportunities, heritage walks, literature and poetry readings, circus skills, parades and more.

The Cultural Programme intentionally utilised the public spaces undergoing improvement as part of the wider HSHAZ programme, with participants being asked to demonstrate how their activity or event would enliven and showcase the newly regenerated town centre.

Events such as a fashion show which used the Church Approach as a catwalk and historic circus workshops in the newly created space in the Market Place challenged perceptions about how the town centre could be used and created a draw for people. Other events had strong connections to the town's history, including the Sir William Paston exhibition, Ghost Walks and street art which demonstrated key historic events such as the Great Fire, The 1381 Peasants Revolt and the Ruined tower.

The Historic England survey on the Cultural Programme had overwhelmingly positive results, with the majority of participants reporting that they felt more connected to their community and greater pride in the town, as well as saying it shifted their perception of the high street as a place where they can experience culture and arts, creating a more positive outlook on their local areas. More results can be seen on pg. 18.

Even such a successful scheme, however, was not without significant challenges, especially regarding accessibility. Communication with groups and engagement was difficult as many were not online, so new distribution networks for printed materials needed to be established and collateral created. A few events that were held in historic buildings, which aren't always accessible, meant some people couldn't attend, but where this was known ahead of time the organisers tried to address this, for example through the loan of a ramp from a mobility shop. Another way the programme tried to be accessible was by making events free, but this had the unforeseen consequence of resulting in low or non-attendance for some performances as participants were less committed.

Many events were sold out and oversubscribed, but perhaps more could have done to create awareness around of the programme to a wider audience. At the 'Tell Us' engagement event, admittedly a select group, some people reported low participation and awareness of whether or how the programme connected people and the town. Overall, however, it appears that the programme gained momentum as it went on, with more people attending events like the Britten Symphonia concerts than at the start, for example.

The Cultural Programme undoubtedly brought more people to the town centre and had a positive impact on those who participated in the events either as performers or spectators. There seems to be a desire for a similar programme to continue, with all respondents at the 'Tell Me' event unanimously saying 'yes' to this suggestion, but it will need to have strong leadership, follow a selection process that is easy to understand and implement, and engage a diverse audience.

"It ticked a lot of boxes - new skills, community atmosphere, bringing people together who didn't know each other. It opened up some interesting dialogues. I didn't realise how much I was going to enjoy it. It was a privilege to be a part of it."

-Cultural Programme participant

"It needed better, further-reaching publicity. We would have been more involved if we'd heard about things."

-Tell Us' Event

05 WORKSTREAMS



Wayfinding + Interpretation

The wayfinding scheme, which includes signage and interpretation panels at focal points in the town, was designed to enhance the experience of visitors to the town centre, and build a greater sense of civic pride in North Walsham's history. The initial designs by design studio Momentum Wayshowing included a wider wayfinding and signage scheme for the town, but this was ultimately excluded because of costs and timing. Instead, the focus was on developing and installing signage and interpretation for Black Swan, Bank and Bier Lokes and at Church Approach. Research into previous shop owners and traders at Church Approach was used to create traditional painted signs on the painted path and a matching interpretation lectern at the top of the slope. A timeline of the town's key historical moments was installed at Bier Loke, and the mosaic in Black Swan Loke Garden also speaks to the town's history and identity.

As the installation has just been completed, there has not been the opportunity to get public feedback, but from a project team perspective it has been a mixed success. Wayfinding was originally part of public realm discussions but not delivered as part of that workstream and therefore relied on a limited budget and scope in a separate workstream, implemented after placemaking had finished. The project team felt this would have done better as an integrated part of the public realm improvements. The limited budget also meant that the focus was quite narrow, and currently doesn't support people on complete journeys into and through the town centre. This was echoed by the designers, who although very pleased with the outcome, felt this was a missed opportunity.

"For us, what we've tackled is a piece of the puzzle and we'd love to come back and complete the rest of it. A key part is directional signage around North Walsham, improving journeys from the train station all the way to the town centre. There are also other opportunities that are on the interpretation side and more art-focused, in a kind of street art, visual way."

-Nathan Farquahar, Momentum Wayshowing



06 LEGACY

Recommendations on what
needs to happen now to build
on the work and investment that
has gone into the project.

Page 70



06 LEGACY

One of the most critical next steps is to share the successes and lessons learned from this project to create greater awareness of what was achieved, acknowledge what could have been done better, and how this could be built upon.

To capitalise on the investment made, the following should be considered by local organisations that have a role in the future vitality and viability of the town centre:

“[We should be] showcasing the project - writing about it, making a film! The best legacy is to produce something which tells the story of the project in all of its dimensions and speaks to multiple audiences. We have 12000 people who live around here - we should draw them into town.”

-Stakeholder Interviews



Environmental Impact



Accessibility + Inclusivity



Historic Preservation



Cultural Impact



Economic Impact

Page 71

The maintenance and upkeep of the improved public spaces is critical to their continued use and attractiveness.

- Create a plan with clear ownership and responsibility for the Market Place, Church Approach and Black Swan Loke Garden, including the planting and landscaping
- Consider applying for funding to deliver some of the other projects identified in the town centre Masterplan

Communicate how hazard concerns have been addressed and make it safer for all users.

- Share more widely the results of the recently undertaken Stage 3 Safety Audit and subsequent remedial action taken
- Consult with an accessibility focus group (this could include for example, a walk around with simulation glasses that mimic visual impairment)
- Create a strategy for making journeys across the town more inclusive

Continue the conservation efforts of the BIG and continue telling stories about the town's unique history.

- Provide advisory services to local businesses and historic building owners who may want to restore their buildings
- Invest in low-cost but effective visual improvements, like painting and signage, to the other shop fronts in the town centre
- Link with cultural organisations to deliver events that can share historical narratives, especially lesser known or visible ones
- Identify other interpretation opportunities in the built environment

Deliver a regular series of events and activities around the town centre.

- Build on the relationships between community groups that were built through the Cultural Programme, such as New Stages
- Establish a local cultural organisation that has funding and Council support
- Have a dedicated space within the town centre that different groups can use (like the pop-up space)

Implement a Vision and Marketing Plan to attract more visitors (local and further afield)

- Improve and diversify the offering in the town centre with attractors across various uses, including culture, leisure and entertainment, retail, health, events and activities.
- Create a local business partnership and a cohesive business plan for the town centre. Implement initiatives that support and encouragement local businesses
- Create a clear brand for the town supported by a town co-ordinator, marketing campaigns and collateral including a website and a programme of events

06 LEGACY

Lessons Learned

Reflecting on the project, below are the key takeaways from the project team and stakeholders on what to keep in mind when undertaking another project like this, and what could have been done differently.

Establish clear, measurable objectives from the start of the project and come back to them continually.

While the HSHAZ project had identified objectives and goals at the outset, they were broad and did not have measurable outputs that could be tracked before, during and after its completion.

- Have a dedicated resource and platform/tool to measure the objectives against throughout the life of a project, including audience and community feedback.
- Agree which types of data are important for the above (i.e. footfall, transportation use etc.) and have complete, reliable data sets that can be regularly updated and easily accessed.

Ensure consistent and transparent communication with the community from the early stages through to completion.

Community engagement throughout the project was inconsistent, with some workstreams and time periods having more engagement than others. Negative press was also an issue.

- Have a dedicated Comms resource throughout.
- Have one key information source/platform where people can get reliable updates, like Social Pinpoint, and also consider something physical and centrally visible. Update these regularly.
- Social media can be effective, but also enable negative conversations. Have a strategy and respond to 'negative noise' with positive voices and project champions. Take the press on the journey with you.

Allow for flexibility in plans to adapt to unforeseen challenges and adopt phased implementation.

Significant challenges like the COVID-19 pandemic, funding constraints, and scope changes majorly impacted timelines and budgets. But a resilient team brought in significant additional funding and delivered the project on time and budget

- Ensure contingency plans and mitigation of identified risks are explicit.
- Be alive to additional funding sources and opportunities for more cost-effective implementation methods (Value Engineering).
- Be clear on objectives and deliverables. Ensure any changes are communicated well and sufficiently resourced.
- Be prepared to make further adjustments based on real-time data and feedback

Recognise the interdependencies of a programme as broad as this, within the Council and with partners.

Corporate buy-in across the Council and close relationships with local stakeholders are essential to successful implementation. Maintaining that unity in the face of opposing voices from some local businesses was challenging.

- Form advocacy groups of influential community members who can champion the project
- Highlight how this will deliver tangible economic and social benefits and align with the Council's broader goals
- Have a cohesive town centre business plan that local business owners sign up to and that demonstrates clear benefits/support for them.

Ensure sufficient resources exist within the wider project team (including trusted consultants) to deliver all aspects of the project.

The project team was strong and committed, but they were often overstretched. Resource restrictions, local pressures and consultant capacity caused tension in the latter stages of the Placemaking workstream.

- Ensure there are enough resources within the project team to deliver it
- Consider recruiting or co-opting specialist services/knowledge into the project team to reduce dependence on consultants and have more control
- Establish clear responsibilities for ownership and decision-making

2023/24 Outturn Report	
Executive Summary	<p>This report presents the provisional outturn position for the 2023/24 financial year for revenue, capital and reserves.</p> <p>Section 2 provides a summary of the key points with the subsequent sections providing more details around the reasons for the year end outturn position for both revenue and capital.</p> <p>The report also includes recommendations that provide funding for ongoing commitments and future projects.</p>
Options considered.	None - This is a factual report of the financial year end position for 2023/24.
Consultation(s)	None – This is a factual report of the financial year end position for 2023/24.
Recommendations	<p>Members are asked to consider the report and recommend the following to full Council:</p> <p>a) The provisional outturn position for the General Fund revenue account for 2023/24 (as shown in Appendix A);</p> <p>b) The transfers to and from reserves as detailed within the report (and Appendix C) along with the corresponding updates to the 2024/25 budget;</p> <p>c) The deficit of £0.937m relating to service overspends be funded from the General Reserve (£0.737m) and the Treasury Management Reserve (£0.200m);</p> <p>d) The balance on the General Reserve of £2.148m</p> <p>d) The surplus of £2.1m relating to retained business rates be transferred to the Business Rates Reserve;</p> <p>e) The financing of the 2023/24 capital programme as detailed within the report and at Appendix D.</p> <p>f) The updated capital programme for 2024/25 to 2026/27 and scheme financing as outlined within the report and detailed at Appendix E;</p> <p>g) The roll-forward requests as shown in paragraph 5.5.</p> <p>h) Approval of additional funding to cover capital project overspends of £0.429k as detailed in paragraph 6.7.</p>
Reasons for recommendations	To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2023/24. Also to provide a draft opening position for the financial year 2024/25.
Background papers	Budget report, Budget Monitoring reports, NNDR3 return

Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley Director of Resources Tina.Stankley@north-norfolk.gov.uk 01263 516439

Links to key documents:	
Corporate Plan:	Financial Sustainability and Growth
Medium Term Financial Strategy (MTFS)	The outturn position will have an impact on the Reserve Balances, which will become the updated 2024/25 opening balances for the MTFS
Council Policies & Strategies	

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	
Details of any previous decision(s) on this matter	Budget Report – Approved by Full Council on 22 February 2023. Budget Monitoring Period 4 – Taken to Full Council on 20 September 2023 Budget Monitoring Period 6 – Taken to Full Council on 22 November 2023 Budget Monitoring Period 10 – Taken to Cabinet on 11 March 2023

1. Purpose of the report

- 1.1 This report presents the draft outturn position for the 2023/24 financial year for revenue, capital and reserves along with details and explanations for any variances from the Balanced Budget that was approved by full Council on 22 February 2023.

2. Key points

- 2.1 A balanced budget was approved by full Council in February 2023. Budget monitoring reporting to Members during the year has shown a worsening deficit position as we advanced through the year. The Period 10 budget monitoring report (presented to Cabinet on 11 March 2024) forecast a £0.986m deficit position at the year-end. The actual position is a deficit of £0.937m.

2.2 Below is a table that shows the draft outturn position and compares it with that forecast in the Period 10 Budget Monitoring report.

	2023/24 Base Budget £'m	2023/24 Updated Budget £'m	2023/24 Outturn £'m	2023/24 Outturn Variance £'m
Net Cost of Services (Income & expenditure relating to providing services)	24.346	24.458	23.399	(1.059)
Net Operating Expenditure (includes all Council income and expenditure)	22.859	22.988	21.962	(1.026)
Less use of Reserves to fund expenditure	(4.910)	(5.039)	(0.996)	4.043
Amount to be met from Government Grant and Local Taxpayers	17.949	17.949	20.966	3.017
Income from Government Grant and Taxpayers	(17.949)	(17.949)	(20.029)	(2.081)
(Surplus)/Deficit	0.000	0.000	0.937	0.937

2.3 The table above shows that the actual net expenditure was less than the budget and the income from grants and taxpayers was higher than forecast which has resulted in there being far less use of reserves required than budgeted for and that overall, this gives a net deficit of £0.937m which is in line with that forecast at Period 10 (£0.986m).

2.4 For the Capital Programme the actual expenditure was for 2023/24 was £13.766m compared to an updated 2023/24 budget of £41.021m giving a total underspend of £27.255m. The main reason for this is that the coastal protection schemes which will cost c.£20m have not progressed as quickly as initially planned and there has only been c.£3.6m spend in 2023/24. With capital it is usually the case that the expenditure can simply be reprofiled without any impact. It is only an issue if there are schemes that are grant funded whereby the grant has to be spent within a given timeframe.

2.5 As the actual expenditure was below budget and income exceeded budget this has resulted in a reduction in the need to use the level of reserves that was expected when the budget was set. The actual use of reserves was £0.996m which compares favourably with the budgeted use of reserves of £5.039m.

2.6 The overall movements between the budgeted position and the outturn have resulted in a deficit of £0.937m which will need to be funded from reserves. It is proposed to use £0.200m of the Treasury Management Reserve to fund the overspend in borrowing costs (as reported in the Period 10 Budget Monitoring report) and then it is proposed to fund the remaining deficit of £0.737m from the General Fund Reserve. The Council's General Fund Reserve balance at the year-end after funding the deficit is shown below and will be slightly higher than the optimum level recommended of £2.1m. This may be subject to amendment as the 2022/23 are still being finalised.

General Fund:	£'m
Opening balance as of 1 April 2023	3.040
Approved use of the reserve	(0.155)
Closing balance before use to fund the deficit	2.885
Use of reserve to fund the	(0.737)
Closing balance as of 31 March 2024	2.148

- 2.7 The final key point to note is that the draft statements should have been published by the 31 May, with the 30-day public inspection commencing after that. Whilst the Finance Team, with support from services throughout the authority, have worked hard and made every effort to meet this deadline it has not been possible. This is due to the need to complete of the 2022/23 accounts so that an accurate opening balance can be used in the 2023/24 accounts. It is planned to have the 2023/24 accounts audited in October so that the Governance, Risk and Audit Committee can sign the accounts off at its meeting in December 2024. A notice has been published on the Council's website to inform readers about the delay.

3. Revenue Account – Outturn 2023/24

- 3.1 The revenue account position for the year shows a year-end deficit of £0.937m. This is after allowing for transfers to Earmarked Reserves for current and known commitments.
- 3.2 Table 1 shows the main variances across the standard expenditure headings which comprise the Net Cost of Services. Details of the variances at the service level are provided at section 4.

Table 1

2022/23 Subjective Analysis	2022/23 Updated Budget	2022/23 Outturn	Variance	
	£000	£000	£000	%
Employee Costs	14,652	16,973	2,321	15.8
Premises	3,397	4,349	952	28.0
Transport Related Expenditure	312	300	(13)	(4.2)
Supplies & Services	12,078	12,348	270	2.2
Transfer Payments	19,848	19,424	(423)	(2.1)
Capital Financing Costs	4,134	2,457	(1,677)	(40.57)
Income	(32,328)	(35,586)	(3,257)	10.1
Total cost of services	21,697	19,956	(1,741)	(8.0)

Costs by type	2023/24 Updated Budget	2023/24 Outturn	2023/24 Outturn Variance	
	£'m	£'m	£'m	%
A Employee Costs	16.422	15.042	(1.380)	-8.4%
B Premises	3.860	4.067	0.207	5.4%
C Transport Related Expenditure	0.310	0.279	(0.031)	-10.0%
D Supplies and Services	13.793	14.751	0.958	6.9%
E Transfer Payment	17.078	19.608	2.530	14.8%
F Capital Financing Costs	4.134	4.253	0.119	2.9%
G Income	(31.139)	(34.601)	(3.462)	11.1%
Net Cost of Service	24.458	23.399	(1.059)	-4.3%

3.3 The reasons for some of the movements included in the summary above are as follows, further details are included at section 4:

A) Employee Costs – Favourable variance (underspend) on employee costs of (£1.380m), most of this variance (£0.978m) are savings arising from vacant posts, around (£0.600m) of which are temporary posts funded from earmarked reserves.

An adjustment of (£0.423m) has been made in relation to the current service costs on the Local Government Pension Scheme. This is a technical adjustment that is made in the accounts to comply with Accounting Standards. It reflects the difference between the cash contributions the Council has made into the Pension Fund during the year and the value of pensions accumulated in the year calculated by the actuary. As these additional costs are reversed out under net operating expenditure, they have no bottom-line impact on the revenue outturn position although the increase is reflected in long term liabilities on the Balance Sheet.

A further saving of (£82k) has been made across the council's training budgets.

£94k adverse variance as the actual amount of employee time (and thus costs) charged to capital projects was less than the budgeted amount.

B) Premises – The more significant areas of the £0.207m overspend were

- a. £52k on additional Sea Defences expenditure, however this is to be funded from the coastal protection reserve.
- b. £66k on higher than anticipated grounds maintenance costs including emergency tree works.
- c. £94k premises running costs, being an overspend of £0.114m for energy costs and an overspend of £30k for contract cleaning, partially offset by a (£42k) saving in business rates.

C) Transport – Savings in mileage claims and vehicle insurance have been offset by higher fuel costs giving an overall net underspend of £31k.

D) Supplies and Services – The overall £0.958m overspend relates to

- a. net overspend of £0.433m on increased Bed and Breakfast costs (largely offset by Housing benefit and client contributions)
- b. overspends of £26k Postage costs and annual billing, £62k Computer software and hardware purchases offset by a reduction in maintenance costs.
- c. overspend of £80k for provision for enforcement costs.
- d. overspend of £55k for consultancy fees for specialist advice
- e. overspend of £0.190m on agency staff costs incurred covering vacant posts (offset by employee savings)
- f. underspend of (£0.923m) on professional fees, planned expenditure on the local plan, conservation appraisals and environmental sustainability works which have been offset by reduced contributions from earmarked reserves.
- g. Additional £0.351m Waste and Cleansing contract costs relating to 2022/23.
- h. £0.595m Contributions to Norfolk County Council and East Anglia LEP in respect of designated area enterprise zones, part of the NNDR3 return and funded from business rate receipts.
- i. Grant expenditure, savings of (£0.169m) on Sustainable Communities grants offset by reduced reserve funding, which was partly offset UK prosperity fund grant allocations for Sustainable Communities grants.
- j. Increased Insurance premiums totalling £31k
- k. (£14k) reduction in the provision for bad and doubtful debts.

E) Transfer Payments – The overspend relates to the total of amount of housing benefits paid out in 2023/24 being higher than anticipated. However, this is offset by a reduction in Subsidy received from the Department for works and Pensions (DWP).

F) Capital Financing Costs – The current General Fund position excludes the final capital adjustments; these do not have an impact of the Councils final outturn revenue position as they are reversed out.

G) Income – The favourable variance of (£3.462m) relates to various underspends offset by some areas of overspend.

- a. £0.120m Council Tax administration grant now part of Revenue Support Grant (RSG)
- b. (£0.385m) Other recoverable charges relating to benefit overpayment debt and (£0.453m) temporary accommodation costs.
- c. Service income including a shortfall of £0.379m in Planning, Building Control and Land charge income; higher levels of Car park income than budgeted for (£0.398m); surplus licencing income (£44k) which has been earmarked for service improvements.
- d. (£0.151m) Windfall VAT income successfully recovered from HMRC relating to an historic Leisure Centre case.
- e. Additional Waste and recycling income (£0.783m) including performance failure deduction £0.573m which has been set aside in an Innovation Fund and used for future cost pressure payments.
- f. (£1,488m) increased Housing Benefit Subsidy income – this increase in subsidy grant relates to an increase in subsidy

payment volume (see point F 'Transfer Payments' above). However, as there is a cap or maximum amount that can be claimed in subsidy for costs of temporary accommodation there was a substantial shortfall of £1.03m in income.

4. Revenue Account – Detailed Commentary for Services for 2023/24

- 4.1 This section of the report reviews and highlights the more significant budget variances that have occurred at service level. Further details can be found in Appendix B.
- 4.2 Accounting standards require several notional charges to be made to service accounts e.g., capital charges, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they don't have an impact on the surplus or deficit for the year, they are included for reporting purposes. Appendix A shows the overall revenue position including these notional charges; however, to assist reporting and explaining 'real cash' variances, Table 2 below provides a summary of the position excluding these notional charges.

Table 2

2023/24 Revenue Account Excluding Notional Charges	Updated Budget £'m	Outturn £'m	Variance £'m
Service Area:			
Corporate	0.466	0.550	0.084
Communities	10.491	8.917	(1.574)
Place and Climate Change	5.316	5.144	(0.173)
Resources	4.316	5.112	0.796
Net Cost of Services	20.589	19.722	(0.867)
Parish Precepts	2.875	2.875	0.000
Net Interest Receivable/Payable	(1.533)	(1.111)	0.422
MRP Waste Contract	0.330	0.475	0.145
Capital Financing	0.726	0.000	(0.726)
Contribution to/(from) Earmarked Reserves	(4.683)	(0.841)	3.842
Contribution to/ (from) General Reserve	(0.356)	(0.155)	0.202
Net Service Expenditure/Income to be met from Government Grant and Taxpayers	17.949	20.966	3.017
Government Grants and Council Tax	(17.949)	(20.029)	(2.081)
Net (Surplus)/Deficit for the Year	0.000	0.937	0.937

- 4.3 **Service Variances** – Table 3 below provides a brief summary for the most significant variances across the different service areas, excluding those relating to capital charges and pension costs. Further detailed variance explanations are provided in the appendices. These figures represent service variances before any additional contributions to/(from) reserves and revenue contributions to capital.

Table 3

£'000	Service and Details
Corporate	
	Human Resources & Payroll –
£27	Overspend on Other Professional Fees/specialist employment advice
	Registration Services –
£60	Additional staffing and printing/postage for the district council election partly offset by additional grant income
	Corporate Delivery Unit –
(£38)	Employee Costs, vacant posts
Communities - Leisure and Environmental Health	
	Public Protection –
£63	Overspend in employee costs some of which are offset by residual Contain Outbreak Management Funding.
(£42)	General Licensing income
(£44)	Taxi Licensing income
	Environmental Protection –
(£51)	Savings in employee Costs due to staff turnover
	Environmental Contracts –
(£38)	Employee Costs, vacant posts and maternity leave
	Parks & Open Spaces –
£34	Repairs and Maintenance
(£151)	Settlement of a refund claim of VAT overpaid on Leisure services
	Other Sports –
(£47)	Net savings from not holding the Mammoth Marathon event
	Woodland Management –
£26	Overspend on emergency tree works which had to be done offset by higher levels of car park income than anticipated
	Waste Collection and Disposal –
(£64)	Commercial disposal costs
£239	SERCO Contractor Costs
£74	Bad Debt Provision and write offs.
(£87)	Higher fee income, bulky household, garden bin & commercial waste
(£572)	Income for SERCO performance failure fees, to be set aside in an Innovation Fund and used for future cost pressure payments.
(£86)	Profit share from NEWS
	Cleansing –
£83	SERCO Contractor payments and Bad Debt Provision
Communities – People Services	
	Benefits Administration –
(£114)	Employee costs, vacant posts and secondment
(£99)	New Burdens Funding
£121	Reduced Council Tax Admin Subsidy
	Homelessness –
(£54)	Council owned temporary accommodation, R&M and running costs
£433	Bed and Breakfast, and rental deposit payments (offset by subsidy and client contributions)
(£445)	Recoverable income relating to temporary accommodation and repaid rent deposits.
	Community –
(£330)	Other Professional Fees, some of the surplus is to be transferred to the Reserve for use towards employee and homelessness costs in future years.
(£175)	Health & Community Grant Payments not allocated
£50	Health and Wellbeing Partnership income transferred to receipts in advance
Place and Climate Change – Planning	
	Development Management –
(£79)	Employee Costs, vacant posts, partly funded by reserves and training underspend partly offset by relocation costs

£142	Planning Application income
£79	Pre-Application advice income
	Planning Policy –
(£134)	Local Plan Fees underspend (reserves funded)
	Conservation, Design & Landscape –
(£119)	Employee Costs, vacant posts, partly funded by reserves
(£44)	Other Professional Fees (reserve funded)
	Building Control –
(£44)	Employee Costs, vacant posts, reserves funded
£90	Inspection income
	Planning Enforcement Team –
£89	Appeal Legal Fees
	Property Information –
£41	Search fee income
	Place and Climate Change – Economic Growth
	Economic Growth -
£106	UK Prosperity Fund spend
	Coast Protection –
£51	Sea Defence overspend, to be covered by reserves
	Environmental Strategy –
(£43)	Employee Costs due to vacant posts (reserve funded)
(£89)	Other Professional Fees (reserve funded)
	Coastal Management –
(£42)	Employee Costs, vacant posts
	Resources – Finance Assets and Legal
	Revenue Services –
(£126)	Grant income
	Benefits Subsidy –
£376	Combination of significantly higher rent allowance benefit payments (£2.2m) and some other smaller payments off set by subsidy income (£1.5m) and other additional income
	Corporate Finance –
(£14)	Savings in employee costs of £134k due to vacancies offset by costs of £120k for use of agency staff
	Investment Properties –
£100	Overspend on repairs maintenance, utilities and a small shortfall in income across our portfolio of investment properties
	Corporate & Democratic Core –
£573	Contributions New Anglia Local Enterprise Partnership funded from business rate income.
	Legal Services –
(£136)	Savings in employee costs due to vacancies
	Resources – Organisational Resources
	Car Parking –
£74	Overspend due to increased running cost e.g. repairs and maintenance, utilities
(£421)	Car park income in excess of that budgeted for.
	IT Support Services –
(£112)	(£112k) Employee Costs due to vacant posts
	Playgrounds –
£52	Overspend on Repairs and Maintenance across the playgrounds
	Cromer Pier –
(£68)	Savings on Repairs and Maintenance and Insurance Premiums
	Public Conveniences –
£90	Overspend due to increased running cost i.e. £18k for rent of toilet at Weybourne, £42k electricity and £30k cleaning
	Customer Services Corporate –
(£84)	Savings largely due to staff vacancies (£60k)
	AD Organisational Resources –
£50	Agency Fees to cover AD vacancy

Non-Service Income and Expenditure

- 4.4 The non-service income and expenditure largely relates to investment income (interest and dividends) and the cost of borrowing (interest payable). It also includes a small amount of interest from other sources e.g. interest on loans given to organisations for affordable housing schemes.
- 4.5 The budget for 2023/24 interest receivable was £1.533m, the actual income for the year was £1.552m. Slightly better interest rates than anticipated have resulted in this small favourable variance.
- 4.6 The Council has been internally borrowing (using the Council's own cash and saving on external interest costs) for some time knowing that in the future there would be a need to take the external borrowing to replenish the cash that has been used. It was hoped that this could be delayed for another year. So, when setting the budget in December 2022/January 2023 it was thought that the cashflow could be managed for the year without any need to borrow from external sources. However, the actual cashflow has not matched the forecast cashflow which has meant that during the year the Council has had to borrow for cashflow in the recent past. Borrowing interest incurred for the year totalled £0.441m.
- 4.7 It is proposed that £0.200m of the Treasury Management Reserve be used to fund the overspend in borrowing costs (as reported in the Period 10 Budget Monitoring report). Thus, leaving a deficit of £0.737m to be funded from the General Fund Reserve.
- 4.8 The full details of the Treasury Management activity and performance for the year are contained in a separate report (Treasury Management Outturn) being presented to Cabinet at this meeting.
- 4.9 Significant points to note from the report are as follows:
- The Council started the year with nine long-term Pooled Fund investments worth £22.581m. Two of these investments were called back in February 2024 to meet cashflow needs. These investments achieved a net capital gain on fair value of £610k for the Council i.e. £2.581m was originally invested and £3.191m in cash was received when called back.
 - The Council has taken a £5m loan from the PWLB for 2 years and 1 month and this will be repaid on 28 April 2025. The interest rate on this loan is fixed at 5.39%. This has in effect replenished depleting cash levels which happens when internally borrowing. Taking the loan also reduces the exposure to risk from increasing interest rates.

Retained Business Rate Income

- 4.10 The Council is a member of the Norfolk Business Rates Pool which is beneficial for all authorities within the Pool.
- 4.11 Accounting for Business Rates collection is a complex area as it involves three financial years and contributions to and from other external organisations over this time too. In addition to the normal complexities, there has been the impact of the additional COVID 19 pandemic grants to account for. The year 2023/24 was the final year affected by Central Government's

reconciliation of COVID support grants distributed to and used by local authorities, and the subsequent request for any overpayments to be repaid.

- 4.12 Since 2020/21 it has been difficult to calculate the budget for the Council's Retained Business Rates because of this. Because of the uncertainty around what the actual levels would be and the possibility of having to repay grants any surplus since 2020/21 has been transferred to the Business Rates Reserve to offset any future deficits.
- 4.13 The 2023/24 budget included Retained Business Rates Income was included at a prudent level because of uncertainty around the calculation. that was when the actual outturn is compared to the budget. The actual income level for the year was £2.1m above the budget and this will be transferred to the Business Rates Reserve. It should be noted that as the accounts are audited.
- 4.14 The Council Tax surplus for the year is £0.080m for 2023/24.

5. Reserves

- 5.1 The Council holds a General Reserve for which the recommended balance for 2023/24 is £2.1 million. The purpose of holding a General Reserve is to provide a working balance to help cushion the impact of uneven cash flows and to provide a contingency to help cushion the impact of unexpected events or emergencies.
- 5.2 The outturn position for the year ending 31 March 2024 was a net £0.937m surplus. This report recommends using £0.200m of the Treasury Management Reserve to part fund the overspend in borrowing costs (as reported in the Period 10 Budget Monitoring report) and then funding the remaining 2023/24 deficit of £0.737m from the General Reserve. This would retain the General Reserve balance at the recommended optimum level of £2.1m. This is shown in the table below.

General Fund:	£'m
Opening balance as of 1 April 2023	3.040
Approved use of the reserve	(0.155)
Closing balance before use to fund the deficit	2.885
Use of reserve to fund the	(0.737)
Closing balance as of 31 March 2024	2.148

- 5.3 In addition to the General Reserve the Council holds several Earmarked Reserves that are held to meet known or predicted liabilities. The Earmarked Reserves also provides a means at the year-end for carrying funds forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 5.4 There are several Earmarked Reserves that have balances, yet the timing of the use of the reserve is yet to be agreed. For example, the Business Rates reserve which is held to negate any negative impacts on the General fund resulting from business rates appeals awarded and year end deficits.

5.5 Section 4 of the report has highlighted several service areas where an underspend has occurred in the year and a transfer to reserves has been made to ensure funds are available to meet future spending commitments. Unlike capital budgets, underspends on revenue budgets in the year are not automatically rolled forward at the year-end where there is an annual budget provision. Where the underspend represents a grant received which has not yet been fully utilised or there has been a delay in the planned use, the unspent grant has been rolled forward. The table below gives a breakdown of the roll forwards underspends and roll forwards of unspent grants.

Service	Amount £'m	Under spend and details of request
1) Requests to roll forward service underspends.		
Community Services		
Licensing	0.044	Surplus taxi licensing fee income - earmarked for future fee setting (self-financing)
Waste & Cleansing	0.572	Serco - Performance failure deductions - "Innovation Fund"
Waste & Cleansing	0.032	NEWS - profit share income 2022/23
	0.648	
2) Unspent grants - grants received in the year that remain unspent on 31 March 2024		
Environment & Leisure		
Licensing	0.004	Pavement Licence - to offset staffing costs in 2024/25
Leisure	0.003	Together Fund - Rural Support centre (Male mental health project)
Finance, Assets & Legal		
Revenues	0.084	New Burdens Funding, to be used to recruit 2 x Apprentices and 2 different softwares.
People Services		
Housing	0.132	Homes for Ukraine funding - ringfenced
People Services	0.053	Grant funding set aside to cover future redundancy costs of temporary Housing staff
	0.275	
TOTAL	0.923	

5.6 The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. This appendix outlines the purpose of each reserve and shows the planned use over the current four-year budget period. The updated budget projections were forecasting transfers from earmarked reserves totaling £5.039m. The outturn position only required a transfer of £0.996m from reserves. The detailed movements can be found at Appendix C.

6. Capital Programme 2023/24

6.1 This section of the report presents the capital outturn position for the 2023/24 year and the financing for this, together with the updated programme for the financial years 2024/25 to 2028/29. Appendix D provides the detail of the outturn for the 2023/24 capital programme and variances prior to any adjustments to the original year budgets. The updated capital programme for 2024/25 to 2028/29, is attached at Appendix E.

6.2 The capital programme expenditure for 2023/24 was £13.766m compared to an updated 2023/24 budget of £41.021m giving an underspend of £27.255m.

6.3 This significant underspend is attributable to multiple factors. Some high value projects have not progressed as far as originally planned due to project delays, or project timelines have been reconsidered to reflect programmed delivery or to make future cost savings. Details of significant project budgets rolled forward into the 2024/25 capital programme are shown later in this report.

6.4 The total Capital Expenditure of £13.766m was funded by:

- £8.500m of grants
- £1.035m of external contributions
- £1.432m of reserve allocations
- £0.100m of revenue contributions
- £0.704m of capital receipts
- £1.995m funded from borrowing

6.5 Details of the Capital Expenditure and the Financing for 2023/24 can be found in Appendix D.

6.6 The table below shows the schemes completed in 2023/24 along with the value of unspent budget given up. Explanations of the major unspent budgets are detailed in paragraphs (a) to (j).

Capital Projects completed in 2023/24 and removed from the future capital programme:

Budget Manager		Completed Capital Projects	Unspent budget returned / (Overspent budget) £	Funding Source returned / (used)
Estates & Asset Strategy Manager		Catfield Industrial Units – Net Zero works	1,980	Asset Management Reserve
Resilience Manager	(a)	Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	Capital Receipts
Environment & Safety Manager	(b)	Waste Vehicles	37,916	Borrowing
Assets & Property Programme Manager	(c)	Public Conveniences (Fakenham & Wells) Additional retention payment of £20k is also due in 2024/25	(314,603)	Capital receipts
Assets & Property Programme Manager	(d)	Public Conveniences (Sheringham & North Walsham)	265,228	Capital receipts
Assets & Property Programme Manager		Pavilion Theatre Bar Upgrade	(36,127)	Capital receipts
Assets & Property Programme Manager		Administrative Buildings	2,286	Asset Management Reserve
Estates & Asset Strategy Manager	(e)	Collectors Cabin	24,417	Capital Receipts
Estates & Asset Strategy Manager		Fakenham Connect/Crinkle Crankle Wall	(10,815)	Capital Receipts
Estates & Asset Strategy Manager	(f)	Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	Capital Receipts
Network Manager	(g)	Members IT	25,518	Capital Receipts
Network Manager		Fire Wall Replacements	3,510	Capital Receipts
Network Manager	(h)	Refurbishment of IT Training Room	15,000	Capital Receipts
HR Manager	(i)	Recruitment Software	35,050	Capital Receipts
Network Manager		Printer Replacement	2,503	Capital Receipts
Network Manager		Network Hardware Replacement	5,234	Capital Receipts
Network Manager	(j)	Folding Machine Laminator	22,880	Capital Receipts
Total deallocated funding			180,477	

Total deallocated funding by financing source	180,477
Asset Management Reserve	4,266
Capital Receipts	138,295
Borrowing	37,916

- (a). The Replacement of Flood Gates at Cable Gap Bacton – this project has not been taken forward and so after consultation with the Council’s Civil Contingencies and Coastal teams who confirmed that it was no longer required this has been taken out of the Capital Programme.
- (b). The cost of the two additional Waste Vehicles was less than originally expected, therefore not all the borrowing funding is required.
- (c). There is a significant overspend of £315k on the Public Conveniences at Fakenham & Wells. In addition to this there is a further retention payment of £20k that is due to be paid in 2024/25 giving a total overspend of £335k to complete the scheme. Funding needs to be identified for this.
- (d) There is an underspend of £265k on the Public Conveniences at Sheringham & North Walsham. The North Walsham scheme has been completed, but a retention sum of £10k is due to be paid in 2024/25. The Sheringham scheme has not yet been completed and it is estimated that a further £100k will be needed to complete the scheme. Therefore £110k of the £265k underspend will need to be carried forward into 2024/25 and funded from capital receipts as originally planned.

This would leave a ‘spare’ capital receipt of £155k which could be used to part fund the overspend at Fakenham & Wells. This would still leave a funding gap of £159k to cover the 2023/24 overspend and £20k to cover the retention sums due to be paid in 2024/25.

- (e). The work on the Collectors Cabin is now complete, with the building now successfully being let to a tenant. No further renovation work is required on the building.
- (f). Roof repairs to the Surf Lifesaving School (Red Lion Retail Units 1 & 2, Cromer Promenade) - the budget is no longer required as the works have been completed under as part of another capital scheme (Asset Roof Replacements).
- (g). The Members IT budget is a residual budget that is no longer required.
- (h). The refurbishment of IT Training room and replacement of desktop PCs no longer needs doing as staff now have laptops which they can take along to any training sessions.
- (i). The Recruitment Software budget is a residual budget that is no longer required.
- (j). The Folding Machine Laminator is a residual budget that is no longer required.

- 6.7 There are schemes where overspends have occurred in 2023/24. Details are given in the table below along with the funding that has been identified to fund these overspends. Explanations for the overspends can be found in paragraphs (k) to (o) below.

Capital Projects overspent in 2023/24, requesting extra budget approval.

Budget Manager		Overspent Capital Projects	Overspend £	Funding Source requested
Assets & Property Programme Manager	(k)	Public Conveniences (Fakenham & Wells)	159,375	Capital Receipts
Assets & Property Programme Manager	(l)	Pavilion Theatre Bar Upgrade	36,127	Capital Receipts
Early Help and Prevention Manager	(m)	Disabled Facilities Grants	219,255	Grants
Estates & Asset Strategy Manager	(n)	Fakenham Connect /Crinkle Crankle Wall	10,815	Asset Management Reserve
Assets & Property Programme Manager	(o)	Morris Street Car Park Boundary Wall (n)	3,800	Asset Management Reserve
Total extra funding requested to finance overspends			429,372	

Total funding requested by financing source	429,372
Asset Management Reserve	14,615
Capital Receipts	195,502
Grants	219,255

- (k). See comments at paragraph 6.6 (c) and (d) above. The Fakenham & Wells Public Conveniences refurbishment scheme was started and priced before the COVID pandemic and the war in Ukraine. Construction costs increased significantly across the world following these events and this has been the case with the work at Fakenham and Wells. There was also unforeseen ground works identified which required a major electrical cable diversion coming at a significant extra cost.
- (l). The Pavilion Theatre Bar Upgrade project overspent because of additional works that were required i.e. the replacement of the existing rotten timber flooring at the toilet on the Pier Theatre and remedial works needed to rectify the impact of a pigeon infestation which alone cost £25k. It is proposed that the overspend of £36k is funded from the use of Capital Receipts.
- (m). Whilst it appears that Disabled Facilities Grants paid out exceeded the in-year budget by £219k there is a balance of £1.269m of prior years' unspent DFG funding available in the Council's Capital Grants Unapplied account which is ringfenced for DFG expenditure. The S151 Officer approved this prior to the expenditure being committed. It is therefore proposed to fund the overspend using this grant funding.

Officers also propose that in order to continue to deliver more disabled facilities across the district a further £400k of grant funding is released from the Capital Grants Unapplied account to increase the DFG budget in 2024/25. This would leave a balance of £650k available for future years.

- (n). Fakenham Connect and the Crinkle Crankle Wall project was overspent in 2023/24 by £11k. This arose as the need for specialist advice was unforeseen in scoping the work, but it was required to complete the work

properly. It is proposed this is funded from the Asset Management Reserve.

- (o). The Morris Street car park boundary wall was damaged by a storm and was declared a dangerous structure. The rebuild costs have exceeded the approved budget £4k. It is proposed this is funded from the Asset Management Reserve.

- 6.8 Capital receipts of £0.704m were received in 2023/24 these were:
- £0.407m from Right to Buy sales relating to the Council's old housing stock.
 - £0.234m from the sale of Waste Vehicles to SERCO.
 - £0.063m from the repayment of Disabled Facilities Grants during the year.

- 6.9 For schemes which were not completed in 2023/24 the capital budgets will be rolled forward into 2024/25. The most significant of these are listed in table below. Full details are given in Appendix E.

Budget Slippage from 2023/24 to the 2024/25 Capital Programme over £100,000

Capital Project		Budget rolled-forward into 2024/25. £'m	Funding Source(s)
Cromer Coastal Protection Scheme	(p)	£10.371	Grants
Coastal Adaptations	(q)	£0.245	Capital Receipts
Mundesley Coastal Management Scheme	(r)	£5.792	£340k Contribution £307k Capital Receipts £5.145m Grants
Coastal Management Fund	(s)	£0.142	Capital Receipts
Coastwise	(t)	£1.347	Grants
Holt Country Park Electricity Improvements	(u)	£0.150	Capital Receipts
Public Conveniences – Albert Street, Holt	(v)	£0.358	£190k Capital Receipts £120k insurance claim, £48k Grants
3G Facilities	(w)	£0.848	Capital Receipts
Cromer 3G Football Facility	(x)	£0.995	£700k Grants £295k Capital Receipts
The Reef Leisure Centre	(y)	£0.263	£123k Capital Projects Reserve, £139k Capital Receipts
Compulsory Purchase of Long-Term Empty Properties	(z)	£0.429	Capital Receipts
Community Housing Fund	(aa)	£0.228	Housing Reserve
Temporary Accommodation	(ab)	£0.298	Capital Receipts
S106 Enabling	(ac)	£0.764	S106 Contributions
Loans to Housing Providers	(ad)	£0.190	Capital Receipts
Local Authority Housing Fund	(ae)	£0.312	Grants
Rocket House	(af)	£1.014	Capital Receipts
North Walsham HAZ	(ag)	£0.155	Capital Receipts

Fakenham Urban Extension	(ah)	£1.581	£900k Delivery Plan Reserve, £681k Contributions
Property Acquisitions	(ai)	£0.705	Capital Projects Reserve
Chalet Refurbishment	(aj)	£0.125	Capital Receipts
Car Parks Refurbishment	(ak)	£0.147	£105k Borrowing, remainder £147k Capital Receipts
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets)	(al)	£0.137	£96k Asset Management Reserve £29k Contributions £12k Grants

- (p). Cromer Coast Protection Scheme – the budget profile has been adjusted as the main part of the scheme is the delivery of the rocks which are sensitive to many factors e.g. availability of the barges, weather and tide patterns. This should be completed the summer of 2024, with residual works planned for completion in the winter 2024 and spring 2025.
- (q). Coastal Adaptations fund – any unspent budget is rolled forward as the budget is retained to cover unforeseen and required coastal works that support residents and businesses that need support for coastal related emergencies.
- (r). Mundesley Coastal Management Scheme – see (p) above which applies here too.
- (s). Coastal Management fund – any unspent budget is rolled forward as the budget is retained to carry out major coastal defence works (groynes, steps, revetments etc.) when required.
- (t). Coastwise - any unspent budget is rolled forward as the budget is retained to support residents needing emergency relocation.
- (u). Holt County Park Electricity - budget of £150k was found to be insufficient when the work was scoped and so the budget will be rolled forward and amalgamated with a further £250k of funding which was approved by full Council in February 2024.
- (v). Public Conveniences (Albert Street, Holt) – unavoidable delays due to complex negotiations with third parties around party walls and discovery of unmarked electrical supplies needing disconnection has meant the project will now be completed in 2024/25.
- (w). 3G sports facility at North Walsham – This is a major undertaking and works will commence shortly with planned completion in March 2026.
- (x). 3G sports facility at Cromer – initial discussions are underway, and the work will commence as soon as agreement has been reached by all counterparties involved.
- (y). Retention sum for The Reef Leisure Centre - rolled forward into 2024/25 to cover any snagging/remedial that should have been done by the contractor. However, as the contractor went into administration in 2023 the retention not paid over will be used by NNDC to cover the cost of any required works e.g. fixing a leak under the pool that has been identified.

- (z). Compulsory Purchase of Long-Term Empty Properties - any unspent budget is rolled forward as the budget is provides funding for emergency compulsory purchases the Council may need to make at short-notice.
- (aa). Community Housing Fund - any unspent budget is rolled forward as the budget is retained to provide grants to housing companies, specifically aimed at supporting the provision of affordable accommodation.
- (ab). Provision of Temporary Accommodation - any unspent budget is rolled forward as the budget is retained to purchase properties that can be used as temporary accommodation.
- (ac). S106 enabling budget - any unspent budget is rolled forward as the S106 contributions received are to be used for the provision of infrastructure, recreational facilities and affordable housing in the district, but there are restrictions on how and where the funding can be spent and so the budget will be rolled forward until appropriate schemes are identified.
- (ad). Loans to Housing Providers - any unspent budget is rolled forward as this budget is used to provide loans to local housing companies provide affordable housing in the North Norfolk District.
- (ae). Local Authority Housing Fund (LAHF) - the unspent budget is to be rolled forward as the budget is government grant funding for the Council to purchase properties to use as temporary accommodation. There are two property purchases planned for 2024/25 to use the remaining funding.
- (af). Rocket House - the unspent budget is to be rolled forward to complete the work that was started in 2023/24 to resolve damp issues identified at the property.
- (ag). North Walsham Heritage Action Zone (HAZ) – the scheme was essentially completed in 2023/24. There is a small element of work to be paid for and so the full amount of the budget will be rolled forward and retained until all final costs have been covered. At this point the unused funding will be returned so that it can be used to fund other projects.
- (ah). Fakenham Urban Extension – delivery of the project has been delayed due to issues with Nutrient Neutrality as previously disclosed to the Council. This project is still due to be completed and so the budget will be rolled forward into 2024/25.
- (ai). Property Acquisitions budget - any unspent budget is rolled forward to fund property purchases.
- (aj). Chalet Refurbishment – the unspent budget will be rolled forward to fund renovation works to the Chalets have not yet been undertaken. Whilst these works were planned to take place during 2023/24 other works needed to be prioritised above this work.
- (ak). Car Parks Refurbishment - any unspent budget is rolled forward as this is a rolling programme of resurfacing works to the Council's car parks.
- (al). Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalets) – Previously approved budgets were amalgamated

(see paragraph 6.6 (f) to obtain better value for money by combining these works under one. Some of the work was completed in 2023/24 and the remainder will be completed in 2024/25.

7. Capital Programme 2023/24 Update

- 7.1 Appendix E shows the updated capital programme for the period 2024/25 to 2028/29 as it currently stands. The capital programme has been updated to reflect the slippage identified within this report, together with the capital outturn position. It also includes schemes which have already received formal approval by full Council or the Director of Resources as at the 31 March 2024.

8. Medium Term Financial Strategy

- 8.1 The content of this report includes details of budgets which will support the medium-term financial strategy through the revised capital programme and movements in reserves.

9. Proposals and Options

This is a factual report that outlines the financial position at the year-end for the year 2023/24. There are proposed recommendations for Cabinet to make to full Council on 12 July 2023. The approval of these recommendations will enable the Council to maintain its strong financial position in the coming years.

10. Corporate Priorities

Delivering services within budgets enables the Council to maintain its strong financial position and maintain a robust level of reserves that may be required to address future unforeseen events.

11. Financial and Resource Implications

- 11.1 This report is of a financial nature and the financial implications are included within the report content.

Comments from the S151 Officer:

The draft outturn position as presented in this report shows that there is a deficit for the year of £0.937m for the year. The Council can meet this through the use of Reserves however future years' position will need to be closely managed and monitored to ensure that the Council can remain financially sustainable.

The is still subject to audit and may be subject to change. The final position will be presented to GRAC in the Statement of Accounts which they Committee will be asked to approve and sign.

12. Legal Implications

- 12.1 There are no legal implications as a direct consequence of this report.

Comments from the Monitoring Officer

In accordance with the CIPFA requirements, this report provides financial information to Members around the 2023/24 provisional outturn position for the year and matters as detailed in the recommendations.

13. Risks

- 13.1 Financial risks are identified within the report content.

14. Net ZeroTarget

This report does not raise any issues relating to the achieving the net zero target.

15. Equality, Diversity & Inclusion

This report does not raise any issues relating to the achieving the net zero target.

16. Community Safety issues

This report does not raise any issues relating to the community safety issues.

17. Conclusion and Recommendations

- 17.1 Members are asked to consider the report and recommend the following to full Council:
- a) **The provisional outturn position for the General Fund revenue account for 2023/24 (See Appendix A);**
 - b) **The transfers to and from reserves as detailed within the report (and Appendix C) along with the corresponding updates to the 2024/25 budget;**
 - c) **The deficit of £0.937m relating to service overspends be funded from the General Reserve (£0.737m) and the Treasury Management Reserve (£0.200m);**
 - d) **The balance on the General Reserve of £2.148m**
 - e) **The surplus of £2.1m relating to retained business rates be transferred to the Business Rates Reserve;**

- f) The financing of the 2023/24 capital programme as detailed within the report and at Appendix D;**
- g) The updated capital programme for 2024/25 to 2026/27 and scheme financing as outlined within the report and detailed at Appendix E;**
- h) The roll-forward requests as detailed in paragraph 5.5**
- i) Approval of additional funding to cover capital project overspends of £0.429k as detailed in paragraph 6.7.**

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General Fund Summary Outturn 2023/24

	2023/24 Base Budget £	2023/24 Updated Budget £	2023/24 Outturn £	2023/24 Outturn Variance £
Directorate				
Corporate Leadership/Executive Support	484,705	521,563	561,524	39,961
Communities	12,243,383	11,737,581	10,246,812	(1,490,769)
Place and Climate Change Resources	6,509,032	6,680,859	7,295,220	614,361
	5,108,854	5,518,103	5,295,431	(222,672)
Net Cost of Services	24,345,974	24,458,106	23,398,988	(1,059,118)
Parish Precepts	2,875,207	2,875,207	2,875,441	234
Capital Charges	(2,456,953)	(2,456,953)	(2,456,232)	721
Refcus	(1,677,167)	(1,677,167)	(1,906,616)	(229,449)
Interest Receivable	(1,533,436)	(1,533,437)	(1,552,206)	(18,769)
External Interest Paid	0	0	441,204	441,204
Revenue Financing for Capital:	710,000	726,372	0	(726,372)
MRP Waste Contract	330,000	330,000	474,907	144,907
IAS 19 Pension Adjustment	265,496	265,496	686,215	420,719
Net Operating Expenditure	22,859,121	22,987,624	21,961,702	(1,025,922)
Contribution to/(from) the Earmarked Reserves				
Capital Projects Reserve	(400,000)	(400,000)	0	400,000
Asset Management	0	0	(5,510)	(5,510)
Benefits	(111,305)	(111,305)	0	111,305
Building Control	(81,866)	(89,690)	(78,316)	11,374
Business Rates	(1,278,267)	(1,278,268)	(7,000)	1,271,268
Coast Protection	0	(134,003)	(224,754)	(90,751)
Communities	(275,000)	(275,000)	(106,059)	168,941
Delivery Plan	(1,289,412)	(1,258,911)	(389,659)	869,252
Economic Development and Tourism	(44,800)	(44,800)	(54,095)	(9,295)
Elections	(100,000)	(133,015)	(123,015)	10,000
Enforcement Board	0	0	(14,528)	(14,528)
Environmental Health	(16,000)	(32,372)	639,170	671,542
Grants	0	0	66,340	66,340
Housing	(555,898)	(493,689)	(315,563)	178,126
Legal	(31,745)	(31,745)	(4,538)	27,207
Net Zero Initiatives	0	0	(28,143)	(28,143)
New Homes Bonus Reserve	(178,000)	(178,000)	(76,394)	101,606
Organisational Development	(42,742)	(42,742)	(43,003)	(261)
Planning Revenue	(148,965)	(178,965)	(128,965)	50,000
Restructuring and Invest to Save	0	0	53,043	53,043
Contribution to/(from) the General Reserve	(356,461)	(356,460)	(154,795)	201,665
Amount to be met from Government Grant and Local Taxpayers	17,948,660	17,948,659	20,965,917	3,017,258
Collection Fund – Parishes	(2,875,207)	(2,875,207)	(2,875,207)	0
Collection Fund – District	(6,738,797)	(6,738,797)	(6,825,685)	(86,888)
Retained Business Rates	(6,342,049)	(6,342,048)	(8,335,147)	(1,993,099)
Revenue Support Grant	(102,462)	(102,462)	(289,848)	(187,386)
3% funding Guarantee	(974,416)	(974,416)	(974,424)	(8)
Ctax Discount Grant	(50,074)	(50,074)	0	50,074
LCTS Admin Grant	(136,747)	(136,747)	0	136,747
New Homes bonus	(31,080)	(31,080)	(31,080)	0
Rural Services Delivery Grant	(567,386)	(567,386)	(567,386)	0
Services Grant	(130,442)	(130,442)	(130,434)	8
Income from Government Grant and Taxpayers	(17,948,660)	(17,948,659)	(20,029,211)	(2,080,552)
(Surplus)/Deficit	0	0	936,706	936,706

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Communities Directorate

Environment and Leisure Outturn 2023/24

Service Description	Updated Budget £	Outturn 2023/24 £	Variance £
Commercial Services	23,085	23,076	(9)
Internal Drainage Board Levies	478,176	478,354	178
Travellers	50,890	62,133	11,243
Public Protection	367,277	389,557	22,280
Street Signage	12,000	7,936	(4,064)
Environmental Protection	651,422	588,573	(62,849)
Environmental Contracts	350,589	314,708	(35,881)
Corporate Health and Safety	71,626	75,531	3,905
Markets	12,192	(2,071)	(14,263)
Parks and Open Spaces	330,984	351,707	20,723
Foreshore	85,585	55,676	(29,909)
Leisure Complexes	95,464	(36,529)	(131,993)
Other Sports	58,462	16,232	(42,230)
Recreation Grounds	12,950	14,023	1,073
Pier Pavilion	9,300	3,864	(5,436)
Beach Safety	378,730	388,898	10,168
Woodlands Management	198,603	220,452	21,849
Waste Collection And Disposal	1,180,010	687,593	(492,417)
Cleansing	993,500	1,049,731	56,231
Leisure	189,416	194,828	5,412
Community Safety	13,794	8,960	(4,834)
Civil Contingencies	96,472	89,732	(6,740)
Ad Environmental & Leisure Svs	90,251	91,498	1,247
Total Direct Costs	5,750,778	5,074,462	(676,316)
IAS 19 Pension Adjustment	0	(56,341)	(56,341)
Support Service costs	1,266,687	1,186,010	(80,677)
Capital Charges	1,186,271	1,185,924	(347)
Total Environment and Leisure	8,203,736	7,390,054	(813,682)

Communities Directorate

Environment and Leisure Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Commercial Services				
Employee Costs	23,085	23,076	(9)	No Major Variances.
Support Services	193,170	180,450	(12,720)	No Major Variances.
	216,255	203,526	(12,729)	
Internal Drainage Board Levies				
Premises	478,176	478,354	178	No Major Variances.
Support Services	300	290	(10)	No Major Variances.
	478,476	478,644	168	
Travellers				
Premises	9,290	7,439	(1,851)	Lower grounds maintenance costs.
Supplies & Services	43,600	55,014	11,414	£6,526 Higher Operating Lease rental costs. £4,825 Rental of portable toilets.
Support Services	7,870	5,852	(2,018)	No Major Variances.
Capital Financing Costs	23,174	23,172	(2)	No Major Variances.
Income	(2,000)	(320)	1,680	Reduced income - facilities not used.
	81,934	91,157	9,223	
Public Protection				
Employee Costs	502,700	565,678	62,978	£35,792 Fixed Term staffing costs - some of which has been funded through the COMF (Contain Outbreak Management Fund). . The balance relates to back pay and inflationary costs.
IAS 19 Pension Adjustment	0	(15,822)	(15,822)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	13,997	18,374	4,377	Higher staff travelling costs.
Supplies & Services	88,680	130,603	41,923	See Note A below:
Support Services	144,330	133,940	(10,390)	Lower recharges from service management.
Income	(238,100)	(325,097)	(86,997)	See Note B below:
	511,607	507,675	(3,932)	
Note A: £60,811 Legal advice and court costs - offset by a budget of £36,610. (£19,407) Lower Private Water Sampling costs. £8,073 Professional Fees. £7,618 Agency staffing and £7,500 Computer software - funded through COMF. £4,600 Assure upgrade. £12,751 Subscriptions to include NEC Software (support and maintenance), James Button and ABC Food Law. The balance consists of minor misc. variances.				
Note B: (£4,110) Grant income - Pavement Licence; £1,707 Misc. fee income and recoverable charges. (£41,824) Higher general licensing income; (£43,769) Higher Taxi Licensing income - request to roll forward to an Earmarked Reserve.				
Street Signage				
Supplies & Services	12,000	7,936	(4,064)	Fewer street signs ordered and installed.
Support Services	23,300	20,844	(2,456)	No Major Variances.
	35,300	28,780	(6,520)	
Environmental Protection				
Employee Costs	576,583	525,366	(51,217)	(£51,392) Employee savings within the team.
IAS 19 Pension Adjustment	0	(14,660)	(14,660)	Pension Fund adjustment 2023/24
Premises	0	750	750	No Major Variances.
Transport Related Expenditure	22,189	17,570	(4,619)	Lower travelling costs.
Supplies & Services	65,650	60,140	(5,510)	See Note A below:
Support Services	251,400	235,676	(15,724)	Lower recharges from service management.
Capital Financing Costs	52,962	52,956	(6)	No Major Variances.
Income	(13,000)	(15,254)	(2,254)	No Major Variances.
	955,784	862,545	(93,239)	
Note A: (£10,137) Lower equipment purchases / R&M; (£10,497) Lower Professional Fees in respect of Contaminated Land enquires, Assisted Burials, Air Quality Management and Rechargeable works; £4,305 Higher contractor costs relating to Stray Dogs. £7,820 Enforcement Board Works (to be funded from Reserve); £3,500 Computer Maintenance. £7,232 Subscriptions. (£6,894) Bad Debt provisions and write-offs.				
Environmental Contracts				
Employee Costs	336,870	299,277	(37,593)	Vacant posts and maternity leave.
IAS 19 Pension Adjustment	0	(8,680)	(8,680)	Pension Fund adjustment 2023/24
Transport Related Expenditure	12,444	9,872	(2,572)	Lower vehicle maintenance costs.
Supplies & Services	1,275	7,659	6,384	£2,971 Subscriptions. £2,006 Postage and Hybrid mailing costs.
Support Services	(355,110)	(310,552)	44,558	Higher recharges from service management.
Capital Financing Costs	4,521	4,524	3	No Major Variances.
Income	0	(2,100)	(2,100)	Repayment of training costs.
	0	0	0	

Communities Directorate

Environment and Leisure Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Corporate Health and Safety				
Employee Costs	71,626	76,106	4,480	Turnover savings not achieved.
IAS 19 Pension Adjustment	0	(2,248)	(2,248)	Pension Fund adjustment 2023/24
Transport Related Expenditure	0	444	444	No Major Variances.
Supplies & Services	0	581	581	No Major Variances.
Support Services	(71,626)	(73,283)	(1,657)	No Major Variances.
Income	0	(1,600)	(1,600)	Recharge for IOSH (Occupational Safety & Health) course.
	0	0	0	
Markets				
Employee Costs	12,896	6,432	(6,464)	Vacant seasonal posts.
IAS 19 Pension Adjustment	0	(158)	(158)	Pension Fund adjustment 2023/24
Premises	35,246	19,833	(15,413)	Lower rental costs and Business Rates.
Transport Related Expenditure	0	100	100	No Major Variances.
Supplies & Services	4,050	3,837	(213)	No Major Variances.
Support Services	42,160	39,578	(2,582)	Lower recharges from service management.
Income	(40,000)	(32,272)	7,728	Lower income from market traders.
	54,352	37,349	(17,003)	
Parks & Open Spaces				
Premises	275,984	297,726	21,742	£33,715 Higher R&M Costs. (£7,073) Serco - lower grounds maintenance costs. (£4,700) Lower utility costs.
Supplies & Services	63,500	76,112	12,612	£3,751 Surveyor fees. £6,329 Serco - cleansing contract costs.
Support Services	138,000	132,712	(5,288)	Lower recharges from service management.
Capital Financing Costs	16,206	16,212	6	No Major Variances.
Income	(8,500)	(22,131)	(13,631)	(£9,276) Higher interest on grassed area deposits. The balance consists of minor misc. recharges.
	485,190	500,631	15,441	
Foreshore				
Employee Costs	25,640	26,700	1,060	No Major Variances.
IAS 19 Pension Adjustment	0	(745)	(745)	Pension Fund adjustment 2023/24
Premises	53,945	32,927	(21,018)	(£30,159) Lower R&M costs. £9,141 Higher running costs to include insurance and utility costs.
Transport Related Expenditure	700	515	(185)	No Major Variances.
Supplies & Services	5,300	150	(5,150)	Equipment and professional fees budgets not spent.
Support Services	85,270	86,026	756	No Major Variances.
Capital Financing Costs	27,880	27,876	(4)	No Major Variances.
Income	0	(4,616)	(4,616)	Concessions.
	198,735	168,833	(29,902)	
Leisure Complexes				
Premises	139,569	137,176	(2,393)	See Note A below:
Supplies & Services	0	21,063	21,063	£6,000 Consultancy fees related to The Reef. £15,063 Fee for VAT advice relating to an historic refund claim.
Support Services	103,090	98,478	(4,612)	Lower recharges from service management.
Capital Financing Costs	492,459	492,288	(171)	No Major Variances.
Income	(44,105)	(194,767)	(150,662)	Settlement of a refund claim of VAT overpaid on Leisure services.
	691,013	554,237	(136,776)	
Note A: £14,409 Higher R&M costs which includes installation of floodlights at Cromer. £4,882 Higher grounds maintenance costs - no budget provision at Cromer Sports centre. (£21,684) Lower rental costs relating to prior years.				
Other Sports				
Employee Costs	3,459	3,468	9	No Major Variances.
Premises	6,803	11,176	4,373	Higher insurance premium.
Supplies & Services	88,200	10,321	(77,879)	Professional fees and costs associated with the Mammoth Marathon event which was cancelled.
Support Services	76,290	73,808	(2,482)	No Major Variances.
Income	(40,000)	(8,733)	31,267	No fee income from Mammoth Marathon.
	134,752	90,040	(44,712)	
Recreation Grounds				
Premises	6,950	7,410	460	No Major Variances.
Supplies & Services	7,000	7,703	703	No Major Variances.
Support Services	3,860	3,772	(88)	No Major Variances.
Capital Financing Costs	5,632	5,640	8	No Major Variances.
Income	(1,000)	(1,090)	(90)	No Major Variances.
	22,442	23,435	993	
Pier Pavilion				
Premises	9,300	3,864	(5,436)	Electricity costs - payable by theatre management.
Support Services	28,230	27,084	(1,146)	No Major Variances.
Capital Financing Costs	17,020	17,016	(4)	No Major Variances.
	54,550	47,964	(6,586)	

Communities Directorate

Environment and Leisure Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Beach Safety				
Premises	2,750	1,815	(935)	No Major Variances.
Supplies & Services	375,980	387,738	11,758	See Note A below:
Support Services	78,900	74,330	(4,570)	Lower recharges from service management.
Income	0	(656)	(656)	No Major Variances.
	457,630	463,228	5,598	
Note A: £21,049 Higher Serco contract cleansing costs. (£5,939) Lower management fee for RNLI (Lifeguarding contract). (£6,976) R&M for Memorial seats not spent. £3,182 Misc. expenditure relating to Beach Safety - E.g. Blue Flag applications and beach signage.				
Woodlands Management				
Employee Costs	148,418	146,871	(1,547)	No Major Variances.
IAS 19 Pension Adjustment	0	(4,240)	(4,240)	Pension Fund adjustment 2023/24
Premises	56,126	105,895	49,769	Emergency Tree works.
Transport Related Expenditure	21,469	21,327	(142)	No Major Variances.
Supplies & Services	12,450	21,634	9,184	£3,895 Cost of events at Holt Country Park. £3,000 Purchase of a memorial bench (funded by a legacy payment). £2,150 Bad debt provision.
Support Services	165,920	159,880	(6,040)	Lower recharges from service management.
Capital Financing Costs	1,346	1,356	10	No Major Variances.
Income	(39,860)	(75,275)	(35,415)	(£24,330) Higher income from Car Parking charges. (£2,018) Misc. sales. (£4,863) Fee income from events at Holt Country Park. (£3,000) Legacy - offset by purchase of a memorial bench.
	365,869	377,449	11,580	
Waste Collection And Disposal				
Employee Costs	0	2,938	2,938	Overtime incurred for work on garden bins - offset by salary savings within the team.
IAS 19 Pension Adjustment	0	(99)	(99)	Pension Fund adjustment 2023/24
Supplies & Services	5,603,220	5,891,679	288,459	See Note A below:
Support Services	514,840	467,740	(47,100)	Lower recharges from service management.
Capital Financing Costs	459,571	459,408	(163)	No Major Variances.
Income	(4,423,210)	(5,207,024)	(783,814)	See Note B below:
	2,154,421	1,614,642	(539,779)	
Note A: (£3,000) Equipment purchases not made. (£63,983) Lower commercial disposal costs. £34,020 Consultancy costs (partially recharged). £14,257 NEWS contractor costs. £239,424 Serco contractor costs. (£6,312) Lower contribution to Norfolk Waste Partnership (NWP). £73,978 Bad debt provision and write offs.				
Note B: (£87,077) Additional fee income from bulky household, garden bin and commercial waste. (£18,510) Recycling credit income. (£572,426) Serco performance failure fees - to be set aside in an Innovation Fund and used for future cost pressure payments. (£85,751) Profit share from Norfolk Environmental Waste Services (NEWS). (£17,010) Rechargeable income from Breckland DC towards consultancy costs.				
Cleansing				
Supplies & Services	1,059,500	1,142,512	83,012	£78,608 Serco contractor payments. £2,848 Bad Debts provision.
Support Services	51,840	46,600	(5,240)	Lower recharges from service management.
Capital Financing Costs	85,500	85,476	(24)	No Major Variances.
Income	(66,000)	(92,782)	(26,782)	Additional income from dog and litter bin recharges.
	1,130,840	1,181,807	50,967	
Leisure				
Employee Costs	159,066	167,063	7,997	No Major Variances.
IAS 19 Pension Adjustment	0	(4,559)	(4,559)	Pension Fund adjustment 2023/24
Premises	0	361	361	No Major Variances.
Transport Related Expenditure	5,331	4,921	(410)	No Major Variances.
Supplies & Services	25,019	22,482	(2,537)	Lower contribution to Active Norfolk.
Support Services	(189,416)	(190,269)	(853)	No Major Variances.
Income	0	0	0	No Major Variances.
	0	0	0	

Communities Directorate

Environment and Leisure Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Community Safety				
Employee Costs	9,198	8,955	(243)	No Major Variances.
IAS 19 Pension Adjustment	0	(227)	(227)	Pension Fund adjustment 2023/24
Transport Related Expenditure	596	0	(596)	No Major Variances.
Supplies & Services	4,000	5	(3,995)	No Major Variances.
Support Services	23,320	21,966	(1,354)	No Major Variances.
	37,114	30,699	(6,415)	
Civil Contingencies				
Employee Costs	83,038	83,635	597	No Major Variances.
IAS 19 Pension Adjustment	0	(2,394)	(2,394)	Pension Fund adjustment 2023/24
Transport Related Expenditure	1,044	1,183	139	No Major Variances.
Supplies & Services	12,390	4,913	(7,477)	(£4,000) Contributions budget not required. Balance is made up of misc. minor variances.
Support Services	41,000	40,076	(924)	No Major Variances.
	137,472	127,413	(10,059)	
Ad Environmental & Leisure Svcs				
Employee Costs	88,407	88,892	485	No Major Variances.
IAS 19 Pension Adjustment	0	(2,509)	(2,509)	Pension Fund adjustment 2023/24
Transport Related Expenditure	1,744	1,959	215	No Major Variances.
Supplies & Services	100	647	547	No Major Variances.
Support Services	(90,251)	(88,989)	1,262	No Major Variances.
	0	0	0	
Total Environment & Leisure	8,203,736	7,390,054	(813,682)	
Total Communities	11,737,581	10,246,813	(1,490,768)	

Communities Directorate**People Services Outturn 2023/24**

	Updated Budget	Outturn 2023/24	Variance
	£	£	£
Benefits Administration	813,732	734,988	(78,744)
Homelessness	(295,431)	(459,467)	(164,036)
Housing Options	807,787	797,391	(10,396)
Community	1,217,264	750,542	(466,722)
Ad People Services	87,469	87,566	97
Total Direct Costs	2,630,821	1,911,020	(719,801)
IAS 19 Pension Adjustment	0	(79,599)	(79,599)
Support Service costs	842,842	745,902	(96,940)
Capital Charges	60,182	279,435	219,253
Total People Services	3,533,845	2,856,758	(677,087)
Total Communities	11,737,581	10,246,813	(1,490,768)

Communities Directorate

People Services Outturn 2023/24

	Updated Budget 2023/24	Outturn 2023/24	Outturn Variance	Variance Explanation
	£	£	£	
Benefits Administration				
Employee Costs	1,161,688	1,047,534	(114,154)	(£116,817) Saving due to vacant posts and secondment. £2,686 Training and subscriptions.
IAS 19 Pension Adjustment	0	(26,369)	(26,369)	Pension Fund adjustments 2023/24.
Transport Related Expenditure	944	4,398	3,454	Higher staff travelling costs.
Supplies & Services	31,100	42,143	11,043	See Note A below:
Support Services	434,060	403,248	(30,812)	Lower recharges from service management.
Capital Financing Costs	31,700	31,692	(8)	No Major Variances.
Income	(380,000)	(359,087)	20,913	(£99,438) Additional New Burdens Funding - used to offset in-year costs. £120,802 Reduced Council Tax Admin subsidy received as part of the Revenue Support Grant.
	1,279,492	1,143,560	(135,932)	

Note A: (£3,965) Saving in Hybrid mailing and annual billing costs. £11,323 Civica Software (Includes application interfaces, on-line applications and a Data Sharing programme). £20,926 Licences - LIFT (Low Income Family Tracker) a cloud based Dashboard to include training and support). £3,147 Contributions relating to the Household Support Fund. £2,836 Subscriptions. (£22,620) Bad debt provision. These costs have been contained within the service and funded from New Burdens Grant Funding received during 2023/24.

Homelessness

Premises	147,946	94,087	(53,859)	(£37,970) Lower R&M costs. (£15,889) Lower utility/running costs.
Transport Related Expenditure	0	2,283	2,283	Public transport costs.
Supplies & Services	1,257,038	1,434,404	177,366	£432,538 Higher B&B charges and Rent Deposit payments - offset by subsidy and client contributions. £7,400 Bad Debts written off. (£4,615) Lower costs for Your Choice Your Home.
Support Services	1,142,250	1,164,160	21,910	Higher recharges as a result of higher costs within the service.
Capital Financing Costs	28,482	28,488	6	No Major Variances.
Income	(1,700,415)	(1,990,241)	(289,826)	(£445,077) Higher rent collections and service charges for temporary accommodation offset by £160,298 Housing Prevention grant income transferred to capital (Local Authority Housing Fund).
	875,301	733,181	(142,120)	

Housing Options

Employee Costs	816,874	802,541	(14,333)	(£12,283) Saving in salary and fixed term contract payments. (£3,099) Saving in training costs and employee subscriptions.
IAS 19 Pension Adjustment	0	(22,585)	(22,585)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	7,040	11,210	4,170	Higher staff travelling costs.
Supplies & Services	3,179	3,838	659	No Major Variances.
Support Services	(714,749)	(774,806)	(60,057)	Lower recharges from service management.
Income	(19,306)	(20,198)	(892)	No Major Variances.
	93,038	0	(93,038)	
Community				
Employee Costs	956,926	944,939	(11,987)	(£10,689) Salary and oncosts.
IAS 19 Pension Adjustment	0	(28,182)	(28,182)	Pension Fund Adjustment 2023/24
Premises	0	(12,631)	(12,631)	R&M costs - accrual brought forward and no longer required.
Transport Related Expenditure	26,678	15,919	(10,759)	Lower staff travelling costs.
Supplies & Services	728,245	222,398	(505,847)	See Note A below:
Support Services	68,750	38,402	(30,348)	Lower recharges from service management.
Capital Financing Costs	0	219,255	219,255	Net refcus position 2023/24 Capital outturn.
Income	(494,585)	(420,083)	74,502	£50k relates to Health & Wellbeing Partnership, transferred to Receipts in Advance, for use in future years. £25,144 Reduction in contributions from the Primary Care Network.
	1,286,014	980,018	(305,996)	

Note A: (£329,635) Professional fees - some of the surplus is to be transferred to the Reserve for use towards employee and homelessness costs in future years. (£175,379) Health & Community Grant payments not allocated.

Ad People Services

Employee Costs	86,175	86,448	273	No Major Variances.
IAS 19 Pension Adjustment	0	(2,464)	(2,464)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,194	1,015	(179)	No Major Variances.
Supplies & Services	100	104	4	No Major Variances.
Support Services	(87,469)	(85,102)	2,367	No Major Variances.
	0	0	0	

Total People Services

3,533,845	2,856,758	(677,087)
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Corporate Directorate Outturn 2023/24

Service Description	Updated Budget £	Outturn 2023/24 £	Variance £
Human Resources & Payroll	422,190	430,668	8,478
Registration Services	335,690	397,217	61,527
Corporate Leadership Team	778,376	762,171	(16,205)
Communications	279,334	276,474	(2,860)
Corporate Delivery Unit	192,429	149,365	(43,064)
Total Direct Costs	2,008,019	2,015,896	7,877
IAS 19 Pension Adjustment	0	(43,954)	(43,954)
Support Service costs	(1,542,410)	(1,466,350)	76,060
Capital Charges	55,954	55,932	(22)
Total Corporate Directorate	521,563	561,524	39,961

Corporate Directorate Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Human Resources & Payroll				
Employee Costs	386,490	372,145	(14,345)	(£6,333) Common training budget (£6,157) Repayment of employee training costs.
IAS 19 Pension Adjustment	0	(8,923)	(8,923)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	500	126	(374)	No Major Variances.
Supplies & Services	36,200	63,666	27,466	£12,340 Professional fees. £14,863 Specialist employment advice.
Support Services	(414,190)	(421,745)	(7,555)	Lower recharges from service management
Income	(1,000)	(5,269)	(4,269)	Cycle scheme repayments.
	8,000	0	(8,000)	
Registration Services				
Employee Costs	146,000	126,389	(19,611)	(£16,344) Vacant post. (£3,268) Training.
IAS 19 Pension Adjustment	0	(3,539)	(3,539)	Pension Fund Adjustment 2023/24
Premises	24,050	24,883	833	No Major Variances.
Transport Related Expenditure	400	368	(32)	No Major Variances.
Supplies & Services	217,235	317,607	100,372	Inflationary increases on wages and printing/postage costs for district election.
Support Services	182,030	167,846	(14,184)	Lower recharges from service management
Income	(51,995)	(72,030)	(20,035)	Additional grant income.
	517,720	561,524	43,804	
Corporate Leadership Team				
Employee Costs	750,508	746,017	(4,491)	(£7,046) Vacant post. £4,301 Training.
IAS 19 Pension Adjustment	0	(19,918)	(19,918)	Pension Fund Adjustment 2023/24
Premises	0	60	60	No Major Variances.
Transport Related Expenditure	10,288	7,718	(2,570)	No Major Variances.
Supplies & Services	17,580	8,376	(9,204)	(£8,536) Professional fees.
Support Services	(782,533)	(742,253)	40,280	Higher recharges from service management
	(4,157)	0	4,157	
Communications				
Employee Costs	225,640	236,201	10,561	£14,147 Employee costs due to maternity cover. (£3,586) Training.
IAS 19 Pension Adjustment	0	(7,448)	(7,448)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,294	2,057	763	No Major Variances.
Supplies & Services	52,400	40,473	(11,927)	(£6,938) Magazine publication. (£4,000) Photography.
Support Services	(335,288)	(324,958)	10,330	Higher recharges from service management
Capital Financing Costs	55,954	55,932	(22)	No Major Variances.
Income	0	(2,256)	(2,256)	No Major Variances.
	0	0	0	
Corporate Delivery Unit				
Employee Costs	184,689	146,993	(37,696)	(£36,280) Vacant posts.
IAS 19 Pension Adjustment	0	(4,125)	(4,125)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,200	42	(1,158)	No Major Variances.
Supplies & Services	6,540	2,331	(4,209)	No Major Variances.
Support Services	(192,429)	(145,241)	47,188	Higher recharges from service management
	0	0	0	
Total Corporate Directorate	521,563	561,524	39,961	

**Place and Climate Change
Sustainable Growth Outturn 2023/24**

	Updated Budget £	Outturn 2023/24 £	Variance £
Service Description			
Economic Growth	(29,008)	117,919	146,927
Tourism	78,050	67,585	(10,465)
Coast Protection	401,453	483,616	82,163
Business Growth Staffing	347,922	334,100	(13,822)
Housing Strategy	207,044	192,673	(14,371)
Environmental Strategy	280,154	132,745	(147,409)
Coastal Management	329,860	270,605	(59,255)
Ad Sustainable Growth	90,961	90,811	(150)
Total Direct Costs	1,706,436	1,690,053	(16,383)
IAS 19 Pension Adjustment	0	(30,769)	(30,769)
Support Service costs	182,130	286,542	104,412
Capital Charges	1,287,905	2,077,597	789,692
Total Sustainable Growth	3,176,471	4,023,423	846,952

Place and Climate Change

Sustainable Growth Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Economic Growth				
Employee Costs	12,482	213	(12,269)	(£10,482) Fixed term post not recruited.
Premises	5,285	24,322	19,037	Repairs to Sheringham Little Theatre - partly funded from reserves.
Transport Related Expenditure	125	0	(125)	No Major Variances.
Supplies & Services	191,600	307,349	115,749	See Note A below:
Support Services	259,391	253,188	(6,203)	Lower recharges from service management
Capital Financing Costs	2,037	191,534	189,497	Refcus expenditure in relation to North Walsham Heritage Action Zone (NWHAZ) .
Income	(238,500)	(213,965)	24,536	UK Shared Prosperity Fund Grant to be spent in 24/25.
	232,420	562,641	330,221	
Note A: £106,365 UK Shared Prosperity Fund spend covered by Grant. £21,293 North Walsham Cultural Consortium spend covered by grant. £12,000 Grant to Sheringham Little Theatre funded from reserves. £7,000 Veni project spend funded from reserves. (£10,190) Software Licences. (£8,846) Deep History Coast Marketing. (£6,469) Marketing. (£4,983) Bad Debt. (£2,000) Conferences.				
Tourism				
Supplies & Services	78,050	67,585	(10,465)	(£10,000) Contribution no longer payable.
Support Services	155,700	146,602	(9,098)	Lower recharges from service management
	233,750	214,187	(19,563)	
Coast Protection				
Employee Costs	119,549	123,720	4,171	No Major Variances.
IAS 19 Pension Adjustment	0	(3,587)	(3,587)	Pension Fund Adjustment 2023/24
Premises	236,600	287,628	51,028	£51,958 Sea defence overspend funded from reserves.
Transport Related Expenditure	1,994	2,040	46	No Major Variances.
Supplies & Services	43,310	70,228	26,918	£24,521 Coastwise contribution funded from grant.
Support Services	404,860	406,694	1,834	No Major Variances.
Capital Financing Costs	508,701	508,500	(201)	No Major Variances.
	1,315,014	1,395,223	80,209	
Business Growth Staffing				
Employee Costs	341,187	328,466	(12,721)	(£10,791) Reduced hours in post covered by reduced support service income.
IAS 19 Pension Adjustment	0	(9,227)	(9,227)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	6,635	5,294	(1,341)	No Major Variances.
Supplies & Services	100	339	239	No Major Variances.
Support Services	(347,922)	(324,872)	23,050	Higher recharges from service management.
	0	(0)	(0)	

Place and Climate Change

Sustainable Growth Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Housing Strategy				
Employee Costs	182,700	171,335	(11,365)	(£11,751) Reduced hours in post.
IAS 19 Pension Adjustment	0	(5,074)	(5,074)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	2,144	1,158	(986)	No Major Variances.
Supplies & Services	22,200	20,181	(2,019)	No Major Variances.
Support Services	101,502	130,587	29,085	Higher recharges from service management.
Capital Financing Costs	777,167	1,377,563	600,396	Refcus 2023/24
	1,085,713	1,695,749	610,036	
Environmental Strategy				
Employee Costs	197,072	154,470	(42,602)	(£42,423) Employee savings due to vacant posts - reserve funded.
IAS 19 Pension Adjustment	0	(4,406)	(4,406)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	3,020	1,718	(1,302)	No Major Variances.
Supplies & Services	152,715	31,712	(121,003)	(£88,914) Professional Fees - reserve funded. (£22,595) Norfolk Climate Change Partnership funds for 24/25. (£10,000) Cancelled Green Build spend.
Support Services	29,420	27,284	(2,136)	Lower recharges from service management.
Income	(72,653)	(55,155)	17,498	£22,498 Norfolk Climate Change Partnership Income due in 24/25. (£5,000) Sports England grant.
	309,574	155,623	(153,951)	
Coastal Management				
Employee Costs	315,040	267,770	(47,270)	(£42,624) Cancelled posts covered by reduced income below. (£5,000) Training.
IAS 19 Pension Adjustment	0	(5,955)	(5,955)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	9,719	9,894	175	No Major Variances.
Supplies & Services	71,601	60,051	(11,550)	(£8,322) Lower contributions due to external manager.
Support Services	(329,860)	(264,650)	65,210	Higher recharges from service management
Income	(66,500)	(67,110)	(610)	No Major Variances.
	0	0	0	
Ad Sustainable Growth				
Employee Costs	88,817	89,461	644	No Major Variances.
IAS 19 Pension Adjustment	0	(2,520)	(2,520)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,944	1,268	(676)	No Major Variances.
Supplies & Services	200	81	(119)	No Major Variances.
Support Services	(90,961)	(88,291)	2,670	No Major Variances.
	0	0	(0)	
Total Sustainable Growth	3,176,471	4,023,423	846,952	

Place and Climate Change

Planning Outturn 2023/24

	Updated Budget £	Outturn 2023/24 £	Variance £
Service Description			
Development Management	678,397	845,914	167,517
Planning Policy	707,911	532,259	(175,652)
Conservation, Design & Landscape	486,718	281,018	(205,700)
Building Control	88,853	150,601	61,748
Planning Enforcement Team	238,520	333,336	94,816
Property Information	(16,192)	23,403	39,595
Ad Planning	95,619	88,857	(6,762)
Total Direct Costs	2,279,826	2,255,388	(24,438)
IAS 19 Pension Adjustment	0	(81,510)	(81,510)
Support Service costs	1,148,061	1,021,444	(126,617)
Capital Charges	76,501	76,476	(25)
Total Planning	3,504,388	3,271,798	(232,590)

Place and Climate Change

Planning Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Development Management				
Employee Costs	1,410,306	1,331,746	(78,560)	(£61,228) Vacant posts partly funded by reserves. (£18,884) Training. £3,475 Employee relocation costs.
IAS 19 Pension Adjustment	0	(37,053)	(37,053)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	32,086	27,889	(4,197)	Lower travel costs due to vacant posts - partly funded from reserves.
Supplies & Services	101,005	154,373	53,368	£17,998 Bad debt provision. £15,425 Subscription. £12,439 Agency staff covered by grant. £4,457 Enforcement board work funded from reserves. £2,502 Legal journals.
Support Services	946,560	943,435	(3,125)	Lower recharges from service management.
Capital Financing Costs	76,501	76,476	(25)	No Major Variances.
Income	(865,000)	(668,094)	196,906	£142,435 Planning applications. £78,522 Pre-application advice. (£12,327) Grant to fund agency fees. (£11,346) Additional planning performance agreements.
	1,701,458	1,828,772	127,314	
Planning Policy				
Employee Costs	440,384	423,393	(16,991)	(£13,199) Vacant posts. (£2,000) Training.
IAS 19 Pension Adjustment	0	(11,554)	(11,554)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	7,027	7,019	(8)	No Major Variances.
Supplies & Services	260,500	101,890	(158,610)	(£134,469) Local plan fees - reserve funded. (£26,000) Professional fees - neighbourhood plan.
Support Services	196,150	172,126	(24,024)	Lower recharges from service management.
Income	0	(42)	(42)	No Major Variances.
	904,061	692,831	(211,230)	
Conservation, Design & Landscape				
Employee Costs	410,472	290,988	(119,484)	(£119,449) Vacant posts - partly reserve funded.
IAS 19 Pension Adjustment	0	(7,991)	(7,991)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	9,796	7,699	(2,097)	Lower travel costs due to vacant posts - partly funded from reserves.
Supplies & Services	66,450	10,794	(55,656)	(£43,700) Professional fees - reserve funded. (£10,490) Contributions no longer payable.
Support Services	95,290	88,952	(6,338)	Lower recharges from service management.
Income	0	(28,463)	(28,463)	Bio diversity net gain grant.
	582,008	361,979	(220,029)	
Building Control				
Employee Costs	542,477	498,575	(43,902)	(£41,160) Vacant posts - reserve funded. (£2,704) Training.
IAS 19 Pension Adjustment	0	(13,321)	(13,321)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	22,562	20,080	(2,482)	Lower travel costs due to vacant posts - partly funded from reserves.
Supplies & Services	21,314	9,782	(11,532)	(£7,710) Subscriptions (£2,914) Professional fees.
Support Services	187,890	177,734	(10,156)	Lower recharges from service management.
Income	(497,500)	(377,836)	119,664	£89,920 Inspections. £21,482 Plans. £8,442 Energy assessments.
	276,743	315,014	38,271	

Place and Climate Change

Planning Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Planning Enforcement Team				
Employee Costs	224,770	231,663	6,893	£6,255 Pay award.
IAS 19 Pension Adjustment	0	(6,469)	(6,469)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	8,650	8,747	97	No Major Variances.
Supplies & Services	5,100	92,926	87,826	£88,500 Appeal legal fees.
Support Services	(238,520)	(326,867)	(88,347)	Lower recharges from service management
	0	0	(0)	
Property Information				
Employee Costs	122,952	122,624	(328)	£4,692 Pay award. (£5,000) Training. (£2,689) Pension fund adjustments.
IAS 19 Pension Adjustment	0	(2,689)	(2,689)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	112	0	(112)	No Major Variances.
Supplies & Services	56,704	54,733	(1,971)	£4,200 Compensation payments covered by income. (£3,615) Bad debt provision. (£2,784) Search Fees.
Support Services	56,310	52,488	(3,822)	No Major Variances.
Income	(195,960)	(153,954)	42,006	£40,965 Search Fees. £8,539 Street name & numbering fees. (£4,200) Income to cover compensation payments. (£3,299) Grant.
	40,118	73,201	33,083	
Ad Planning				
Employee Costs	94,294	87,218	(7,076)	Lower salary costs due to appointment of new officer.
IAS 19 Pension Adjustment	0	(2,433)	(2,433)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,225	1,185	(40)	No Major Variances.
Supplies & Services	100	455	355	No Major Variances.
Support Services	(95,619)	(86,424)	9,195	Lower recharges from service management
	0	0	0	
Total Planning	3,504,388	3,271,798	(232,590)	
Total Place and Climate Change	7,527,811	6,448,269	614,361	

Resources Directorate

Finance and Assets Outturn 2023/24

Service Description	Updated Budget £	Outturn 2023/24 £	Variance £
Industrial Estates	(193,265)	(184,660)	8,605
Surveyors Allotments	9,900	(50)	(9,950)
Parklands	0	250	250
Revenue Services	588,136	441,019	(147,117)
Benefits Subsidy	0	702,432	702,432
Non Distributed Costs	0	0	0
Estates	340,453	250,465	(89,988)
Admin Buildings	241,747	235,434	(6,313)
Corporate Finance	686,167	691,161	4,994
Insurance & Risk Management	152,546	185,774	33,228
Internal Audit	84,000	61,123	(22,877)
Chalets/Beach Huts	(217,576)	(232,188)	(14,612)
Investment Properties	(79,792)	8,667	88,459
Central Costs	54,413	59,666	5,253
Corporate & Democratic Core	415,578	1,004,764	589,186
Members Services	579,193	561,195	(17,998)
Legal Services	577,160	460,445	(116,715)
Ad Finance, Assets & Legal	93,327	96,371	3,044
Total Direct Costs	3,331,987	4,341,870	1,009,883
IAS 19 Pension Adjustment	0	(59,272)	(59,272)
Support Service costs	533,323	582,641	49,318
Capital Charges	1,052,892	163,318	(889,574)
Total Finance Assets and Legal	4,918,202	5,028,557	110,355

Resources Directorate

Finance and Assets Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Industrial Estates				
Premises	45,755	31,208	(14,547)	See Note A Below:
Supplies & Services	0	11,890	11,890	Bad Debt Provision.
Support Services	99,700	86,882	(12,818)	Lower recharges from service management.
Capital Financing Costs	19,246	19,248	2	No Major Variances.
Income	(239,020)	(227,758)	11,262	£4,673 Rental income not received due to vacant unit at Catfield. £4,747 Service charge income North Walsham and Hornbeam. Other Minor Variances.
	(74,319)	(78,530)	(4,211)	
Note A:	Underspends in relation to (£14,688) Insurance Premiums and (£5,665) in relation to Repairs and Maintenance. £2,601 Higher Business Rates overspend. Other Minor Variances.			
Surveyors Allotments				
Premises	10,000	0	(10,000)	Cromer Church wall works not carried out in 23/24. Capital budget input into 24/25.
Support Services	20,750	19,410	(1,340)	Lower recharges from service management.
Income	(100)	(50)	50	No Major Variances.
	30,650	19,360	(11,290)	
Parklands				
Premises	0	626	626	No Major Variances.
Supplies & Services	0	25	25	No Major Variances.
Income	0	(401)	(401)	No Major Variances.
	0	250	250	
Revenue Services				
Employee Costs	928,588	924,834	(3,754)	Underspend due to delays in recruitment.
IAS 19 Pension Adjustment	0	(23,098)	(23,098)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	900	2,896	1,996	No Major Variances.
Supplies & Services	112,778	130,336	17,558	See Note A Below:
Support Services	669,580	629,286	(40,294)	Lower recharges from service management.
Capital Financing Costs	0	122	122	No Major Variances.
Income	(454,130)	(617,047)	(162,917)	Court Cost down by £5,000, Collection Allowance up by (£20,000). Grant Income (£125,671). Other Recoverable costs (£21,438).
	1,257,716	1,047,329	(210,387)	

Note A: Underspends in relation to: (£16,890) Other Professional Fees, and (£8,883) Computer Costs/Purchases. Overspends in relation to: £9,562 Postage Costs Direct, £2,187 Hybrid Mailing, £12,951 Annual Billing £16,162 Bad Debts Provision, and £5,000 Business storm damage grants (covered by Grant income). Other Minor Variances.

Resources Directorate

Finance and Assets Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Benefits Subsidy				
Supplies & Services	0	62,839	62,839	See Note A Below:
Transfer Payments	16,930,262	19,448,344	2,518,082	Higher Housing Benefit payments made in the year.
Income	(16,930,262)	(18,808,751)	(1,878,489)	See Note B Below:
	0	702,432	702,432	

Note A: £76,579 Contribution to Post Office offset by Grant Income, £32,771 Discretionary Hardship Support Grant Payments. (£45,889) Bad Debt Provision.

Note B: (£1,488,167) DWP Subsidy, (£103,685) Household Support Fund Allocations, £300,157 Overpayment cash recovered and movement in system debtor.

Estates

Employee Costs	287,073	248,839	(38,234)	See Note A Below:
IAS 19 Pension Adjustment	0	(6,910)	(6,910)	Pension Fund Adjustment 2023/24
Premises	5,990	8,238	2,248	Insurance premium higher than budgeted.
Transport Related Expenditure	5,000	2,326	(2,674)	Travelling Allowance - General underspend.
Supplies & Services	42,390	(8,268)	(50,658)	See Note B Below:
Support Services	(340,453)	(243,556)	96,897	Higher recharges from service management.
Income	0	(670)	(670)	No Major Variances.
	0	(0)	0	

Note A: Vacant fixed term post, this will not have a full year effect as there 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.

Note B: (£47,360) Bad Debt Provision. (£12,916) Asset Valuation underspend. Overspends in relation to £5,682 Engineering Insurance and £5,343 Subscriptions.

Admin Buildings

Premises	450,437	480,060	29,623	See Note A Below:
Supplies & Services	29,781	13,916	(15,865)	See Note B Below:
Transfer Payments	133,630	147,831	14,201	Underspend in relation to (£2,829) NNDC share of Cromer Service charge costs. £17,030 Overspend in relation to NNDC share of Fakenham Service Charge costs.
Support Services	(219,585)	(211,843)	7,742	Higher recharges from service management.
Capital Financing Costs	43,174	43,176	2	No Major Variances.
Income	(372,101)	(406,373)	(34,272)	See Note C Below:
	65,336	66,767	1,431	

Note A: Underspends in relation to (£13,442) Repairs and Maintenance, mainly in relation to Cromer and Fakenham and (£4,269) Kings Arms Street Rental for 22/23, invoice came in less than accrued for. Overspends in relation to £34,787 Utilities and £8,515 Premises insurance (mainly in relation to Cromer). Other Minor Variances.

Note B: Underspends in relation to (£11,377) Health & Safety (£3,100) Marketing (£5,000) Other Professional Fees (Cedars - N.Walsham). Overspends in relation to £2,275 Material Purchases. Other Minor Variances.

Note C: Income in relation to (£9,914) Cromer Admin Building Rental, (£23,677) Service Charge Income from tenants (offset by expenditure above). Rental Income not received £15,000 Cedars North Walsham. Other Minor Variances.

Resources Directorate

Finance and Assets Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Corporate Finance				
Employee Costs	584,228	449,824	(134,404)	Vacant Chief Technical Accountant and 2 Apprentice posts (Apprentice vacancies will cause a reduction in funding from reserves).
IAS 19 Pension Adjustment	0	(10,269)	(10,269)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,044	773	(271)	No Major Variances.
Supplies & Services	100,895	248,667	147,772	See Note A Below:
Support Services	(699,798)	(694,524)	5,274	Higher recharges from service management.
Capital Financing Costs	13,631	13,632	1	No Major Variances.
Income	0	(8,103)	(8,103)	Transparency - New Burdens Grant Income.
	0	0	(0)	
Note A: Overspends in relation to: £120,305 Agency Staff, £16,362 Other Professional Fees mainly in relation to Pixel Advisory Service, Lavat Consulting, and LG Futures, £4,307 Computer Software and £4,788 Subscriptions.				
Insurance & Risk Management				
Employee Costs	39,906	48,333	8,427	Mainly in relation to Employers' Liability.
Premises	274	290	16	No Major Variances.
Transport Related Expenditure	10,555	9,099	(1,456)	No Major Variances.
Supplies & Services	101,811	128,079	26,268	£27,368 Public Liability (£2,155) All Risks Insurance.
Support Services	(152,546)	(185,774)	(33,228)	Lower recharges from service management.
Income	0	(26)	(26)	No Major Variances.
	0	0	0	
Internal Audit				
Supplies & Services	84,000	61,123	(22,877)	Audit Fee underspend.
Support Services	(84,000)	(61,123)	22,877	Higher recharges from service management.
	0	(0)	(0)	
Chalets/Beach Huts				
Premises	29,994	25,712	(4,282)	See Note A Below:
Supplies & Services	16,200	16,499	299	No Major Variances.
Support Services	113,390	103,420	(9,970)	Lower recharges from service management.
Income	(263,770)	(274,399)	(10,629)	Beach Hut/Chalets and Storage Income.
	(104,186)	(128,768)	(24,582)	

Note A: (£12,744) Repairs and Maintenance (Reactive) underspend, offset by overspends in relation to: £4,747 Business Rates and £3,385 Premises Insurance.

Resources Directorate

Finance and Assets Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Investment Properties				
Premises	167,122	222,004	54,882	See Note A Below:
Supplies & Services	4,719	(1,514)	(6,233)	(£3,500) Marketing underspend. (£12,346) Bad Debt Provision (Rocket House). £9,193 Bad Debt Provision (Other Lettings).
Support Services	148,750	140,194	(8,556)	Lower recharges from service management.
Capital Financing Costs	76,841	76,824	(17)	No Major Variances.
Income	(251,633)	(211,823)	39,810	See Note B Below:
	145,799	225,685	79,886	

Note A: £25,302 Repairs and maintenance overspend for installation of new doors, lift repairs, boiler works and Electrical Installation Condition Report at Rocket House. Overspend in relation to Rocket House of £17,472 Utilities partially offset by (£4,520) Insurance Premiums £18,058 Overspend on vinyl, water supply installations, repairing tarmac, making electrics safe and repairing brickwork and rails on Other Lettings. £6,011 Grounds Maintenance across all Investment Properties. (£5,830) Underspend in relation to Insurance Premiums (Other Lettings).

Note B: £25,001 Reduction in other lettings income. £13,105 Insurance premiums and Service charge income that we are not recovering from tenants at Rocket House due to prior issues with the building.

Central Costs

Employee Costs	38,913	51,546	12,633	£9,146 National Insurance - Apprenticeship Levy. £2,930 Subs to Professional Bodies.
IAS 19 Pension Adjustment	0	(104)	(104)	Pension Fund Adjustment 2023/24
Premises	0	42	42	No Major Variances.
Transport Related Expenditure	0	131	131	No Major Variances.
Supplies & Services	15,500	7,947	(7,553)	Other Professional Fees underspend.
Support Services	(54,413)	(59,562)	(5,149)	Lower recharges from service management.
	0	(0)	(0)	
Corporate & Democratic Core				
Transport Related Expenditure	100	0	(100)	No Major Variances.
Supplies & Services	415,478	1,023,028	607,550	See Note A Below:
Support Services	1,615,410	1,520,126	(95,284)	Lower recharges from service management.
Capital Financing Costs	900,000	10,316	(889,684)	2023/24 Refcus expenditure, slippage in the capital programme.
Income	0	(18,264)	(18,264)	DLUHC Grant Funding.
	2,930,988	2,535,206	(395,782)	

Note A: Overspends in relation to: £14,963 Bank Charges, £3,889 Treasury Brokerage Fees, £4,914 Furniture Purchases, £3,660 Advertising, £572,738 Contributions mainly in relation to Norfolk food hubs and New Anglia Local Enterprise Partnership linked to Business rates income received, and £7,065 Subscriptions.

Members Services

Employee Costs	188,583	188,215	(368)	(£8,052) Underspend on employee costs within Democratic Services. £3,852 National Insurance Overspend within Members Costs.
IAS 19 Pension Adjustment	0	(4,781)	(4,781)	Pension Fund Adjustment 2023/24
Premises	0	1,353	1,353	No Major Variances.
Transport Related Expenditure	17,610	11,154	(6,456)	Travelling Allowance underspend.
Supplies & Services	373,000	360,473	(12,527)	See Note A Below:
Support Services	87,025	82,410	(4,615)	Lower recharges from service management.
	666,218	638,824	(27,394)	

Note A: (£8,699) Members Basic Allowance underspend. (£6,217) Other Professional Fees (Youth Council), however there will be a reduction in drawdown from the reserves.

Resources Directorate

Finance and Assets Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Legal Services				
Employee Costs	544,864	409,235	(135,629)	Vacant posts partly funded from reserves.
IAS 19 Pension Adjustment	0	(11,437)	(11,437)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	3,586	1,554	(2,032)	Travelling Allowance underspend.
Supplies & Services	73,710	112,685	38,975	Agency Fees.
Support Services	(577,160)	(449,007)	128,153	Higher recharges from service management.
Income	(45,000)	(63,030)	(18,030)	Legal Fee Income.
	0	0	(0)	
Ad Finance, Assets & Legal				
Employee Costs	91,814	94,961	3,147	No Major Variances.
IAS 19 Pension Adjustment	0	(2,673)	(2,673)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,213	1,125	(89)	No Major Variances.
Supplies & Services	300	285	(15)	No Major Variances.
Support Services	(93,327)	(93,698)	(371)	No Major Variances.
	0	0	(0)	
Total Finance, Assets and Legal	4,918,202	5,028,557	110,355	

Resources Directorate

Organisational Resources Outturn 2023/24

	Updated Budget	Outturn 2023/24	Variance
	£	£	£
Service Description			
Car Parking	(2,021,134)	(2,366,987)	(345,853)
It - Support Services	1,822,151	1,726,378	(95,773)
Poppyfields	22,814	20,404	(2,410)
Property Services	669,490	684,198	14,708
Playgrounds	92,635	136,833	44,198
Amenity Lighting	37,875	37,196	(679)
Community Centres	10,520	6,960	(3,560)
Tic'S	80,027	99,257	19,230
Cromer Pier	213,667	139,992	(73,675)
Public Conveniences	753,197	814,533	61,336
IT Business Support	138,675	143,602	4,927
Reprographics	78,393	71,494	(6,899)
Customer Services - Corporate	1,011,771	911,841	(99,930)
Ad Organisational Resources	84,794	139,972	55,178
Total Direct Costs	2,994,875	2,565,673	(429,202)
IAS 19 Pension Adjustment	0	(72,054)	(72,054)
Support Service costs	(2,809,388)	(2,641,032)	168,356
Capital Charges	414,414	414,288	(126)
Total Organisational Resources	599,901	266,874	(333,027)

Resources Directorate

Organisational Resources Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance Variance £	Variance Explanation
Car Parking				
Premises	654,665	699,949	45,284	See Note A Below:
Supplies & Services	357,000	387,824	30,824	See Note B Below:
Support Services	187,090	195,440	8,350	Higher recharges from service management.
Capital Financing Costs	75,820	75,792	(28)	No Major Variances.
Income	(3,032,799)	(3,454,760)	(421,961)	See Note C Below:
	(1,758,224)	(2,095,755)	(337,531)	
Note A: Overspends in relation to £23,618 Repairs and Maintenance, mainly the Flowbird Contract, £5,410 Ground Maintenance costs, £18,896 Income shares payable and £26,338 Electricity. (£29,895) Business Rates underspend.				
Note B: Overspends in relation to; £7,033 Cleansing Contract and £35,261 Management Fee. Underspends in relation to: (£5,000) Other Professional Fees, (£10,543) Credit Card Charges. Other Minor Variances.				
Note C: Additional Income of: (£10,000) Income - Other Contributions in relation to Millers Walk, (£9,976) Car Parking Cash, (£34,363), Excess Parking, (£74,331), Season Tickets, (£59,682) Electric Vehicle Charging Points, (£451,497) App Income, (£14,452) Rental Income. £233,325 Credit Cards income under budget, however this is due to more people paying by App.				
It - Support Services				
Employee Costs	927,631	816,080	(111,551)	Vacant posts.
IAS 19 Pension Adjustment	0	(23,926)	(23,926)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,000	187	(813)	No Major Variances.
Supplies & Services	893,520	914,178	20,658	(£14,605) Other Professional Fees. Overspends in relation to: £30,481 Computer Costs and £3,380 Mobile Phone Rentals.
Support Services	(1,950,129)	(1,830,384)	119,745	Higher recharges from service management.
Capital Financing Costs	127,978	127,932	(46)	No Major Variances.
Income	0	(4,067)	(4,067)	Sale of Equipment.
	0	0	0	
Poppyfields				
Employee Costs	0	0	0	No Major Variances.
Premises	3,114	1,748	(1,366)	No Major Variances.
Supplies & Services	19,700	18,505	(1,195)	No Major Variances.
Support Services	22,770	20,716	(2,054)	Lower recharges from service management.
Income	0	150	150	No Major Variances.
	45,584	41,120	(4,464)	
Property Services				
Employee Costs	614,974	605,137	(9,837)	Employee costs underspend.
IAS 19 Pension Adjustment	0	(17,093)	(17,093)	Pension Fund Adjustment 2023/24
Premises	0	6,804	6,804	Unplanned Repairs and Maintenance.
Transport Related Expenditure	29,431	29,883	452	No Major Variances.
Supplies & Services	25,085	42,908	17,823	See Note A Below:
Support Services	(712,795)	(714,854)	(2,059)	Lower recharges from service management.
Capital Financing Costs	47,755	47,748	(7)	No Major Variances.
Income	0	(535)	(535)	No Major Variances.
	4,450	0	(4,450)	
Note A: Overspends in relation to: £2,398 Equipment Purchases, £16,919 Computer software upgrade and £5,234 Postage Costs. Underspends in relation to: (£4,614) Material Purchases and (£2,055) Subscriptions.				

Resources Directorate

Organisational Resources Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
Playgrounds				
Premises	29,135	54,951	25,816	Repairs and Maintenance.
Supplies & Services	63,500	89,697	26,197	Repairs, Maintenance and Equipment.
Support Services	54,070	52,794	(1,276)	Lower recharges from service management.
Income	0	(7,815)	(7,815)	Contribution towards installation of accessible roundabout Cromer Road, Sheringham.
	146,705	189,627	42,922	
Amenity Lighting				
Premises	37,875	37,196	(679)	No Major Variances.
Support Services	29,980	28,440	(1,540)	Lower recharges from service management.
	67,855	65,636	(2,219)	
Community Centres				
Premises	10,520	6,960	(3,560)	(£5,600) Repairs and Maintenance underspend offset by other minor variances.
Support Services	18,140	16,874	(1,266)	Lower recharges from service management.
	28,660	23,834	(4,826)	
Tic'S				
Employee Costs	75,138	84,487	9,349	Holiday Cover.
IAS 19 Pension Adjustment	0	(2,221)	(2,221)	Pension Fund Adjustment 2023/24
Premises	16,604	32,399	15,795	Overspends in relation to: £3,850 Repairs and Maintenance, £7,013 Electricity and £2,564 Contract Cleaning.
Transport Related Expenditure	85	0	(85)	No Major Variances.
Supplies & Services	18,370	18,534	164	No Major Variances.
Support Services	54,820	52,080	(2,740)	Lower recharges from service management.
Capital Financing Costs	6,040	6,048	8	No Major Variances.
Income	(30,170)	(36,163)	(5,993)	Income from Sales.
	140,887	155,163	14,276	
Cromer Pier				
Premises	209,667	139,992	(69,675)	Underspends in relation to; (£37,378) Repairs and Maintenance and (£31,100) Insurance premium due to only insuring half of the pier.
Supplies & Services	4,000	0	(4,000)	Other Professional Fees.
Support Services	106,990	106,350	(640)	Lower recharges from service management.
Capital Financing Costs	20,737	20,736	(1)	No Major Variances.
	341,394	267,078	(74,316)	
Public Conveniences				
Premises	700,772	794,758	93,986	See Note A Below:
Transport Related Expenditure	0	91	91	No Major Variances.
Supplies & Services	38,250	18,223	(20,027)	Legionella Survey underspend.
Transfer Payments	14,175	11,951	(2,224)	Internal service charge to Rocket House less than budgeted.
Support Services	214,450	206,162	(8,288)	Lower recharges from service management.
Capital Financing Costs	82,028	81,996	(32)	No Major Variances.
Income	0	(10,489)	(10,489)	Insurance Claims Reimbursement.
	1,049,675	1,102,691	53,016	

Note A: Overspends in relation to; £9,768 Repairs and Maintenance, £18,155 Rent/Hire of toilet at Weybourne car park, £41,981 Electricity, £29,898 Contract Cleaning and £4,244 Premises Insurance. Underspend in relation to: (£8,702) Business Rates.

Resources Directorate

Organisational Resources Outturn 2023/24

	Updated Budget 2023/24 £	Outturn 2023/24 £	Outturn Variance £	Variance Explanation
IT Business Support				
Employee Costs	138,675	143,537	4,862	No Major Variances.
IAS 19 Pension Adjustment	0	(3,215)	(3,215)	Pension Fund Adjustment 2023/24
Supplies & Services	0	65	65	No Major Variances.
Support Services	398,690	377,094	(21,596)	Lower recharges from service management.
	537,365	517,481	(19,884)	
Reprographics				
Employee Costs	46,853	48,776	1,923	No Major Variances.
IAS 19 Pension Adjustment	0	(1,383)	(1,383)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	250	0	(250)	No Major Variances.
Supplies & Services	35,290	27,270	(8,020)	Equipment Operating Lease Rental.
Support Services	(78,393)	(70,112)	8,281	Higher recharges from service management.
Income	(4,000)	(4,552)	(552)	No Major Variances.
	0	0	0	
Customer Services - Corporate				
Employee Costs	951,854	891,426	(60,428)	Vacant posts.
IAS 19 Pension Adjustment	0	(22,800)	(22,800)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	2,300	3,926	1,626	No Major Variances.
Supplies & Services	74,867	45,158	(29,709)	Underspends in relation to; (£24,348) Equipment Purchases and (£3,200) Postage Costs.
Support Services	(1,065,827)	(943,077)	122,750	Higher recharges from service management.
Capital Financing Costs	54,056	54,036	(20)	No Major Variances.
Income	(17,250)	(28,669)	(11,419)	Service Charge Income.
	0	0	0	
Ad Organisational Resources				
Employee Costs	83,500	89,631	6,131	Leaver/Sick Pay.
IAS 19 Pension Adjustment	0	(1,416)	(1,416)	Pension Fund Adjustment 2023/24
Transport Related Expenditure	1,194	541	(653)	No Major Variances.
Supplies & Services	100	49,800	49,700	Agency Staff.
Support Services	(89,244)	(138,556)	(49,312)	Lower recharges from service management.
	(4,450)	0	4,450	
Total Organisational Resources	599,901	266,874	(333,027)	
Total Resources	5,518,103	5,295,431	(222,672)	

Reserves Statement 2023/24 Outturn

Reserve	Purpose and Use of Reserve	Balance 01/04/23	Transfers in	Transfers Out	Outturn 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
		£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	3,040,242	0	(154,795)	(154,795)	2,885,447	(9,844)	2,875,603	0	2,875,603	0	2,875,603	0	2,875,603
Earmarked Reserves:						0								
Capital Projects	To provide funding for capital developments and purchase of major assets.	555,618	0	0	0	555,618	0	555,618	0	555,618	0	555,618	0	555,618
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	846,107	0	(5,510)	(5,510)	840,597	(120,000)	720,597	0	720,597	0	720,597	0	720,597
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	725,822	0	0	0	725,822	(46,622)	679,200	0	679,200	0	679,200	0	679,200
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	224,115	0	(78,316)	(78,316)	145,799	(122,542)	23,257	(11,883)	11,374	0	11,374	0	11,374
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.	2,921,236	0	(7,000)	(7,000)	2,914,236	(18,000)	2,896,236	(18,000)	2,878,236	(18,000)	2,860,236	(18,000)	2,842,236
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	466,288	0	(224,754)	(224,754)	241,534	(265,738)	(24,204)	0	(24,204)	0	(24,204)	0	(24,204)
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	406,550	0	(106,059)	(106,059)	300,491	(131,550)	168,941	0	168,941	0	168,941	0	168,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	3,124,029	0	(389,659)	(389,659)	2,734,370	(451,893)	2,282,477	(159,764)	2,122,713	(10,000)	2,112,713	(10,000)	2,102,713
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	232,421	0	(54,095)	(54,095)	178,326	(10,000)	168,326	(10,000)	158,326	(10,000)	148,326	(10,000)	138,326
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	186,015	60,000	(183,015)	(123,015)	63,000	60,000	123,000	60,000	183,000	60,000	243,000	60,000	303,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk.	60,490	0	(14,528)	(14,528)	45,962	0	45,962	0	45,962	0	45,962	0	45,962
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	494,476	655,170	(16,000)	639,170	1,133,646	0	1,133,646	0	1,133,646	0	1,133,646	0	1,133,646
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	0	0	150,000	(40,000)	110,000	0	110,000	0	110,000	0	110,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,620,356	83,756	(17,416)	66,340	2,686,696	(77,969)	2,608,727	(44,410)	2,564,317	(19,780)	2,544,537	(9,020)	2,535,517

Reserve	Purpose and Use of Reserve	Balance 01/04/23	Transfers in	Transfers Out	Outturn 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
		£	£	£	£	£	£	£	£	£	£	£	£	£
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	131,544	(447,107)	(315,563)	1,958,473	(128,318)	1,830,155	(55,273)	1,774,882	(55,273)	1,719,609	(55,273)	1,664,336
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	0	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	0	(4,538)	(4,538)	88,914	(36,000)	52,914	0	52,914	0	52,914	0	52,914
Major Repairs Reserve	To provide provision for the repair and maintenance of the councils asset portfolio.	587,979	0	0	0	587,979	(50,000)	537,979	0	537,979	0	537,979	0	537,979
Net Zero Initiatives	to support the Councils Net Zero programme	500,000	0	(28,143)	(28,143)	471,857	0	471,857	0	471,857	0	471,857	0	471,857
New Homes Bonus (NHB)	Established for supporting communities with future growth and development and Plan review*	222,543	0	(76,394)	(76,394)	146,149	(100,000)	46,149	0	46,149	0	46,149	0	46,149
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	0	(43,003)	(43,003)	112,221	(26,123)	86,098	0	86,098	0	86,098	0	86,098
Reserve	To help Coastal Communities adapt to coastal changes.	89,566	0	0	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	50,000	(178,965)	(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	53,043	0	53,043	717,051	(45,456)	671,595	0	671,595	0	671,595	0	671,595
Treasury	To smooth impacts on the Revenue account of movement in fair value changes of the Councils holdings in Pooled Funds	500,000	0	0	0	500,000	0	500,000	0	500,000	0	500,000	0	500,000
Total Reserves		21,896,616	1,033,513	(2,029,297)	(995,784)	20,900,832	(1,796,455)	19,104,377	(189,330)	18,915,047	(3,053)	18,911,994	7,707	18,919,701

Capital Programme Outturn 2023-24				
<u>Scheme</u>	Updated Budget 2023/24	23/24 Actual Expenditure	Variance	Reprofiling to 2024/25 budget
	£	£	£	£
Our Greener Future				
Cornish Way Industrial Units	52,484	52,484	0	0
Cromer Office LED Lighting Programme	91,597	4,476	(87,121)	87,121
Catfield Industrial Units - Net Zero works	30,000	28,020	(1,980)	0
Cromer Coast Protection Scheme	12,210,742	1,840,172	(10,370,570)	10,370,570
Coastal Erosion Assistance	31,931	4,000	(27,931)	27,931
Coastal Adaptations	244,990	0	(244,990)	244,990
Mundesley Coastal Management Scheme	7,618,322	1,826,288	(5,792,034)	5,792,034
Sea Palling Ramp	9,650	9,650	0	0
Replacement of Flood Gates at Cable Gap Bacton, The Ship Bacton & Walcott Post Office	45,500	0	(45,500)	0
Coastal Management Fund	147,000	5,250	(141,750)	141,750
Coastwise	1,504,473	157,935	(1,346,537)	1,346,537
Purchase of Bins	103,715	103,715	0	0
Waste Vehicles	649,340	611,424	(37,916)	0
Electric Vehicle Charging Points	33,317	0	(33,317)	33,317
The Reef Solar Carport	578,449	513,269	(65,180)	65,180
Holt Country Park Electricity Improvements	150,000	0	(150,000)	150,000
Solar PV Panels at Victory Swim and Fitness Centre	6,713	6,713	0	0
Public Conveniences Energy Efficiencies	0	0	0	0
Coastal Defences	0	0	0	0
	23,508,223	5,163,395	(18,344,827)	18,259,431

<u>Scheme</u>	Updated Budget 2023/24	23/24 Actual Expenditure	Variance	Reprofiling to 2024/25 budget
	£	£	£	£
Developing Our Communities				
Public Conveniences (Fakenham & Wells)	213,250	262,625	49,375	0
Public Conveniences Sheringham & North Walsham	360,714	360,713	(0)	0
Public Conveniences - Albert Street, Holt	370,000	11,572	(358,428)	358,428
Countryside Machinery	31,216	29,259	(1,957)	1,957
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	576,087	553,202	(22,885)	22,885
Pavilion Theatre Bar Upgrade	0	36,127	36,127	0
3G Facilities	847,568	0	(847,568)	847,568
Cromer 3G Football Facility	1,000,000	4,725	(995,275)	995,275
The Reef Leisure Centre	300,727	38,003	(262,724)	262,724
Green Road Football Facility	50,223	0	(50,223)	50,223
Environmental Health Noise Equipment	18,372	18,372	0	0
New Play Area (Sheringham, The Lees)	65,000	0	(65,000)	65,000
Fakenham Leisure and Sports Hub (FLASH)	100,000	87,362	(12,638)	12,638
Back Stage Refurbishment - Pier Pavilion Theatre	0	0	0	0
Holt Country Park Staff Facilities	0	0	0	0
Cromer Church Wall	0	0	0	0
Changing Places Access Control	0	0	0	0
	3,933,157	1,401,960	(2,531,196)	2,616,697

<u>Scheme</u>	Updated Budget 2023/24	23/24 Actual Expenditure	Variance	Reprofiling to 2024/25 budget
	£	£	£	£
Meeting Our Housing Needs				
Disabled Facilities Grants	1,475,730	1,694,985	219,255	0
Compulsory Purchase of Long-Term Empty Properties	429,616	144	(429,472)	429,472
Community Housing Fund	708,161	480,000	(228,161)	228,161
Provision of Temporary Accommodation	1,738,588	1,440,282	(298,307)	298,307
S106 Enabling	1,600,000	836,000	(764,000)	764,000
Loans to Housing Providers	300,000	110,000	(190,000)	190,000
Local Authority Housing Fund	1,040,000	728,000	(312,000)	312,000
	7,292,096	5,289,411	(2,002,685)	2,221,940

<u>Scheme</u>	Updated Budget 2023/24	23/24 Actual Expenditure	Variance	Reprofiling to 2024/25 budget
	£	£	£	£
Investing In Our Local Economy And Infrastructure				
Sheringham Enabling Land	78,681	217	(78,464)	78,464
Administrative Buildings	8,868	6,583	(2,286)	0
Rocket House	1,036,835	22,442	(1,014,394)	1,014,394
Collectors Cabin	29,840	5,423	(24,417)	0
Fakenham Connect/Crinkle Crankle Wall	224,360	235,175	10,815	0
North Walsham Heritage Action Zone	796,116	640,963	(155,154)	155,154
Unit 1 & 2, Surf Lifesaving School, Cromer Promenade	55,000	0	(55,000)	0
Fakenham Urban Extension	1,780,000	198,538	(1,581,462)	1,581,462
Property Acquisitions	704,784	0	(704,784)	704,784
Chalet Refurbishment	125,000	72	(124,928)	124,928
Marrams Building Renovation	50,000	1,675	(48,325)	48,325
Car Parks Refurbishment	226,000	78,665	(147,335)	147,335
Marrams Footpath and Lighting	50,000	275	(49,725)	49,725
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	37,887	(137,113)	137,113
Morris Street Car Park Boundary Wall	11,247	15,047	3,800	0
UK Shared Prosperity Fund	85,867	85,867	0	0
Rural England Prosperity Fund	364,463	364,463	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	115,638	(34,362)	34,362
West Prom Sheringham, Lighting & Cliff Railings	0	0	0	0
Cromer Offices Floor Power Boxes	0	0	0	0
The Lees Walkway and Structural Works	30,000	534	(29,466)	29,466
Disposal Costs for Fakenham Highfield Road	1,205	1,205	0	0
	5,983,266	1,810,668	(4,172,598)	4,105,512

<u>Scheme</u>	Updated Budget 2023/24 £	23/24 Actual Expenditure £	Variance £	Reprofiling to 2024/25 budget £
A Strong, Responsible And Accountable Council				
User IT Hardware Refresh	60,602	38,464	(22,138)	22,138
Members IT	26,549	1,032	(25,518)	0
Backup Network Upgrade	14,000	0	(14,000)	14,000
Fire Wall Replacements	3,510	0	(3,510)	0
Refurbishment of IT Training Room	15,000	0	(15,000)	0
Financial Management System	3,034	0	(3,034)	3,034
Recruitment Software	35,050	0	(35,050)	0
Printer Replacement	2,503	0	(2,503)	0
Network Hardware Replacement	8,881	3,648	(5,234)	0
Server Replacement	100,000	43,673	(56,327)	56,327
Folding Machine Laminator	22,880	0	(22,880)	0
Digital Mailroom Scanners	15,617	13,748	(1,869)	1,869
New Revenues and Benefits System	0	0	0	0
Replacement Storage Hardware	0	0	0	0
	307,627	100,565	(207,062)	97,368
TOTAL EXPENDITURE	41,024,368	13,765,999	(27,258,369)	27,300,948

2023/24 Capital Programme Financing Table	Budget 2023/24	Actual 2023/24
Grants	26,235,299	8,500,521
Other Contributions	2,971,250	1,034,538
Reserves	3,713,043	1,431,907
Revenue Contribution to Capital (RCCO)	100,000	100,000
Capital receipts	7,716,061	2,445,236
Borrowing	288,715	253,797
Total	41,024,368	13,765,999

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Capital Programme Outturn 2024-25

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Our Greener Future				
Cromer Office LED Lighting Programme	87,121	0	(87,121)	87,121
Cromer Coast Protection Scheme	10,370,570	0	(10,370,570)	10,370,570
Coastal Erosion Assistance	27,931	0	(27,931)	27,931
Coastal Adaptations	244,990	0	(244,990)	244,990
Mundesley Coastal Management Scheme	5,792,034	0	(5,792,034)	5,792,034
Coastal Management Fund	341,750	0	(341,750)	341,750
Coastwise	3,242,968	0	(3,242,968)	3,242,968
Purchase of Bins	146,285	0	(146,285)	146,285
Electric Vehicle Charging Points	33,317	0	(33,317)	33,317
The Reef Solar Carport	65,180	0	(65,180)	65,180
Holt Country Park Electricity Improvements	400,000	0	(400,000)	400,000
Solar PV Panels at Victory Swim and Fitness Centre	193,288	0	(193,288)	193,288
Public Conveniences Energy Efficiencies	150,000	0	(150,000)	150,000
Coastal Defences	150,000	0	(150,000)	150,000
	21,245,434	0	(21,245,434)	21,245,434

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Developing Our Communities				
Public Conveniences (Fakenham & Wells)	0	0	0	0
Public Conveniences (Sheringham & North Walsham)	0	0	0	0
Public Conveniences - Albert Street, Holt	358,428	0	(358,428)	358,428
Countryside Machinery	1,957	0	(1,957)	1,957
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	22,885	0	(22,885)	22,885
3G Facilities	847,568	0	(847,568)	847,568
Cromer 3G Football Facility	995,275	0	(995,275)	995,275
The Reef Leisure Centre	262,724	0	(262,724)	262,724
Green Road Football Facility (North Walsham)	50,223	0	(50,223)	50,223
New Play Area (Sheringham, The Lees)	65,000	0	(65,000)	65,000
Fakenham Leisure and Sports Hub (FLASH)	2,553,638	0	(2,553,638)	2,553,638
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	0	(331,000)	331,000
Holt Country Park Staff Facilities	93,500	0	(93,500)	93,500
Cromer Church Wall	50,000	0	(50,000)	50,000
Changing Places Access Control	40,000	0	(40,000)	40,000
Cabbell Park Clubhouse	237,000	0	(237,000)	237,000
	5,909,197	0	(5,909,197)	5,909,197

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Meeting Our Housing Needs				
Disabled Facilities Grants	1,475,730	0	(1,475,730)	1,475,730
Compulsory Purchase of Long-Term Empty Properties	429,472	0	(429,472)	429,472
Community Housing Fund	228,161	0	(228,161)	228,161
Provision of Temporary Accommodation	298,307	0	(298,307)	298,307
S106 Enabling	1,064,000	0	(1,064,000)	1,064,000
Loans to Housing Providers	340,000	0	(340,000)	340,000
Local Authority Housing Fund	592,000	0	(592,000)	592,000
	4,427,670	0	(4,427,670)	4,427,670

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
Investing In Our Local Economy And Infrastructure				
Sheringham Enabling Land	78,464	0	(78,464)	78,464
Rocket House	1,014,394	0	(1,014,394)	1,014,394
North Walsham Heritage Action Zone	155,154	0	(155,154)	155,154
Fakenham Urban Extension	1,581,462	0	(1,581,462)	1,581,462
Property Acquisitions	704,784	0	(704,784)	704,784
Chalet Refurbishment	124,928	0	(124,928)	124,928
Marrams Building Renovation	48,325	0	(48,325)	48,325
Car Parks Refurbishment	252,335	0	(252,335)	252,335
Marrams Footpath and Lighting	49,725	0	(49,725)	49,725
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	137,113	0	(137,113)	137,113
UK Shared Prosperity Fund	190,000	0	(190,000)	190,000
Rural England Prosperity Fund	1,093,385	0	(1,093,385)	1,093,385
New Fire Alarm and Fire Doors in Cromer Offices	34,362	0	(34,362)	34,362
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	(55,000)	55,000
Cromer Offices Floor Power Boxes	50,000	0	(50,000)	50,000
The Lees Walkway and Structural Works	29,466	0	(29,466)	29,466
Disposal Costs for Fakenham Highfield Road	0	0	0	0
	5,598,897	0	(5,598,897)	5,598,897

<u>Scheme</u>	Updated Budget 2024/25 £	24/25 Actual Expenditure £	Variance £	Reprofiling to 2025/26 budget £
A Strong, Responsible And Accountable Council				
User IT Hardware Refresh	82,138	0	(82,138)	82,138
Backup Network Upgrade	14,000	0	(14,000)	14,000
Financial Management System	3,034	0	(3,034)	3,034
Server Replacement	56,327	0	(56,327)	56,327
Digital Mailroom Scanners	1,869	0	(1,869)	1,869
New Revenues and Benefits System	98,720	0	(98,720)	98,720
Replacement Storage Hardware	150,000	0	(150,000)	150,000
	406,088	0	(406,088)	406,088
TOTAL EXPENDITURE	37,587,286	0	(37,587,286)	37,587,286

2023/24 Capital Programme Financing Table	Budget 2024/25	Actual 2024/25
Grants	25,598,592	0
Other Contributions	2,234,462	0
Reserves	2,330,670	0
Revenue Contribution to Capital (RCCO)	0	0
Capital receipts	6,470,500	0
Borrowing	953,063	0
Total	37,587,286	0

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Reporting progress implementing Corporate Plan 2023-27 Action Plan 2023-24	
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 Corporate Plan Annual Action Plan 2024-25

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	This report is primarily 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 help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

Corporate Governance:	
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 in the quarter 1 January to 31 March 2024, identifies any issues with individual actions and puts forward proposals for how these would be addressed. The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023.

3. Overview of progress

3.1 Overall progress – Action Plan 2023/24

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

Action Plan 2023/24 – Summary

Quarter 4 from 1 January to 31 March 2024

RAG status	No. of actions
Red	2
Amber	5
Green	21
NA	0
Missing data	0
Total	28

Stage	No. of actions
Not Started	2
In Progress	18
Completed	8
Cancelled	0
Missing data	0
Total	28

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	1	1	0	0
Amber	1	4	0	0
Green	0	13	8	0
NA	0	0	0	0

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

3.2 **Action Plan 2024/25**

Officers have commenced work against the objectives agreed in the Corporate Plan Action Plan 2024/25 as approved by Cabinet at its meeting on 6 November 2023. Progress reports for these actions will be presented in the next report for quarter 1 2024/25 (1 April to 30 June 2024).

3.3 **Details of all Actions**

To review the updates for all the actions please see Appendix A Action Plan 2023-24 Progress Updates – Quarter 4 2023-24.

4. **Corporate Priorities**

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 are 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:

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

6. **Legal Implications**

There are no legal implications from this report.

Comments from the Monitoring Officer

There are no specific governance issues apparent from this report.

7. **Risks**

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plans 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 Action Plan 2023-24 is being implemented as planned.

Cabinet is recommended to note this report.

Action Plan 2023/24

Updates for quarter 4 2023/24 - January to March 2024



Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
1 Provide the solar car port at The Reef	Kate Rawlings	Our Greener Future	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	Bob Wade	Our Greener Future	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	Not Started	Amber	The work programme for this action is being reviewed following Government announcements on Simpler Recycling (October 2023) and Food Waste Collections (March 2024)
3 Local Plan examination	Russell Williams	Our Greener Future	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	Completed	Green	The Examination took place in February - March 2024. The Council is now awaiting feedback from the Independent Inspector
4 Launch CoastWise	Rob Goodliffe	Our Greener Future	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Completed	Green	Outline business case approved. Core project team in place. Programme launched. First series of Coastwise cafe events completed.
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Our Greener Future	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Completed	Green	Construction is progressing on both schemes according to the planned programme. Regular and ongoing collaboration as a whole project team to identify and address any challenges. Still chasing the Environment Agency for top up funding for Cromer (have sufficient funding secured for the works currently). Majority of consenting in place.
6 Promote the development of Neighbourhood Plans	Russell Williams	Developing our Communities	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	The Council continues to promote Neighbourhood Plans to Town and Parish Councils via the Forum and the bi-monthly Planning Briefing sessions. Consultation stages of the Wells Neighbourhood Plan progressed.
7 Develop a Rural Strategy	Martyn Fulcher	Developing our Communities	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	Initial discussions have commenced with the Portfolio Holder to set the focus and priorities for the strategy to achieve and how best this can be progressed.

Page 11

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
8 Further develop and embed our Youth Council work	Emma Denny	Developing our Communities	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	Developing our Communities	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Amber	<p>North Walsham completed.</p> <p>Sheringham Leas works to refurbish male and female toilets completed summer 2023, but works programmed to provide refurbished accessible toilet and new Changing Places and family facilities have been delayed due to need to strengthen bridge supports for pathway above the toilets and beach access route. These works were carried out in March / April 2024 and will be followed by the toilet improvement works.</p> <p>Delays experienced with commencing replacement facilities at Albert Street toilets Holt due to capacities of statutory undertakers - UKPN.</p>
10 Develop an Active Environments Strategy	Colin Brown	Developing our Communities	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Not Started	Red	Conversations are ongoing internally regarding the content of this strategy and the correct approach to take.
11 Submit quality bids to available Government funding opportunities	Tina Stankley	Developing our Communities	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	<p>The Council received a Levelling Up Fund grant offer of £9.8m for the Fakenham Leisure and Sports Hub in late November 2023 and in early 2024 has put in place strong governance arrangements for the delivery of this project until 2026.</p> <p>A grant offer of £174k received under the Swimming Pool Fund in March 2024 to provide solar panels at the Victory Swim and Fitness Centre, North Walsham.</p> <p>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.</p>

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
12 Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	Developing our Communities	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	<p>The service continues to use data analytics and proactive targeting, to identify and actively support vulnerable residents affected by the impacts of welfare reform and promote better outcomes for people in poverty households.</p> <p>Offering proactive support enhances financial resilience by preventing debt and arrears. Boosting household income helps residents stay financially secure for longer, allows households to become financially resilient and able to absorb financial shocks, potentially reducing long term costs for the council in areas like debt recovery, housing, and health.</p> <p>To date the team have achieved over £1.2 million in increased benefits and funding to residents through take up campaigns, targeting, and referrals into the Financial Inclusion team.</p>
13 Develop 38 affordable housing units	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	38 new affordable homes were built in 2023/24. The average over the previous 10-years was 92 per annum
14 Re-use the Councils contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	Working with Flagship Housing 10 new homes were delivered supported by LAHF grant and NNDC have also purchased 5 homes for homeless households supported by LAHF grant
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	Meeting our Housing Need	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Red	<p>Delays in Government passing the Levelling Up and Regeneration Bill, which was not adopted until October 2023, means the Second Homes council tax premium cannot be introduced by the Council until 1 April 2025.</p> <p>Discussions are being pursued with Norfolk County Council over the retention of the Second Homes council tax premium to support a programme of affordable housing development in the district, this action should move into 2024/25.</p>
16 Deliver additional units of Temporary Accommodation	Lisa Grice	Meeting our Housing Need	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	Between 1st January 2024 and 31 March 2024, we have increased our temporary accommodation portfolio by a further two properties which now stands at 23 properties.

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)
17 Take forward the recommendations of the Stalham High Street Task Force Action Plan	Stuart Quick	Investing in our Local Economy and Infrastructure	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 Stalham Town Team has been established and is meeting on a monthly basis. A good level of core engagement from local stakeholders has been established, but others are being sought to further strengthen this. On 26 April The Portfolio Holder for Sustainable Growth and relevant Officers held a 'walk'n'talk' session in the town to better understand some of the key issues within the town.
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	Investing in our Local Economy and Infrastructure	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 a 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 is intended to be delivered by Cash Access UK, which is a not-for profit company providing basic banking services in communities across the UK. They are presently exploring potential sites in Holt and it is hoped that the hub could be opened within the next 12 months.
19 Prepare an Economic Growth Strategy	Rob Young	Investing in our Local Economy and Infrastructure	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 Economic Growth Strategy was approved and adopted by full Council at its meeting of 27 March 2024.
20 Launch the Virtual Business Support Hub	Stuart Quick	Investing in our Local Economy and Infrastructure	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 and providing information and support for businesses.
21 Commission a study into the potential Hydrogen production at the Bacton Energy hub	Steve Blatch	Investing in our Local Economy and Infrastructure	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. Member workshop delivered in March 2024 by the Newcastle University Team. Regular discussions now established with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen developments at Bacton and these discussions are ongoing.

Action	Lead Officer	Corporate Plan Theme	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (required if RAG status is Amber or Red or Stage is completed or cancelled)	
22	Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	A Strong, Responsible and Accountable Council	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	In Progress	Amber	Work has begun on reviewing the customer service strategy and complaints procedure. Customer service strategy will be developed in consultation with service areas across the council. The complaints procedure has been delayed slightly due to the inclusion of NNDC into the pilot scheme for the LGSCO.
23	Complete implementation of the Planning Service Improvement Plan	Russell Williams	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	This should be completed in time for a report to Overview and Scrutiny Committee in Summer 2024
24	Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Corporate Peer Challenge undertaken in September 2023 and an Action Plan developed and approved in line with the recommendations from the Peer Review report. A progress review meeting with the LGA Peer Challenge Team has been diarised for 30 July 2024.
25	Ensure the Council's annual accounts are audited in a timely manner	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	NNDC now has a plan which includes the completion of 2021/22 and 2022/23 accounts which will be published as soon as they are available on the Council's website. These will not be audited in line with the national guidelines. The closedown for 2023/24 will take place in line with the normal timetable and it has been agreed with the external auditors that the accounts will be audited in late autumn 2024. These will be presented for sign off at the December 2024 meeting of GRAC.
26	Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	Susan Sidell	A Strong, Responsible and Accountable Council	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	The Staff survey was carried out in January/ February 2024 and will inform the development of a new People Strategy during the summer of 2024.
27	Review and prepare an options appraisal for the management of the car park service	Tina Stankley	A Strong, Responsible and Accountable Council	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	The review is progressing. A report is planned to be presented to the Cabinet meeting in October 2024 presenting the outcome of the review and options to take that forward.
28	Advertise and let the Cedars building in North Walsham	Renata Garfoot	A Strong, Responsible and Accountable Council	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	In Progress	Amber	Substantial works to the Cedars building by the Council in September 2023, however, delays experienced with securing a broadband service to the building through a third party provider meant that tenants were unable to take up the space until March 2024.

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NORTH NORFOLK DISTRICT COUNCIL CORPORATE PEER CHALLENGE ACTION PLAN – PROGRESS REPORT	
Executive Summary	<p>Following the Corporate Peer Challenge conducted in September 2023, the District Council developed an Action Plan, as a response to the Peer Challenge recommendations, for delivery over the period to June 2025.</p> <p>This report details the progress made in delivering against the actions in the Action Plan over the period January – June 2024.</p>
Options considered	<p>This report details the progress the Council has made in implementing actions detailed within the Peer Challenge Action Plan over the period January – June 2024.</p> <p>The Council could have chosen not to develop an Action Plan in response to the Peer Challenge recommendations, but this would not have been in the spirit of the LGA Corporate Peer Challenge process and would not reflect the Council's positive approach to continuous learning, development and improvement.</p>
Consultation(s)	<p>Development of the Peer Challenge Action Plan involved consultation with Corporate Leadership Team, Management Team, the Leader of the Council and the Overview and Scrutiny Committee (at its 24th January 2024 meeting) before adoption by Cabinet at its 5th February 2024 meeting.</p>
Recommendations	<p>The Overview and Scrutiny Committee is invited to note the report and, as appropriate, comment on the progress made in the first six-month period of the Action Plan delivery.</p>
Reasons for recommendations	<p>To ensure the objectives of the Council are achieved and to support the Council in its future development, learning and continuous improvement.</p>
Background papers	<p>LGA Corporate Peer Challenge report conducted 12th – 15th September 2023 and Corporate Peer Challenge Action Plan adopted by Cabinet at its 5th February 2024 meeting</p>

Wards affected	All
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	Steve Blatch, Chief Executive Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232

Links to key documents:

Corporate Plan:	<p>Theme:- A Strong, Responsible & Accountable Council</p> <p>Objective:- We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.</p> <p>Action:-</p> <p>We will produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.</p>
Medium Term Financial Strategy (MTFS)	A number of actions detailed within the Action Plan seek to support and strengthen the Council's MTFS and strategic financial position given the changing context of local government finances.
Council Policies & Strategies	All – the Corporate Peer Challenge process promotes sector-led improvement and is intended to support the Council in its objectives in the provision of quality services which meet the needs of the district's residents, communities, businesses and visitors and of our ambitions around continuous improvement

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	Yes – there is no private or confidential information to be considered by this report.
Details of any previous decision(s) on this matter	N/A

1. Purpose of the report

- 1.1 This report details the progress made towards delivering actions proposed as a response to the recommendations made by the LGA Corporate Peer Challenge team following their visit to the District Council in September 2023, over the period January – June 2024.

2. Introduction & Background

- 2.1 North Norfolk District Council had a Local Government Association Corporate Peer Challenge undertaken in September 2023. The Peer Challenge process is a sector-led improvement programme intended to provide a snapshot of the Council's performance and make comments and recommendations drawn from experience elsewhere across the local government sector as to how the

Council might look to develop and improve the way it conducts its business and delivers services to its residents, communities, businesses and visitors.

- 2.2 The headline findings of the Peer Review team were that North Norfolk District Council *“is a council which performs well, cares for and is delivering for its residents. Officers and elected members have a clear understanding of the needs, wants and challenges in the district and are passionate about delivering for their communities”*.
- 2.3 The Peer Review Team then made four key recommendations to support the Council in its ambition to continually improve, develop and grow and the Peer Challenge then required the Council to publish a response in the form of an Action Plan detailing how it proposed responding to the recommendations made over the following two years.
- 2.4 The District Council therefore developed an Action Plan in response to the Peer Challenge recommendations in the period October – December 2023 and presented a draft of the action Plan to the 24th January 2024 Overview and Scrutiny Committee for comment, before the Action Plan was adopted by Cabinet at its meeting of the 5th February 2024.
- 2.5 This report to the Overview and Scrutiny Committee details the progress made towards delivering against the actions detailed in the Action Plan over the first six months of 2024, as per the Cabinet decision of 5th February 2024.

3. Progress made over the period January – June 2024

- 3.1 The progress made against the objectives developed under each of the four recommendations made by the Peer Review report as detailed in the agreed Action Plan are now reported in the table in Appendix 1 to this report.
- 3.2 Overall it is believed that good progress has been made in respect of the objectives and actions detailed in the Plan. Some organisational capacity to progress actions has been taken up by the Council being advised on 22nd November 2023 that its Levelling Up bid for the Fakenham Leisure and Sports Hub proposal had been approved by Government meaning that the council had to act swiftly in agreeing a project governance structure for the project, engaging with key local partners, responding to the Government’s pre-approval questionnaire and commencing procurement processes in order to meet the Government’s expectations that the project will be delivered by Spring 2026. Further, at the time of writing this report the Prime Minister has called the General Election to be held on 4th July, which again will involve some focus and resources being directed to this important event reducing capacity to progress some of the Peer Review actions / workstreams.
- 3.3 In respect of comments made within the Peer Review Report on the effectiveness of the Council’s scrutiny arrangements, the Council engaged a consultant resource from the Local Government Information Unit (LGIU) to undertake a review of the Council’s scrutiny function who conducted a series of workshop discussions with members of the Overview and Scrutiny Committee, Cabinet, senior officers and officers from the Democratic Services Team and then presented his findings, conclusions and recommendations back to the Council in a report dated 12th April 2024. The Overview and

Scrutiny Committee subsequently held a workshop on 22nd May to discuss the report and make recommendations to Cabinet and management, but how any recommendations are to be taken forward are yet to be agreed due to the calling of the General Election.

4. Corporate Priorities

- 4.1 The actions arising from this report support the Council's Corporate Plan theme of a **A Strong, Responsible & Accountable Council**; where "we will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income".
- 4.2 In anticipation of the Corporate Peer Challenge process in agreeing the Corporate Plan Action Plan for 2023/24 the Council agreed that we would – **"Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025"**.

5. Financial and Resource Implications

- 5.1 Delivering a number of the actions detailed in the Peer Challenge Action Plan has involved committing staff and financial resources as part of the Council's corporate improvement journey. The majority of staff time committed to delivering actions within the Action Plan have been met within existing budgets.
- 5.2 There have then been some direct costs incurred in taking forward some of the recommendations made by the Peer Review team such as the conduct of the Staff Survey, commissioning some external consultancy support to support the development of an Organisational Cultural Plan, and in undertaking some of the service reviews where bringing experience in from beyond the Council with a degree of external challenge and additional capacity has been seen as beneficial in terms of our corporate learning and improvement journey. These costs have been met through in-year underspends of some budgets (eg the Staff Survey and development of the Organisational Cultural Plan being met from the HR budget) and some of the external consultancy support, procured through the East of England Local Government Association Talent Bank resource being funded from the Organisational Development Reserve.

6. Legal Implications

- 6.1 It is not considered that there are any significant legal issues raised by this report or the Peer Review Action Plan.

7. Risks

- 7.1 It is not considered that there are any significant risks to the council raised by this report or the Peer Review Action Plan itself. However, the premise of the Corporate Peer Challenge process is to strengthen the performance of the authority and therefore it is considered that there would be some risks to the

authority if action isn't taken to develop an appropriate response to the Peer Review team's recommendations in terms of the council's medium-term financial position, ability to attract and retain staff etc.

8. Net Zero Target

8.1 There are no Net Zero issues arising from this report or Action Plan.

9. Equality, Diversity & Inclusion

9.1 Issues of equality, diversity and inclusion will be considered in the development of the Organisational Cultural Plan, new and revised workforce policies and service delivery improvements as appropriate.

10. Community Safety issues

10.1 There are no community safety issues arising from this report or Action Plan.

11. Conclusion and Recommendations

The Overview and Scrutiny Committee is invited to note the report and, as appropriate, comment on the progress made in the first six-month period of the Action Plan delivery.

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North Norfolk District Council

Local Government Association Corporate Peer Challenge

Action Plan

Peer Challenge Recommendation	Proposed response	Target completion date	Progress made to date – End June 2024
<p>Recommendation 1</p> <p>Stronger focus on strategic finance</p> <p>a) MTFS – three plus one rolling year to allow better and more accurate considerations and forecasting.</p> <p>b) More regular monitoring and reporting of the budget and capital</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process to reflect settlement announced on 18th December 2023.</p> <p>Agree a framework and approach for undertaking a rolling programme of service reviews to inform future savings and efficiencies over the next two years to March 2026.</p> <p>b) New financial reporting processes to be agreed in terms of frequency, format of reports, scrutiny arrangements etc.</p>	<p>a) End Feb 2024.</p> <p>September 2024</p> <p>b) New report format and reporting cycle be introduced for start of new civic year – ie from</p>	<p>2024/25 budget agreed by Council – 21st February 2024.</p> <p>Programme of service reviews being developed; all service managers have completed service plan template to inform prioritisation of service reviews.</p> <p>EELGA Talent Bank consultant engaged to undertake review of IT service; and similar proposal developed for a review of management of our Temporary Accommodation portfolio; review of car park management contract and charges also being progressed – all of which are due to report by end October 2024.</p> <p>Consideration is being given to the structure of reports and the reporting cycle for budget monitoring reports and starting the process of the budget preparation much earlier in the year compared to recent years. A</p>

<p>programme to better inform decision-making and promptly identify under/over-spending so that issues can be addressed.</p> <p>c) Alignment of financial capacity with corporate priorities – Statutory Officers are overloaded.</p>	<p>This will be undertaken alongside reviewing and clarifying the relationships and types of business considered by Cabinet, Overview and Scrutiny and GRAC which is to be externally facilitated.</p> <p>Financial management training has also been provided to elected members and budget holders to inform better budget management moving forward.</p> <p>c) Review of service areas falling within remit of the two Assistant Directors within the Resources Directorate to bring greater focus, service team alignment and increase capacity for financial oversight and governance. Customer Services moves from this Directorate to be directly managed by Steve Hems, Director of Communities.</p>	<p>the May 2024 cycle of meetings.</p> <p>c) End of April 2024.</p>	<p>programme of service reviews, some externally facilitated, has commenced and are due to be reported to members during the autumn period – this includes a review of car park management and enforcement, car park charges, review of IT service structure, review of the Council’s approach to the management of Temporary Accommodation, number and opening periods of some public toilets. These workstreams are all being progressed, despite the calling of the General Election, creating issues of capacity and uncertainty in terms of some funding programmes etc.</p> <p>Agreement has been reached following consultation on a change in the line management responsibilities of the two Assistant Director positions reporting to the Director of Resources. This has seen the Finance (Accountancy and Revenues), Assets and Property Services teams brought together under one AD for Finance and Assets; and the Legal, Democratic Services and IT teams reporting to the second AD for Legal and Governance.</p> <p>Agreement over the new line management responsibilities has allowed advertising of the new AD Finance and Assets post.</p> <p>These new arrangements are intended to provide more capacity, particularly in terms of financial management, providing both the Director of Resources and AD Legal and Governance with more space and capacity to fulfil their responsibilities as statutory officers – Section 151 Officer and Monitoring Officer respectively.</p>
<p>Recommendation 2</p>			

<p>The Corporate Plan needs to drive the delivery of new priorities alongside core services</p> <p>a) Align the Corporate Plan to the MTFS and properly resourced to make sure there are the funds to deliver aspirations and enough skilled and experienced officers to deliver them.</p> <p>b) Ensure the golden thread through the delivery plan, service plans, team plans and check-ins, so that all staff understands how they contribute and can feel pride in achieving them.</p>	<p>a) Agree allocation of resources – both staff and finance, to deliver the Council’s aspirations as detailed in the 2023 -2027 Corporate Plan and 2024/25 Annual Action Plan, aligned with the updated MTFS.</p> <p>b) Service/Team Plans and individual personal objectives agreed through the Check-in process.</p>	<p>a) End Feb 2024.</p> <p>End of March 2024.</p>	<p>2024/25 budget agreed by Council – 21st February 2024.</p> <p>Programme of service reviews being developed; all service managers have completed service plan template to inform prioritisation of service reviews.</p> <p>First service reviews being undertaken of the car park management contract and charges, IT service and management of our Temporary Accommodation portfolio and due to report by end September 2024 to inform key decisions as part of the 2025/26 budget process.</p> <p>All service managers asked to complete service template to assess prioritisation of service reviews more widely across the Council – with early reviews to be undertaken in Customer Services and Licensing where there are high levels of public / customer expectation and known recruitment, retention and resourcing issues.</p>
<p>Recommendation 3</p> <p>There is a need for a comprehensive</p>			

<p>Organisational Development Plan which includes:-</p> <p>a) Labour market analysis and workforce planning to help research future jobs in the local area, understand the skills needed for certain future roles and the demand for future employment working with business partners.</p> <p>b) Talent management / learning and development to attract, identify, develop, engage, retain and employ officers valuable to the Council.</p> <p>c) Employee survey and action plan – this is needed and</p>	<p>a) The Council has a good level of knowledge in this space but needs to demonstrate this understanding more clearly through a People or Workforce Plan to assist with the recruitment, development and retention of staff at a time of increasing workforce challenges.</p> <p>b) The Council has a strong record of workforce learning and development but could more clearly state and present this through better branding of the support for both existing staff and new recruits to the Council.</p> <p>Articulate our workforce development offer more clearly to existing staff, new recruits and managers so that we are more agile in the recruitment and development of our staff.</p> <p>c) Undertake an Employee Survey to establish some baseline data from which an Organisational Development</p>	<p>a) By end June 2024.</p> <p>b) As above.</p> <p>c) Survey to be completed by end February 2024.</p>	<p>Some work has been completed on this objective, but it has been agreed that this now needs to be incorporated as an element of the new Organisational Improvement Plan (or possibly People Strategy – title to be agreed) as detailed at points c) and d) below.</p> <p>Revised date for completion now end October 2024</p> <p>Some work has been completed on this objective, but it has been agreed that this now needs to be incorporated as an element of the new Organisational Improvement Plan (or possibly People Strategy – title to be agreed) as detailed at points c) and d) below.</p> <p>Revised date for completion now end October 2024</p> <p>Staff survey developed through the LGA Workforce team and partner Kinetiq in period November / December 2023 led by HR Manager supported by a small internal project</p>
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<p>will help to improve organisational culture by delivering on the results.</p> <p>d) Organisational Culture Plan – to help attitudes shift and make the council more agile to future demands.</p>	<p>and Culture Plan can be developed.</p> <p>d) Development of Organisational Development and Cultural Plan.</p>	<p>Results / report to be received by end March 2024.</p> <p>d) By end June 2024.</p>	<p>team.</p> <p>Survey undertaken for three weeks (last week of January and first two weeks of February) with results shared with the Council during March 2024. 60% participation rate and overall positive responses compared to other local authorities and public sector bodies.</p> <p>Following receipt of the Staff Survey results, the Council has engaged an EELGA Talent Bank consultant to work with the Council to develop a new Organisational Cultural Plan or People Strategy (title to be agreed). This consultant will work with the HR team and a newly formed internal project team during June and July to explore key issues and themes with the new Plan to be shared with the Council in September 2024.</p>
<p>Recommendation 4</p> <p>To continue to improve the Council needs to rethink:-</p> <p>a) Senior leadership of change and transformation – who is responsible for driving this is the organisation?</p>	<p>a) Articulate more clearly that CLT should lead on the change and transformation agenda for the authority – this being separate to the operational focus on Management Team; with the strategic direction being agreed between CLT and Cabinet and then CLT leading the internal change and transformation agenda as an internal organisational development activity in support of the political aspirations as agreed through the Corporate Plan.</p>	<p>a) New model to be agreed and implemented by end February 2024.</p>	<p>Three new Strategic Oversight Boards established to create clear separation between strategic and operational management, and reporting to political structures creating additional capacity through streamlined processes.</p> <p>Each Board is chaired by a Director, with a focus on monitoring progress and performance and reporting to members by exception.</p> <ul style="list-style-type: none"> • Decarbonisation Oversight Board • Major Projects Oversight Board • Performance and Productivity Board

<p>b) Distributed leadership – ownership, responsibility and accountability – Management Team need to work in sync and provide more operational capacity for transformation and change, compliance with programme and project management governance, creating more space at CLT for strategic planning.</p> <p>c) Digital vision and strategy to drive improved outcomes and cost efficiencies – need to agree how digital services will enable the delivery of modernised,</p>	<p>b) See above.</p> <p>c) Engage a consultant or EELGA Talent Bank resource to support the Council in the development of a new digital strategy and IT Plan to support further service improvement / transformation.</p>	<p>b) New model to be in place by end March 2024 at the latest.</p> <p>c) End October 2024.</p>	<p>New model implemented from May 2024.</p> <p>See above commentary on the new Strategic Oversight Boards.</p> <p>Also revised arrangements for the review and approval of recruitment and vacancy management meaning Management Team don't need to discuss as a Group as such decisions are now taken between Directors and their ADs, with sign off by Director of Resources in her capacity as Section 151 Officer.</p> <p>EELGA Talent Bank consultant resource engaged with review of the IT service to be undertaken in the period June – September 2024.</p>
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<p>streamlined delivery of services and priorities.</p> <p>d) Use data to inform decision-making, improve performance and drive commercial aspiration – smarter, clearer, more targeted performance measures which are effectively used to drive improvements along with more articulated reports, submitted on time and with clear recommendations.</p>	<p>d) Develop and agree a new set of key objectives and performance framework moving forward following decision not to use a proprietary performance management system in the future and develop spreadsheet framework for recording and reporting moving forward.</p>	<p>d) By end March 2024</p>	<p>New corporate performance indicators have been agreed against which our key service performance can be measured and benchmarked over time. Further, progress against the Corporate Plan Action Plan measures is monitored and reported quarterly with the approach being revised in response to comments made by the Overview and Scrutiny Committee in terms of the RAG rating approach adopted.</p>
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Overview and Scrutiny Committee Work Plan

Executive Summary

This report sets out changes to Overview and Scrutiny at the Council. The changes are a result of a development workshop with Overview and Scrutiny Committee where the committee made a number of decisions on how they wished to proceed in the future.

It involves changing the committee's workplan so that individual meetings have a more clearly defined focus, and the committee undertakes more of its overview function than it currently does along with a change in the focus in the reports to the committee to make them clearer on decision making and relevant evidence.

It recommends that the Committee approves the changes outlined so that they can be implemented.

Recommendation

That the Overview and Scrutiny Committee approves the changes set out in this report to its future meetings.

Contact Officer: Neil White, Democratic Services (Scrutiny) x 516047

1. Introduction

- 1.1. The Overview and Scrutiny Committee (OSC) held a development workshop on 22 May 2024 to consider how best to take Overview and Scrutiny forward and made a number of decisions on how they wanted the committee to change.
- 1.2 Those involved changing the reports that they were being asked to consider and looking at the type of meetings that were being held.

2. Types of Meetings

- 2.1 The Committee at the workshop asked to look at a workplan on the basis of different types of meetings. In a quarter:
 - one meeting would deal with performance management, operational risk and budget monitoring as "early warning radar".
 - one meeting dealing with pre scrutiny early principle items, and
 - one meeting acts as a mini task and finish group looking at a public issueThere would also need to be a budget savings meeting which could be included in one of the early warning meetings.
- 2.2 Early warning radar meetings would see the Quarterly Cabinet reports on corporate plan reporting, budget monitoring and operational risk alongside a new performance management report for the Committee that deals with North Norfolk profile indicators only. These will be a "general state of North Norfolk" indicators covering economic development, housing, health/quality of life, climate and deprivation/poverty that are not directly linked to the performance of the council appended to the report.
- 2.3 The main report will seek to pull key information from these reports and assess what issues the Council needs to be thinking about for the next 3 to 6 months. Some of these will be covered by potential operational changes while others may need a re-evaluation of part of a Council strategy or may need some new work to be done.
- 2.4 The Committee will be encouraged to take a more forward looking and strategic approach

when looking at this report with the aim of making clear recommendations to the Cabinet.

- 2.5 The meeting considering earlier pre scrutiny could include reports going to Cabinet at a later stage or issues chosen by the Committee. For those reports such as the recent Housing Allocations and Strategy a report would go to OSC prior to public consultation rather than the current approach when the consultation is finished and to some extent the OSC hands are tied by then and it can result in a more political discussion at the committee.
- 2.6 Officers will be encouraged to write reports that deal more with in principle issues. An example of that could be the Beach Huts report which is due to come to OSC in October that could address the issue of whether the council should provide with such huts or not.
- 2.7 It is proposed that no more than three substantive items come to each committee meeting.
- 2.8 The mini task and finish group meetings would seek to look at issue of public concern and call-in public organisations, community groups and stakeholders and members of the public in a question-and-answer session to work out if the Council could do anything to address that public issue.
- 2.9 An indictive work plan is at Appendix A but will need further work as items are identified for possible consideration by the Committee.

3. Reports

- 3.1. Councillors were clear in the workshop about what they wanted in reports and how they should be structured, and a new reporting guide and training will be given to officers. This will include the need for a full executive summary to be part of all reports as well as clearer and better evidenced reports.
- 3.2. The rationale for this was that not all members will want to look in detail at all reports. Instead, the Councillors could be split into three groups depending on the subject matter in the report to-
 - Paddlers – will only need to read the Executive Summary to get the information they want
 - Swimmers - will want to read the Executive Summary and the background and details highlighted in the report
 - Divers - will want to everything they can on the subject so will go through the appendices
- 3.3. This issue was brought up in the recent LGA Corporate Peer review that stated that reports need to be clear about what decision they are asking members to make, provide all the options, risks and implications and be succinctly explained by an officer in the meeting.

4. Corporate Plan Objectives

These changes to Overview and Scrutiny fit within the Council's Strong, Responsible and Accountable Council priority and link directly to "ensuring that strong governance is at the heart of all we do."

5. Medium Term Financial Strategy

In part the aim of this approach is to try and highlight issues at an earlier stage for the Council to consider and deal with which may reduce surprises and expenditure that was unexpected.

6. Financial and resource implications

None at this stage.

7. Legal implications

- 7.1 The are clear expectations from the Government on how Overview and Scrutiny should operate at Councils with new recent statutory guidance being issued that is particularly helpful advice. The new government might change this advice and indeed seek a different approach as to how it is being implemented on the ground.

8. Communications issues

- 8.1. There may be potential for more communications work especially at those meetings where a public issue is being considered that could involve members of the public and the use of social media channels.

9. Risks

- 9.1. The Local Government Act 2000 introduced Overview and Scrutiny as a check and balance to the Leader and Cabinet model and the expectation is that they are treated with a same level of importance at a local authority.
- 9.2 There are clear reputational risks to the Overview and Scrutiny Committee not working effectively and with both the LGA and the LGIU expressing concern about how Overview and Scrutiny Committee is operating at the council along with wider organisational culture and governance issues changes are needed.
- 9.3 Without those changes the ongoing political tensions and different interpretations of what is the purpose of Overview and Scrutiny may simmer leaving the officers in a difficult position and drawing the council into more interest from external bodies.

10. Conclusions and Recommendations

The recommendation is that the Committee approves the changes set out in this report to its future meetings.

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

17 July				
Topic	Purpose	Type	Cabinet Member	Decision Maker
NWNSHAZ End of Project Report	To review the project post-completion possible site visit	Review	Cllr J Toyne	Scrutiny
Ambulance Response Times Data Monitoring	To monitor ambulance response times data across the district	TBC		Scrutiny
2023/24 Budget Out-Turn report		<i>Quarterly</i>	Cllr L Shires	Cabinet
Reporting progress implementing Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 – to end of Quarter 4 – 31st March 2024		Quarterly	Cllr T Adams	
Peer Review Action Plan	Progress Report	Update	Cllr T Adams	Cabinet

18 September Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Crime & Disorder Update	To invite the PCC following the election on their plans in North Norfolk	Annual		Scrutiny
Homelessness Task and Finish Group	To report back when its work is complete	TFG	Cllr W Fredericks	Scrutiny
Planning Service Improvement Plan	Progress /Completion of the Planning Service Improvement Plan – along with yearend data for 2023/24 (e.g. during 'Quarter 2')	Update	Cllr A Brown	Scrutiny
Budget Monitoring/Corporate Plan reporting/Performance Management/ risk Management	To consider what issues the council will face over the next 3 to 6 months	<i>Quarterly</i>	Cllr L Shires	Cabinet

16 October Pre-Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Beach Huts & Chalets Monitoring	- How to best market and promote the beach huts	<i>October</i>	Cllr L Shires	Scrutiny

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	<ul style="list-style-type: none"> - The possibility of conversion from weekly to five-year leases - The split of costs between weekly and five-year huts - The question of not having Council huts and instead having them as private leases - The green levy and how far that might be extended - The relationship with private tenants including the removal of huts from the beach - The Sustainability of the beach huts physically and financially, and - The effect on the carbon footprint of people coming to use the beach huts 			
Page 166	Review of Housing Allocations Policy	Following public consultation	Policy review	Cllr W Fredericks Cabinet

16 November Public Issue				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Water Issues	(A) the Chairman of the Norfolk Strategic Flooding Alliance be invited to a future meeting on how the Council is working with the alliance on flooding issues, (B) Anglian Water and Water Resources East be invited to the same meeting on the strategic water issues that affect North Norfolk to include the Anglian Water Strategic Investment Plan		Cllr A Varley	Scrutiny

11 December Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Budget Monitoring/Corporate Plan	To consider what issues the council will face over	<i>Quarterly</i>	Cllr L Shires	Cabinet

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

Reporting/Performance Management/Risk Management	the next 3 to 6 months			
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11 December Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Budget Savings 2025/26		<i>Annual</i>	Cllr L Shires	Cabinet

15 January Pre-Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker

12 February Public Issue				
Topic	Purpose	Type	Cabinet Member	Decision Maker

12 March Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Budget Monitoring/Corporate Plan reporting/Performance Management/Risk Management	To consider what issues the council will face over the next 3 to 6 months	<i>Quarterly</i>	Cllr L Shires	Cabinet

9 April Pre-Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	Potential Items			
Topic	Purpose	When	Cabinet Member	Decision Maker
Performance Management Software/Benchmarking/Contextual Performance Measures	To review contextual performance and consider how this may impact corporate priorities	Quarterly/ 6 monthly	Cllr T Adams	Scrutiny
Waste Update	Progress made in planning, implementing, and embedding the round reorganisation on a regular basis	Review	Cllr C Ringer	Scrutiny
Waste Update	Only when performance has dropped to a level that is of significant concern or that progress on the gap analysis items is not adequate	When triggered	Cllr C Ringer	Scrutiny
MTFS	Further work be undertaken by the committee on what the Council's Medium Term Financial Strategy could look like in the future		Cllr L Shires	Scrutiny
Car Park Income	Committee Chairman and Vice Chairman to meet with the Portfolio Holder for Finance, Estates and Property Services and appropriate officers to consider the information that should be in a future report to the Committee on the Council's Car Parks		Cllr L Shires	Scrutiny
Council's Workforce Development Strategy	How vacancies are managed, how agency staff are used, what work the council does to recruit staff, as well as the impact of vacancies, especially key staff, on the Council's service delivery and budget		Cllr T Adams	Scrutiny
Local Postal Services	Report from Councillor Hankins			Scrutiny
Public Convenience Strategy Follow-up	To review progress made with	Update	Cllr L Shires	Scrutiny