

# Overview & Scrutiny Committee



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Thursday, 12 September 2024

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Friday, 20 September 2024** at **9.30 am**.

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

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

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

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

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

**To:** Cllr N Dixon, Cllr S Penfold, Cllr M Batey, Cllr J Boyle, Cllr C Cushing, Cllr A Fletcher, Cllr M Hankins, Cllr P Heinrich, Cllr V Holliday, Cllr N Housden, 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  
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## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. SUBSTITUTES**

**3. PUBLIC QUESTIONS & STATEMENTS**

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

**4. MINUTES**

1 - 8

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 17 July 2024.

**5. ITEMS OF URGENT BUSINESS**

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

**6. DECLARATIONS OF INTEREST**

9 - 14

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

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

To consider any petitions received from members of the public.

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

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

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

15 - 18

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

**10. BUDGET MONITORING P4 2024/25**

19 - 42

To receive an update from the Director of Resources on the Council's financial performance and projected outturn for 2024/25 for the revenue account, capital programme and reserves statement as at the end of July 2024.

Suggested time 45 minutes.

- 11. HOMELESSNESS TASK AND FINISH GROUP** 43 - 56
- To receive the final report and recommendations from the Homelessness Task and Finish Group.
- Suggested time 1 hour
- 12. REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 DELIVERY AGAINST ACTION PLAN 2023-24 AND ACTION PLAN 2024-25 - TO END OF QUARTER 1 - 30 JUNE 2024** 57 - 80
- To receive an update from the Director of Resources on the progress being made in implementing the Corporate Plan 2023-27 against the Action Plan 2023-24 and Action Plan 2024-25 – to end of Quarter 1 – 30 June 2024.
- Suggested time 15 minutes.
- 13. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE** 81 - 94
- To consider an update from Councillor Boyle on the last meeting of the Norfolk Health Overview and Scrutiny Committee, 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 which includes information on the creation of some North Norfolk profile Indicators.
- Suggested time 30 minutes.
- 14. EXCLUSION OF THE PRESS AND PUBLIC**
- To pass the following resolution, if necessary:
- “That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph \_ of Part I of Schedule 12A (as amended) to the Act.”

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## OVERVIEW & SCRUTINY COMMITTEE

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

<b>Committee</b>	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-Chairman)
<b>Members Present:</b>	Cllr J Boyle Cllr M Hankins	Cllr C Cushing Cllr L Vickers
<b>Members also attending:</b>	Cllr W Fredericks, Cllr L Shires, Cllr L Withington	Cllr J Toye,
<b>Officers in Attendance:</b>	Democratic Services Officer - Scrutiny, Director for Resources / S151 Officer, Chief Executive, Assistant Director for Sustainable Growth and Economic Growth Manager	

**Also in attendance:**

### 166 SUBSTITUTES

There were no substitutes at the meeting.

### 167 APOLOGIES

Apologies for absence were submitted by Councillors Martin Batey, Philip Bailey, Andrew Fletcher, Victoria Holliday, Nigel Housden and Roy MacDonald.

### 168 PUBLIC QUESTIONS & STATEMENTS

There were none received.

### 169 MINUTES

The minutes of the meetings held on held on 17 April 2024 and 8 May 2024 were approved as a correct record and signed by the Chairman.

### 170 ITEMS OF URGENT BUSINESS

None received.

### 171 DECLARATIONS OF INTEREST

None received.

### 172 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

### 173 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

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

The Committee noted the current tracker of its recommendations to the Cabinet.

**175 EAST OF ENGLAND AMBULANCE SERVICE NHS TRUST**

The Committee heard from Thomas Barker, Head of Collaborative Response, East of England Ambulance Service NHS Trust that the Trust was innovating with its partners to do the right things for its patients. An example of this was a Community Wellbeing pilot in Bedfordshire, Essex and Cambridgeshire that tackled response, prevention and protection to create additional capacity to achieve Category 1 life threatening incidents being responded to on average within 8 minutes.

Mr Barker added that a collaboration with Norfolk Fire and Rescue service had seen six fire stations, with an additional three in the pipeline, that are able to provide emergency medical response to patients that suffer cardiac arrest. It has seen in quarter one 55 calls responded to with the Fire and Rescue Service arriving ahead of the Ambulance on 68% of those calls with an average of an 8-minute earlier arrival time.

Mr Barker stated that there were currently 220 Community First Responders in Norfolk and last month provided 4,000 hours of voluntary support to the Ambulance service. The Trust was advertising for additional volunteers in those areas where they were needed.

Mr Barker commented that the Trust's approach was to increase its capacity through these different approaches to seek to reduce the response times for category 1 incidents as well increasing recruitment in full time staff. In this financial year it was seeking to recruit an additional 152 staff in Norfolk and Waveney.

Mr Barker advised that this regional collaboration work had been recognised by the Home Office as good practise.

Councillor Vickers, along with other committee members, thanked the Ambulance Service and the Fire and Rescue Service for the work that they do and asked if there were plans to expand these schemes for other category 1 incidents and whether there was funding to continue the work beyond the pilot.

Mr Barker stated that the ambition was to expand to a dual crewing model to enable a more innovative way of delivering the service into target areas where response times were historically longer.

Councillor Hankins asked how closely the Ambulance Trust worked with primary care especially when dealing with emergency calls.

Mr Barker advised that as part of Trust's new Clinical strategy it had created six new unscheduled care coordination hubs that were multi-disciplinary teams including primary care so that 999 calls that were not an emergency could be passed via a portal to other care providers to pick up those calls and provide swift replies. The Trust was looking at adding other providers into the hub including palliative care services.

Councillor Cushing asked whether there were gaps in North Norfolk with no

Community First Responders (CFR) and what help could be given to local communities to help get funding for training and equipment for the responders.

Mr Barker stated that the Trust had recently completed a mapping exercise of CFRs across the region and that could be shared with the council to assess where some more local support would help. In terms of funding the Ambulance Trust funds the initial equipment and training. There has been grants from the Trust's charity to Parish and County Councils to help with further costs.

Mr Barker added that the role of CFRs was not yet particularly well understood by the public and the Trust was running engagement campaigns to raise the profile of CFRs. Over the last 12 months there has been a drive to pay CFRs expenses for responding to 999 calls.

Councillor Dixon commented that local Councillors attended Parish and Town Councils and could pass on that information about the role of CFRs.

Councillor Penfold asked what information would be available to Councillors to enable them to do this.

Mr Barker advised that he would be happy to meet Councillors to explain what the role was and could arrange some direct engagement sessions with CFRs. There was a local management team who could link in with Councillors and there was a range of different communication materials that could be shared.

Councillor Boyle asked about delays at the hospitals and where there was anything additional that could be tried to improve those waiting times.

Mr Barker stated that there was work ongoing with other care providers to explore all other possible options that could be taken to ensure that the right patients were being taken to hospital at the right time. The service was seeking to improve its performance at both the front and back end.

Councillor Dixon asked about the golden hour and with the benefits early intervention had on patients' recovery, the use of all the Fire and Rescue Service stations and whether CFRs could be a considerable resource for early intervention.

Scott Norman, Deputy Chief Fire Officer, Norfolk Fire and Rescue Service, explained that the falls service was being explored as something that could offer some real value to help people who have fallen to prevent them going into a state that needs more emergency care. In North Norfolk, the co-responding service was provided from the stations that covered the areas around North Walsham, Cromer, Sheringham, Hunstanton, Heacham, and Dereham, with Aylsham, Mundesley and Sandringham about to be used. If any Councillor wanted to visit any of these stations to let him know.

Councillors Shires had visited the North Walsham station who had been very positive about this work and asked how the teams had responded to co-responding and with changes to a number of systems whether there was an opportunity to educate the public as to whose does what.

Mr Norman stated that the service had undertaken a large trial on emergency medical response in 2017/18 to measure the health and wellbeing impact on the crews and the service had introduced a support package to support the new co-responding service.

Mr Norman added that the service was designing its community risk plan to provide a risk assessment of the service for the next 3 years, but more work was needed to be done to better communicate the work that is being done and a new communications team had been established.

Mr Barker commented that EEAST were planning on attending public events over the next year and would promote East Heart a community awareness campaign along with training sessions for life support.

Councillor Fredericks advised that there was an open day coming up at the Mundesley station and asked whether it would be possible to undertake some shared communications.

Mr Norman stated that it would be an opportunity to get some good engagement with the public and to get a more collaborative approach through the use of CFRs.

Councillor Withington commented about working together on a prevent agenda and as Chair of the North Norfolk Health and Wellbeing Partnership invited both organisations to come to the partnership to share the good work that is being done and to link up with members of the partnership.

Mr Barker stated that he would be happy to do that to work on developing a forward-facing strategy to increase visibility and ensure joined up messages.

**Recommended that the Council –**

**(A) Request the East of England Ambulance Trust to provide**

**(1) the mapping of CFRs in North Norfolk to establish where any gaps in the numbers of volunteers are**

**(2) communication materials for members of the council to use when talking to their respective Parish and Town Councils about the co-responding and the role of CFRs**

**(B) the Council**

**(1) works with the Norfolk Ambulance Trust to help promote its Campaign on Community First Responders and co responding by signposting members of the public towards the Ambulance Trust's Community First Responders <https://www.eastamb.nhs.uk/join-the-team/volunteering-and-volunteers/community-first-responders>**

**(2) encourages the members of the council to talk to their respective Parish and Town Councils on the importance of the work being done by Community First Responders with the aim of increasing the understanding of these roles and seeking to achieve more volunteers to apply for these roles.**

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

Councillor Dixon reminded the Committee that there had been a site visit prior to the committee meeting to take a look at all the different parts to this project.

Councillor Vickers asked what further evaluation there would be of the economic benefits of the scheme that could be used for similar schemes in other towns in the



district.

Councillor Toye stated that the Council was always looking for economic benefits but there needed to be ongoing cultural and other activities to continue to draw people to the towns. The real opportunities come now as the project laid some good foundations which are starting to be built on with the arrival of new businesses and visitors to the town.

The Assistant Director Sustainable Growth (ADSG) commented that the ongoing evaluation of the market towns was vital to assess North Norfolk's economy and it would be worthwhile putting in periodic checks to assess the drivers for change in the towns.

Councillor Toye added that there was some measurables such as footfall, but you could often tell by walking into a town how the town is working. Regular engagement with businesses was also important. At this stage it was not intended to do any measurement in a structured way.

The Economic Growth Manager added that the key to the scheme and the biggest learning experience to unlocking the funding was finding local champions for the scheme.

Councillor Penfold thanked officers for their work in getting the scheme delivered and there had certainly been an improvement in a feeling of pride and ownership of the town. It was surprising though that there had been no measurable objectives put into the project at the outset and it would be good for objectives such as footfall and transport use to be measured and come back to the committee in twelve months time and asked what evaluation Historic England had asked for.

The ADSG advised that Historic England were a very late entrant to the project and their evaluation template which was largely about the financial spend was after the work on what evaluation was needed had already been considered. For this type of project, it would be good to have some objectives that were clearly measurable, could provide a project baseline and be monitored to provide evaluation. It is built in other schemes that are happening now such as the Coastwise project, but in this project it didn't happen which were largely down to resources which were extremely stretched for this scheme.

Councillor Toye stated that it could come back in twelve months' time but it may be information as there was a lot of collaboration and it may be difficult to measure. Councillor Penfold added that it was looking at the scheme in a holistic way rather than just how the council performed and asked whether there was additional funding from Historic England to do this.

The ADSG stated that he was not aware of such funding, but town centre health indicators included footfall, vacant shops and rents/yields. That data was reasonably available, and the council had purchased software to measure footfall.

Councillor Penfold added that some form of residents' satisfaction survey would also be useful.

Councillor Cushing asked about the lessons learned from this scheme for a similar scheme in Fakenham as well as other towns that a clear set of measurables could be used as a baseline at the start of such a project.

Councillor Toye advised that there was always continuous learning and the lessons

had been built into the Coastwise scheme and the economic development team would use them to help seek funding for future schemes. It was important though to find the key players who wanted to help improve their town.

The ADSG added that the biggest success had been the relationship building and it was anticipated that the Town Council was going to carry on with some additional measures to build on the foundation the council's scheme had created.

Councillor Hankins commented that a number of stalls in the weekly market had survived and that should be used as a measure of the success of the scheme.

Councillor Shires advised that the market was run by the Town Council and had shrunk for a while but there were now four new stall holders along with new pop-up stalls and a number of different market events being established.

Councillor Dixon explained that the Committee had sought to focus its consideration of this item into three areas of finance, evaluation and stakeholder engagement to assess what had worked and what hadn't. An update in twelve months' time would help the committee to pick up on those points.

**Recommended that –**

**To update the Overview & Scrutiny Committee in 12 month's time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk**

**177 2023/24 OUTTURN REPORT**

Councillor Cushing referred to discussions at the recent Governance, Risk and Audit Committee (GRAC) meeting on the delay in getting the Council's 21/22 and 22/23 accounts externally audited and that it could mean a variance of up to a £1m in the council's accounts.

The Director of Resources (DoR) stated that the position on the accounts may change but it would be a surprise if the general fund changed a lot as the budget adjustments were normally to do with capital and valuations which don't greatly affect the revenue position. The accounts though won't be full audited but there will be some checks on those two years of accounts.

The DoR added that the timetable was for the 21/22 and 22/23 accounts to go the GRAC meeting in December and the effects of the audit would only affect the reserve balances rather than the whole budget setting process for 2025/26.

Councillor Dixon asked about the level of underspends and overspends within the budget and what controls there were in place to assess these.

The DoR advised that service managers were being reminded of the need to achieve the budget savings and the intention for the September round of meetings is that the budget monitoring report will have a section on the achievement of the £975K savings that are needed as well as the additional £250K target.

Councillor Hankins asked what the reason was for the £492K variance in the waste management budget.

The DoR advised that this could be due to fluctuations in the waste prices to landfill, additional contractor costs, debt write off and performance clauses pay back.

**Resolved – that the report is noted.**

**178 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27  
ACTION PLAN 2023- 24 - TO END OF QUARTER 4 - 31 MARCH 2024**

Councillor Cushing commented that the reporting period of the action plan was for three months ago and was it possible for a more up to date report to be produced. The Chief Executive (CEX) responded that it had not been possible to do that with the agenda deadline for this committee.

**Resolved – that the report is noted.**

**179 PEER REVIEW ACTION PLAN PROGRESS REPORT**

The Chief Executive (CEX) advised that the Peer Review team was having a follow up meeting on 30 July to assess progress made so far although the action plan had a 18 month timescale.

Councillor Cushing referred to discussions at the recent Governance, Risk and Audit Committee meeting on staff shortages in the finance department and asked what progress was being made on the workforce development plan.

The CEX stated that appointments had been made into the accountancy team and had been strengthened. Generally, there were workforce pressures, recruitment challenges as well as affordability within the council's budget.

Councillor Fredericks added that a people strategy was being developed that would look at gaps in staffing provision.

Councillor Vickers asked what work had been done in assessing the gaps in services with statutory provision compared to those which were discretionary.

CEX advised that those were political choices, and the Corporate Leadership Team were having discussions with the Cabinet and would take advice across the political parties.

**Resolved – that the report is noted.**

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

The Committee considered the amended work programme and noted that there would be a transition period until all the changes took effect.

The Committee noted that the Homelessness Task and Finish Group had not finished its work programme in time to report to this committee meeting. However, it was scheduled to meet shortly. The Committee agreed that if that happened the committee would hold a special meeting on 13 August to consider its recommendations.

The Committee further noted that neither the Committee Chairman or Vice Chairman were available to chair the meeting on 20 September 2024 and the committee agreed that it be polled about whether to hold its meeting on that day or another

suitable day when either the Chairman or Vice Chairman could attend.

**Resolved – that (A) the changes to its future committee meetings be approved,**

**(B) an additional meeting of the Committee, if needed, be arranged for 13 August 2024, and**

**(C) Committee members are polled on whether or not to move the date of its next scheduled date of 18 September.**

The meeting ended at 12.30 pm.

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Chairman

## Registering interests

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

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

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

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

## Non participation in case of disclosable pecuniary interest

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

## Disclosure of Other Registerable Interests

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

## Disclosure of Non-Registerable Interests

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

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

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

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

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

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

**Table 1: Disclosable Pecuniary Interests**

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

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

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



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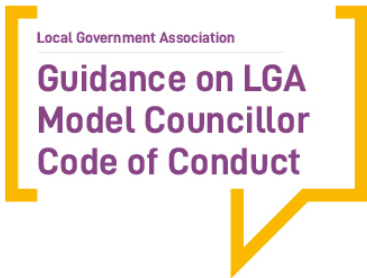
\* 'director' includes a member of the committee of management of an industrial and provident society.

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

**Table 2: Other Registrable Interests**

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
17/07/24 East Of England Ambulance Service NHS Trust	The Council  (A) Request the East of England Ambulance Trust to provide  (1) the mapping of Community First Responders in North Norfolk to establish where any gaps in the numbers of volunteers are	Cabinet 9 Sept	Agreed		

	<p>(2) communication materials for members of the council to use when talking to their respective Parish and Town Councils about the co-responding and the role of Community First Responders</p> <p>(B) the Council</p> <p>(1) works with the Norfolk Ambulance Trust to help promote its Campaign on Community First Responders and co responding by signposting members of the public towards the Ambulance Trust’s Community First Responders <a href="https://www.eastamb.nhs.uk/join-the-team/volunteering-and-volunteers/community-first-responders">https://www.eastamb.nhs.uk/join-the-team/volunteering-and-volunteers/community-first-responders</a></p> <p>(2) encourages the members of the council to talk to their respective Parish and Town Councils on the importance of the work being done by Community First Responders with the aim of increasing the understanding of these roles and seeking to achieve more volunteers to apply for these roles.</p>				
<p>17/07/24 North Walsham High Street Heritage Action Zone initiative</p>	<p>To update the Overview &amp; Scrutiny Committee in 12 months’ time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk</p>	<p>Cabinet 9 Sept</p>	<p>Agreed</p>		

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<b>BUDGET MONITORING P4 2024/25</b>	
<b>Executive Summary</b>	<p>This report provides an update on the Council's financial performance and projected full year outturn position for 2024/25 for the revenue account, capital programme and reserves statement as at the end of July 2024.</p> <p>As at 31 July 2024, the <b>General Fund projected deficit is £1.325m (£1.017m on Net Operating Expenditure) for the full year 2024/25</b>. This is after adjusting for all known variations and full year forecasting by service managers.</p>
<b>Options considered</b>	This is an update report on the Council's financial position and so no other options were considered.
<b>Consultation(s)</b>	Cabinet Member Section 151 officer Budget Managers
<b>Recommendations</b>	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1) Note the contents of the report and the current forecast year end position.</li> <li>2) Note that officers will work together to take action to reduce the overall projected General Fund deficit for 2024/25.</li> <li>3) Seek approval of full Council to include a budget of £300k for borrowing costs in 2024/25 and that this be funded by using the Treasury Management Reserve (as explained in paragraph 4.8).</li> <li>4) Seek approval of full Council to include an addition to the capital programme in 2024/25 for the extension to the Meadow car park in Cromer and that this is funded from revenue (car park income) (as explained in paragraph 5.6).</li> </ol>
<b>Reasons for recommendations</b>	To update members on the current budget monitoring position for the Council.
<b>Background papers</b>	\\fs\Accounts\Budget Monitoring\BUDGET MONITORING\2024-25\Period 4\Report\Draft Budget Monitoring P4 2024-25.doc
<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires
<b>Contact Officer</b>	Tina Stankley, Tina.stankley@north-norfolk.gov.uk

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

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

## **1. Introduction and Executive Summary**

1.1 This report sets out the General Fund Revenue Budget and Capital Programme forecast full year out turn position against the budget for 2024/25 as at 31 July 2024.

1.2 It should be noted that the presentation of this report (and future budget monitoring reports) has been changed. The focus will now be to concentrate on forecasting a year end position rather than looking at the actual position at a point in time. This new approach gives us a better understanding of where our pressures are and what the likely outturn position will be at the year end.

1.3

## **2. Revenue**

2.1 The Council has an approved General Fund revised revenue budget of £22.162 million (Including Parish Precepts). This report provides a forecast of spending and income against budget for 2024/25.

2.2 The overall revenue budget forecast performance for the year as at 31 July is £23.179m against the budget of £22.162m which is a projected overspend of £1.017m on Net Operating Expenditure as shown in Table 1

2.3 The Base Budget which was approved by Full Council on 21 February 2024 has been updated to reflect approved budget movements and changes in the reporting structure where Customer Services has moved from the Resources Directorate to Corporate Leadership and Executive Support.

2.4 Where there are predicted savings related to expenditure items that are being funded from Reserves, the reserve position has been updated to reflect this.



2.5 Table 1: General Fund Summary

**General Fund Summary Period 4 2024/25**

<b>Service Area</b>	<b>2024/25 Base Budget £000</b>	<b>2024/25 Revised Budget £000</b>	<b>2024/25 Full Year Forecast Period 4 £000</b>	<b>Period 4 Variance £000</b>
Corporate Leadership/ Executive Support	576	576	497	(80)
Communities	11,530	11,387	11,371	(16)
Place and Climate Change	7,121	7,117	6,734	(383)
Resources	4,538	4,573	5,614	1,041
Savings to be Identified	(250)	(38)	(38)	0
<b>Net Cost of Services</b>	<b>23,516</b>	<b>23,616</b>	<b>24,179</b>	<b>563</b>
Parish Precepts	3,129	3,129	3,129	0
Capital Charges	(2,962)	(2,962)	(2,962)	0
Refcus	(762)	(762)	(762)	0
Interest Receivable	(1,865)	(1,865)	(1,663)	202
External Interest Paid	40	40	293	253
Revenue Financing for Capital:	210	210	210	0
Minimum Revenue Provision	488	488	488	0
IAS 19 Pension Adjustment	268	268	268	0
<b>Net Operating Expenditure</b>	<b>22,062</b>	<b>22,162</b>	<b>23,179</b>	<b>1,017</b>
<b>Funded By</b>				
Parish Precepts	(3,129)	(3,129)	(3,129)	0
Council Tax	(7,069)	(7,069)	(7,069)	0
Collection Fund Surplus	(108)	(108)	(108)	0
Retained Business Rates	(7,683)	(7,683)	(7,683)	0
New Homes bonus	(6)	(6)	(6)	0
Revenue Support Grant	(309)	(309)	(309)	0
3% Funding Guarantee	(1,231)	(1,231)	(1,231)	0
Rural Services Delivery Grant	(657)	(657)	(657)	0
Ctax Discount Grant	(52)	(52)	(52)	0
Services Grant	(23)	(23)	(23)	0
<b>Income from Government Grant and Taxpayers</b>	<b>(20,266)</b>	<b>(20,266)</b>	<b>(20,266)</b>	<b>0</b>
<b>(Surplus)/Deficit</b>	<b>1,796</b>	<b>1,896</b>	<b>2,914</b>	<b>1,017</b>
<b>Contribution To/(From) Reserves</b>	<b>(1,796)</b>	<b>(1,896)</b>	<b>(1,589)</b>	<b>307</b>
<b>(Suplus)/Deficit Position</b>	<b>0</b>	<b>0</b>	<b>1,325</b>	<b>1,325</b>

**Forecast variance explanations**

2.6 The forecast net overspends are £563k at Cost-of-Service level along with a reduction in the level of interest received of £202k, because of the predicted fall in interest rates, and an increase in external interest paid on borrowing of £253k. Significant variances in forecast by service area are explained in paragraphs 2.7 to 2.10.

2.7 **Corporate Leadership/Executive Support** - £80k underspend. The main reasons are outlined below: -

- i. Employee costs underspend of £58k relating to reductions in contracted hours.
- ii. Savings of £22k across printing and training budgets.

2.8 **Place and Climate Change** - £383k underspend because of: -

- i. **Employee Costs** - £350k underspend. £128k of which is reserve funded.
  - Reduction in contracted hours and unable to recruit to 2 vacant fixed term post in Environmental Strategy (£60k).
  - There are several vacant posts in development Management some of which are reserve funded (£131k)
  - Vacant posts in Conservation, Design & Landscape which are reserve funded (£95k).
  - Reduced contracted hours and savings for vacant post in Planning Policy (£70k).
- ii. **Supplies and Services** - £147k underspend
  - Reduction in expenditure on Professional Fees due to the slippage in The Local Plan. This is budgeted to be funded from earmarked reserves and will not result in a bottom-line year-end saving (£88k).
  - Underspend on climate project within Environmental Sustainability which is reserve funded (£50k).
- iii. **Income** - £125k shortfall
  - Planning Fee income is forecast to be £100k below target, this is due to fewer major applications being received to date. With the new plan not expected to be adopted until at least May 2025, the pipeline of new major housing sites is reducing and will be reliant on applications for schemes ahead of the Local Plan being adopted. With a new government and new methodology for calculating housing land supply now in the public domain, the expectation is that housing numbers will increase, and this may increase speculative applications for which predicting fee income becomes more challenging.
  - Building control fee income is expected to be £25k below the revised budget due to the knock-on impact of reduced major schemes.

2.9 **Resources** - £1,041k overspend due to: -

- i. **Premises** - £44k overspend.
  - Public Conveniences costs of £31k relating to hire of Woo Loo facility. There are additional utility costs which are partially offset by a reduction in Business Rates.
- ii. **Supplies and Services** - £194k overspend
  - Increased cost on Agency Fees of £183k which have been necessary to cover vacant posts.
- iii. **Income** - £791k shortfall.
  - Based on the 2024/25 initial Housing Benefit subsidy claim submitted to the Department for Works and Pensions (DWP) the forecast shortfall in non-HRA subsidy is £0.65m for the year. This relates to the subsidy the Council can claim to cover the cost of temporary accommodation. For our own Temporary Accommodation (TA) properties the full housing costs can be reclaimed. However for bed and breakfast accommodation the amount that can be reclaimed is capped at a maximum of £98.08 per week, but it may be less than

this. The actual average cost of a placement is significantly higher than this and the Council must bear this cost.

- The Meadows Car Park extension - a proposal to generate additional income was accepted and included in the approved budget for 2024/25. However it was not possible to undertake the project to extend the car park before the busy summer period and so it has been planned to do this work during the autumn and winter ready for the start of the new financial year 2025/26. A request for the approval of a capital budget to do this has been included in this report. As a result of this work not taking place the saving (additional income) of £70k will not be achieved for 2024/25.
- Whilst the work at the Rocket House takes place and the RNLI move out for the duration of this work the Council will not receive any contribution for service charges from the RNLI. This amounts to £32k loss in income.
- It is unlikely that the original budgeted income for donations and advertising income on Pier and Car Parks will be achieved during the year and the expectation is that there will be a shortfall in income of £20k.

### 3. Performance against savings targets

3.1 To set a balanced budget for 2024/25 £0.975m of savings were identified and approved by Members in February 2024. Service Managers and Assistant Directors have provided an update on the progress being made in achieving these savings. Table 2 below summarises the forecast achievement of these savings at the year-end. A more detailed breakdown can be found in appendix A.

3.2 Table 2: Performance against £975k Savings Target

Directorate	Assistant Director	Base Budget Savings £'000s	Period 4 - full year forecast £'000s	Variance £'000s
Corporate	Corporate	49	49	0
Communities	Environment & Leisure	148	143	(5)
	People	235	235	0
Place & Climate Change	Sustainable Growth	43	43	0
	Planning	182	181	(1)
Resources	Legal and Governance	85	82	(3)
	Finance, Assets & Revenues	234	128	(106)
<b>Total</b>		<b>976</b>	<b>861</b>	<b>(115)</b>

The forecast is largely positive with all but £115k being achieved. The two main areas where the savings will not be achieved are for the income generated (£79k) with the extension to the Meadow car park where the project has not yet been started and for the advertising income on Pier and Car Parks (£20k) as this has not progressed as planned.

3.3 In addition to the identified savings of £975k included in the balanced budget a further £250k of unidentified savings was also included. Currently £212k of

this target has already been reached. It is expected that the remaining balance of £38k will be achieved during the remainder of the year. Table 3 below provides members with an update of savings identified against the £250k target set in February 2024. Appendix B accompanying this report outlines in more detail how the savings to date have been achieved. It should be noted that £87k of these savings are recurring and so will help bridge the gap in future years.

3.4 Table 3: Progress against £250k Unidentified Savings Target

<b>Assistant Director</b>	<b>Base Budget Savings £'000s</b>	<b>Period 4 - savings identified £'000s</b>	<b>Savings yet to be identified £'000s</b>
<b>Savings to be identified</b>	<b>(250)</b>		
<b>Breakdown of savings achieved</b>			
Environment & Leisure		(87)	
People		(56)	
Sustainable Growth		(5)	
Legal and Governance		(32)	
Finance, Assets & Revenues		(32)	
<b>Total</b>	<b>(250)</b>	<b>(212)</b>	<b>(38)</b>

**4. Non-Service Income and Expenditure**

**Investment Interest**

4.1 The 2024/25 investment interest budget is £1.866m. This budget was calculated based economic position in November 2023 (6% interest rates and a cash balances of £33.8m). Since then the Monetary Policy Committee (of the Bank of England) has bought interest back down again slightly as it has felt that the higher interest rates have achieved their purpose in bringing inflation back under control. This has had an adverse impact on the investment income the Council is achieving.

4.2 At period 4, the Council earned £639k in interest, slightly exceeding the budget by £17k, with an average rate of 6.45% on £29.6m. However, a year-end shortfall of £202k is expected, with anticipated earnings of £1.663m.

4.3 This shortfall is due to:

- Lower interest rates, which peaked at 5.25% instead of the forecasted 6.00%, and are currently at 5%. Rates are expected to average between 4.50% and 5.00% for the upcoming year.
- Lower than anticipated cash balances to invest, averaging £29.63m instead of the budgeted £33.80m, which is due to the delays in receiving grants from the Environment Agency for the Cromer & Mundesley Coastal Schemes and the still as yet unconfirmed funding from MHCLG (formerly DLUHC) for the Fakenham Leisure Centre and Sports Hub (FLASH) have reduced the available funds for investment.

- 4.4 The Council's portfolio includes £20m in long-term pooled funds and an average of £7.63m in short-term investments. The capital values of our pooled funds are stable with expected modest capital growth as inflation settles. The Council plans to hold these investments long-term to reduce risks, but may reassess its strategy if borrowing rates, currently higher than interest rates, become a concern. The current investment strategy is deemed suitable for the Council's financial situation.

### **Borrowing Interest**

- 4.5 The Council has previously approved borrowing to fund some of its capital projects, most notably the Reef (c.£5m) and Refuse Freighters (c.£3m). However up until recently it has been able to 'internally borrow' for these projects thus saving borrowing costs, but at the expense of investment income. It is prudent to do this as borrowing interest rates are always higher than investment interest rates.
- 4.6 So what this actually means is that the Council has spent its cash to build the Reef and purchase the Refuse Freighters (c.£8m for both) which has reduced the Council's cash levels it has to invest. This is known as 'internally borrowing'. Because the Council approved that the capital expenditure would be funded by borrowing (c.£8m) the cash spent on the Reef and Refuse Freighters will at some point have to be replaced to bring the cash back up to the level that it should be. This is the point at which external borrowing is taken.
- 4.7 During 2023/24 there was an increased requirement to borrow short-term to meet cashflow shortfalls which indicated that longer term borrowing was required to replenish cash balances. Therefore a 13 month £5m loan at an interest rate of 5.39% was taken from the PWLB March 2024.
- 4.8 There was a budget of £40k for borrowing interest for 2024/25 included in the balanced budget which was expected to cover interest payable for short-term borrowing for cash flow purposes. However there was no budget included for long-term borrowing when the budget was prepared in November. It is therefore proposed that the Treasury Management Reserve be used to establish a budget of £300k to cover long-term borrowing costs for 2024/25 which will be £293k for the year. A budget will need to be included for borrowing costs in future years' budget to cover the cost of borrowing that the Council will incur.

## **5. Capital**

- 5.1 This section of the report presents the capital programme 2024/25 position, together with an updated capital programme for the financial years 2025/26 to 2029/30. Appendix C provides the details of the current position.
- 5.2 Total capital expenditure for 2024/25 as at period 4 was £6.82m compared to an updated full year capital budget of £43.59m. This gives a remaining 2024/25 capital budget of £36.77m. Progress on schemes is expected to be in line with the budget and as at P4 there is no forecast year end variance against the total capital budget for the year.
- 5.3 The large amount of remaining budget is due to the Council having multiple high-value projects in its capital programme in the current financial year.

These are primarily funded by external grants and so this variance is not a concern to the Council's own internal financing of the capital programme.

5.4 Projects of significant expenditure (over £200k) are highlighted below; however it is worth noting these are all primarily funded by external grant:

- Cromer Coast Protection Scheme (£3.42m)
- Mundesley Coastal Management Scheme (£1.46m)
- Disabled Facilities Grants (£397k).
- Local Authority Housing Fund (£312k)

5.5 The following changes have been made to the capital programme as at period 4 since the 2024/25 opening capital programme position. These changes have all been reflected in Appendix C.

5.5.1 A new budget for the Cabbell Park Clubhouse was approved for £0.237m at the Full Council meeting on the 24<sup>th</sup> of July 2024.

5.5.2 The Disabled Facilities Grants (DFG) budget has been increased by £400k for 2024/25, from an original budget of £1.48m to a new budget of £1.88m in May 2024 following a decision between the Director of Resources/S151 and Assistant Director of People Services. The Council currently holds £1.88m of prior year unspent grant income from central government for the DFG scheme. This must be spent on the project and cannot be used to fund other capital projects; therefore, it has been forecasted that the Housing Adaptations team could deliver £400k of extra grants to support disabled people in the North Norfolk District in 2024/25.

5.5.3 The Cromer Pier – Steelworks and Improvements to the Pavilion Theatre budget for 2024/25 has been increased. It was identified that the total scheme budget approval figure quoted at the outturn position was not the correct and should have been £1.13m. This gives the project an updated budget of £276k in 2024/25.

5.5.4 The Coastwise budget for 2024/25 has been lowered following a revised cash flow forecast from the project team. Less opportunities for expenditure have been identified as planned at the 2023/24 outturn position. The revised budget is now £2.70m for 2024/25 and the deallocated budget has been moved to 2026/27 as this project is fully grant funded and so the budget will still only be used on the Coastwise scheme.

5.5.5 The Cromer Coast Protection Scheme budget for 2024/25 has been lowered by £144k following a revised cash flow forecast from the project team. This budget amount has been moved in 2025/26 to reflect that the project will not complete this financial year.

5.5.6 The Mundesley Coastal Management Scheme budget for 2024/25 has been lowered by £163k following a revised cash flow forecast from the project team. This budget amount has been moved to 2025/26 to reflect that the project will not complete this financial year.

5.6 There is one addition to the capital programme requiring approval from Full Council. This is for a new capital budget of £75k to be added to the capital programme in 2024/25. The capital project is to carry out the extension work at the Meadow car park in Cromer. A budget for this was not included along with the increased income proposal that was accepted by Full Council in February 2024. It is proposed that this budget is funded from revenue (car

park income) as the work will create extra capacity and it is projected that the income from this will exceed the cost of the work in less than one year. This is not reflected in the figures presented in this report. If approved the adjustment will be made following approval.

## **6 Reserves**

- 6.1 The Council's current reserve position is shown at appendix D. This position has been updated as part of preparing the forecast for 2024/25. Where base budgets funded from reserves are underspent it has been anticipated that this saving will remain in the earmarked reserve and reallocated in the future. An adjustment of £307k has been made to earmarked reserves which offsets savings in the net cost of services.
- 6.2 It is proposed that the Treasury Management Reserve is used to establish a budget for borrowing costs in 2024/25. This is not reflected in the figures presented in this report. If approved the adjustment will be made following approval.

## **7 Corporate Priorities**

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

## **8 Financial and Resource Implications**

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

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

## **9 Legal Implications**

None as a direct consequence of this report

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

In accordance with our financial governance arrangements this report is the first of the quarterly reports to members of our forecast outturn position.

## **10 Risks**

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

## **11 Net Zero Target**

None as a direct consequence of this report

## **12 Equality and Diversity**

None as a direct consequence of this report

## **13 Community Safety Issues**

None as a direct consequence of this report

## **14 Conclusion and Recommendations**

- 14.1 The revenue budget is showing an estimated full year overspend for the current financial year of £1.325m. The overall financial position continues to be closely monitored.
- 14.2 The Council will continue to take steps to reduce the forecast deficit for the year by looking to make further savings and reallocate resources within the current budget as the reserves are already under pressure and only represent a one-off source of funding, which is not sustainable in the medium term. The Council will need to use other reserves to meet any in year deficit and to balance the budget.
- 14.3 There are 2 recommendations seeking full Council approval. The first is to include a budget of £300k for borrowing costs in 2024/25 and that this be funded by using the Treasury Management Reserve (as explained in paragraph 4.8).
- 14.4 The second recommendation is to include an addition to the capital programme in 2024/25 for the extension to the Meadow car park in Cromer and that this be funded from revenue (car park income) (as explained in paragraph 5.6).



## Budgeted Savings/Income 2024/25

APPENDIX A

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	July Full Year Forecast 2024/25	Explanation
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS</b>						
<b>COMMUNITIES</b>						
People Services	People Services - Housing Options	Temporary Accommodation additional Income	Increase in temporary accommodation rental income due to rent increases from 1 January 2024 and 1 April 2024.	70,000	70,000	This income relates to rent on our own TA accommodation which would qualify for full subsidy.
People Services	People Services - Early Help and Prevention	Sustainable Communities Fund	Cease payment of Grant	131,550	131,550	Savings met - £0 budget in 2024/25
People Services	People Services - Early Help and Prevention	Arts and Cultural Grant	Cease payment of Grant	33,260	33,260	Savings met - £0 budget in 2024/25
Environment and Leisure	Environment and Safety Services	Savings from provision of street signs.	Fewer signs need replacing as more robust signs are now used resulting in a savings in expenditure.	2,000	2,000	On target to achieve
Environment and Leisure	Environment and Safety Services	Income from further promotion of garden bins.	Further active promotion of the garden waste collection service could generate additional income from 1,000 additional subscribers.	50,000	50,000	Income budget increased for 2024/25
Environment and Leisure	Environment and Safety Services	Income from health and safety training.	Opportunity for NNDC to act as a training provider to 3rd parties and charge for this service. Expanding additional service to increase income.	20,000	15,000	Income budget created for 2024/25 ; however no income received to date due to lack of resources. H&S manager covering for ES Manager.
Environment and Leisure	Environment and Safety Services	Reduction in spend on recycling initiatives.	Budgets exist for the promotion of recycling initiatives both internally and in conjunction with the Norfolk Waste Partnership. These budgets have not fully been spent in recent years and as such, a saving can be offered for both aspects.	10,000	10,000	On target to achieve
Environment and Leisure	Leisure & Locality Services	Pier Pavilion Theatre changes to budget	Remove budget allocated to electricity at the Pier Pavilion Theatre as this is no longer required.	5,000	5,000	On target to achieve
Environment and Leisure	Leisure & Locality Services	Holt Country Park Car Parking	Increase the budget for car parking income to better reflect the actual income received which has increased in recent years. Also to increase parking by 20p per visit to increase income received. Increasing the cost of parking at HCP to £2.50 is still seen as very good value.	18,500	18,500	On target to achieve
Environment and Leisure	Leisure & Locality Services	HCP Events and Sale of goods	Increased income from events and sale of goods.	4,000	4,000	On target to achieve
Environment and Leisure	Leisure & Locality Services	Pier Contract Profit Share	The Pier Pavilion Theatre has enjoyed a strong year and it is predicted that the Council will receive a profit share from the contract for the first time this year.	10,000	10,000	Income budget created for 2024/25
Environment and Leisure	Leisure & Locality Services	Reduce R&M on Foreshores	R&M of promenades and foreshores. By its very nature this can fluctuate form year to year depending on weather and other factors and this saving is reflective of activity.	15,000	15,000	On target to achieve
Environment and Leisure	Leisure & Locality Services	Memorial Seats/Benches	Review of repair & maintenance responsibilities.	13,700	13,300	Budget reduced for 2024/25 - £400 spent to 24/07/24
<b>TOTAL COMMUNITIES</b>				<b>383,010</b>	<b>377,610</b>	
<b>CORPORATE</b>						
Corporate	Human Resources	HR & Common Training Budget Review	Review of HR & Common training budgets realising savings across Equipment Purchases, First Aid Purchases, Subscriptions, Other Fees & Charges and Health & Safety.	3,270	3,270	On target to achieve

# Budgeted Savings/Income 2024/25

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	July Full Year Forecast 2024/25	Explanation
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS</b>						
Corporate	Customer Services	DM/Reprographics Restructure	Deletion of vacant post	45,456	45,456	On target to achieve
<b>TOTAL CORPORATE</b>				<b>48,726</b>	<b>48,726</b>	
<b>PLACE</b>						
Planning	Development Management	Fee Income	Reduction in 2024/25 reflects the under recovery in 2023/24 influenced by the state of the national economy and age of the Local Plan. This is partially offset by the recently announced Government increases in fee levels. It is estimated that the adoption of the Local Plan should increase the number of applications received (but that will probably take effect in the 2nd half of 2025/26).	(50,000)	(50,000)	On target to achieve
Planning	Planning	Various Minor Savings	Minor reductions to a number of services.	10,225	9,200	DM subscriptions saving of £1,025 cannot be met due to overspend.
Planning	Planning Policy	Planning Policy Savings	The Local Plan is expected be adopted in the summer of 2024 and a review of resource needs to coincide at that point is considered appropriate. It is considered that a lower staffing level would be appropriate and it is estimated that this could be introduced in-year at no direct cost to the Council.	45,000	45,000	On target to achieve
Page 20 Planning	Planning	Use of Planning Reserve	The Local Plan Examination is expected to be completed by the end of March 2024. Some further expenditure above normal budget levels might be required prior to adoption (although these could possibly be funded from within existing resources) . The production of a new Plan should be a cheaper process as the Government are endeavouring to simplify the process and the Council won't be starting from a review of a Plan that is significantly out of date. It is estimated that a reserve position of £200,000 for the 2025/26 financial year is appropriate and therefore the level above that can be offered by way of a reduction in reserve levels.	87,300	87,300	Reserve adjusted for 2024/25
Planning	Land Charges	Use of Land Charges Reserve	Reduction in reserve to a level that allows for £40,000 per annum (for this year and the 4 years of the Medium Term Plan). As a consequence, a saving is offered by way of a proposed reduction in the reserve level.	89,100	89,100	Reserve adjusted for 2024/25
Sustainable Growth	Housing Strategy & Delivery	Reduction in staffing levels (with no redundancy)	Review of the way in which services within the wider team are managed.	11,900	11,900	On target to achieve
Sustainable Growth	Climate and Environment	Greenbuild	Discontinuing a "Greenbuild" style event. event. Engagement would be limited to smaller activities and/or where events are entirely sponsored or paid for by third parties.	10,000	10,000	On target to achieve
Sustainable Growth	Economic Growth	Conference Expenses	Reduction in Conferences attended	1,000	1,000	On target to achieve
Sustainable Growth	Economic Growth	Marketing General (Deep History Coast).	Reduction in Marketing spend. A core budget needs to be retained for maintaining the Deep History Coast app and general marketing savings are achievable.	10,000	10,000	On target to achieve
Sustainable Growth	Economic Growth	Grants	Reduction of grant award	10,000	10,000	Reserve adjusted for 2024/25
<b>TOTAL PLACE</b>				<b>224,525</b>	<b>223,500</b>	

# Budgeted Savings/Income 2024/25

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	July Full Year Forecast 2024/25	Explanation
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**SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS**

RESOURCES						
Legal and Governance	IT Infrastructure	Personnel Budget Saving	Reduction in resource requirement	18,876	18,876	On target to achieve
Legal and Governance	IT Web	Replacing Council Workflow System	Workbench, workflow and online forms system needs to be replaced as it will soon no longer be supported by the software provider. The proposal is to work with C3 (providers of contact centre software for Customer Services) to develop this so that it can be rolled out across the council at no extra cost. Also Microsoft software can be used to create any required online forms.	15,000	13,000	Removed budget for Silktide software by mistake.
Legal and Governance	Legal	Legal Reserves	A contribution can be made of some of legal reserve fund of £36,000.	36,000	36,000	Reserve taken
Legal and Governance	Legal	Additional Legal Fee Income	Increase income target by increasing the number of section 106 agreements and income from legal work on beach hut leases.	5,000	5,000	On target to achieve.
Legal and Governance	Democratic Services	Travelling General	Non-formal meetings such as pre-agendas etc to move to a remote format to reduce members travel claims (and also help meet our Net Zero target). More decisions could be taken under delegation..	4,000	4,000	On target to achieve.
Legal and Governance	Democratic Services	Member Training	Reduction in Member Training budget (providing there is capacity to increase in an election year).	6,000	5,000	Peer review highlighted need for training, will achieve £5k of target.
Finance, Assets & Revenues	Revenues	Various	Improvements in service delivery	12,500	10,500	Still paying Capita, may get money back as in house form developed but not yet live.
Finance, Assets & Revenues	Revenues	Council Tax Support Cases	The current benefits scheme awards only 91.5% of Council Tax Support in some cases. It is proposed that 100% is awarded in all cases to remove the unnecessary administration and associated costs. The change to the scheme will need to be consulted upon so the savings may not be achieved in 24/25, but if this is the case other savings will looked for within the service to achieve these still.	5,000	5,000	Member working party still working on this with the benefits managers, the revenue manager will review other income generated schemes to cover the £5k if the 100% CTS scheme is not adopted.
Finance, Assets & Revenues	Estates	Various expenditure Savings	<ul style="list-style-type: none"> <li>- Catfield Industrial Estates</li> <li>- Fakenham Connect Marketing budget reduction</li> <li>- Chalets and beach huts: Equipment and Marketing</li> <li>- Other lettings: Marketing</li> <li>- Estates -Professional fees, Subscriptions.</li> </ul>	33,272	33,112	On target to achieve
Finance, Assets & Revenues	Estates	Various Income Generation	<ul style="list-style-type: none"> <li>- Fakenham Connect:</li> <li>- Other Lettings: Electricity recharge.</li> <li>- Shared Equity Insurance Recharges..</li> </ul>	4,700	4,700	On target to achieve.
Finance, Assets & Revenues	Estates	New Ideas - Income generation	QR codes income donation on pier & other assets in Cromer. Advertising on car parks Concessions/Click and Collect.	20,000	0	Larger project than anticipated, not started.
Finance, Assets & Revenues	Estates	Employee Savings	Deletion of fixed term strategic surveyor post along other efficiencies within the team.	50,755	50,755	On target to achieve.

**Budgeted Savings/Income 2024/25**

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	July Full Year Forecast 2024/25	Explanation
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS</b>						
Finance, Assets & Revenues	Estates	Mileage Claims	Reduction in Mileage Claims	1,000	1,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Reduction in generic training	Reduction in generic training	5,000	5,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Travel allowances	Remove the travel allowance general budget.	3,000	3,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Sale of additional unused temporary facility	Unit purchased for temporary use was not installed.	8,000	3,117	Woo Woo toilet sold for less than expected.
Finance, Assets & Revenues	Property Services	Extension of The Meadow Car Park	Extension of the Car Park into the grassed area in the vacant pitch and putt area. This car park is always busy all year round.	79,000	0	Not achieved as no car park extension - budget adjusted in FY Forecast presented at P4
Finance, Assets & Revenues	Property Services	Discontinue support for non-NNDC events	Stop the support for non NNDC Events by PS Team. This includes Cromer Carnival / New Years Fire Works and Openwide events	11,500	11,500	On target to achieve.
<b>TOTAL RESOURCES</b>				<b>318,603</b>	<b>209,560</b>	
				<b>974,864</b>	<b>859,396</b>	

**Savings Identified against £250k Target  
2024/25**

Ref.	Budget Holder	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
<b>SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS</b>									
<b>COMMUNITIES</b>									
COM01	Trudi Grant	Karen Hill	People Services	People Services Staffing	Reduced working hours, retirement and vacant posts.	(56,361)	0	0	0
COM02	Emily Capps	Emily Capps	EH & Leisure	Software	Budgets held in EH for Software/Licences but are also held by IT	(10,000)	(10,000)	(10,000)	(10,000)
COM03	Emily Capps	Emily Capps	EH & Leisure	Software	Budgets held in EH for Software/Licences but are also held by IT	(8,000)	(8,000)	(8,000)	(8,000)
COM04	Emily Capps	Emily Capps	EH & Leisure	EH Staffing	Vacant posts	(58,837)	0	0	0
COM05	Emily Capps	Emily Capps	EH & Leisure	Private Water Sampling	Lower costs for PWS	(10,000)	(10,000)	(10,000)	(10,000)
<b>SUB TOTAL COMMUNITIES</b>						<b>(143,198)</b>	<b>(28,000)</b>	<b>(28,000)</b>	<b>(28,000)</b>
<b>PLACE</b>									
PL01	Stuart Quick	Rob Young	Economic Growth	Computer Software	We intend to not renew the Cobra software annual licence.	(4,500)	(4,500)	(4,500)	(4,500)
<b>SUB TOTAL PLACE AND CLIMATE CHANGE</b>						<b>(4,500)</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>(4,500)</b>
<b>RESOURCES</b>									
RES01	Russell Tanner	Karl Smith	Property Services	Senior Multi Skilled Operative Saving	Make redundant the post of Senior Multi Skilled Operative.	(31,747)	(55,056)	(55,056)	(55,056)
RES02	Kate Wilson	Cara Jordan	IT	Technical Support Officer Grade 8	Due to the service review we have been unable to recruit into the Grade 8 Technical Support Officer vacancy, therefore we are proposing to give 6 months of our budget up towards the £250k savings deficit within 24/25.	(22,727)	0	0	0
RES03	Emma Mason	Cara Jordan	Legal	Vacant posts	Vacant Admin Assistant post (May to August).	(10,293)	0	0	0
<b>SUB TOTAL RESOURCES</b>						<b>(64,767)</b>	<b>(55,056)</b>	<b>(55,056)</b>	<b>(55,056)</b>
<b>Totals</b>						<b>(212,465)</b>	<b>(87,556)</b>	<b>(87,556)</b>	<b>(87,556)</b>

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### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Our Greener Future</b>										
Cromer Office LED Lighting Programme	150,000	62,879	87,121	0	87,121	0	0	0	0	0
Cromer Coast Protection Scheme	18,469,916	2,034,430	16,291,486	3,419,610	12,871,876	144,000	0	0	0	0
Coastal Erosion Assistance	90,000	62,069	27,931	14,595	13,336	0	0	0	0	0
Coastal Adaptations	247,493	2,503	244,990	0	244,990	0	0	0	0	0
Mundesley Coastal Management Scheme	7,872,998	2,080,964	5,629,034	1,456,307	4,172,728	163,000	0	0	0	0
Coastal Management Fund	950,000	108,250	341,750	0	341,750	250,000	250,000	0	0	0
Coastwise	14,610,000	176,834	2,702,403	120,944	2,581,459	5,583,051	6,147,712	0	0	0
Purchase of Bins	600,000	Annual Programme	146,285	12,525	133,760	150,000	150,000	150,000	0	0
Electric Vehicle Charging Points	248,600	215,283	33,317	0	33,317	0	0	0	0	0
The Reef Solar Carport	596,000	530,820	65,180	0	65,180	0	0	0	0	0
Holt Country Park Electricity Improvements	400,000	0	400,000	131,243	268,757	0	0	0	0	0
Solar PV Panels at Victory Swim and Fitness Centre	200,000	6,713	193,288	0	193,288	0	0	0	0	0
Public Conveniences Energy Efficiencies	150,000	0	150,000	1,281	148,719	0	0	0	0	0
Coastal Defences	600,000	0	150,000	48,420	101,580	150,000	150,000	150,000	0	0
			<b>26,462,785</b>	<b>5,204,925</b>	<b>21,257,860</b>	<b>6,440,051</b>	<b>6,697,712</b>	<b>300,000</b>	<b>0</b>	<b>0</b>

### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval £	Pre 2024/25 Expenditure £	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Developing Our Communities</b>										
Public Conveniences (Fakenham & Wells)	986,963	966,963	20,000	808	19,192	0	0	0	0	0
Public Conveniences (Sheringham & North Walsham)	545,514	439,772	105,742	0	105,742	0	0	0	0	0
Public Conveniences - Albert Street, Holt	370,000	11,572	358,428	9,636	348,792	0	0	0	0	0
Countryside Machinery	38,465	36,508	1,957	0	1,957	0	0	0	0	0
Cromer Pier - Steelworks and Improvements to Pavilion Theatre	1,134,000	857,742	276,258	65,618	210,641	0	0	0	0	0
3G Facilities	860,000	12,432	847,568	0	847,568	0	0	0	0	0
Cromer 3G Football Facility	1,000,000	4,725	995,275	11,276	983,999	0	0	0	0	0
The Reef Leisure Centre	12,861,000	12,598,276	262,724	148	262,577	0	0	0	0	0
Green Road Football Facility (North Walsham)	60,000	9,777	50,223	0	50,223	0	0	0	0	0
New Play Area (Sheringham, The Lees)	65,000	0	65,000	14,897	50,103	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	87,362	2,553,638	188,746	2,364,892	8,209,000	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	0	331,000	6,040	324,960	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	0	93,500	0	93,500	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Public Conveniences Access Control	40,000	0	40,000	0	40,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
			<b>6,288,313</b>	<b>297,167</b>	<b>5,991,145</b>	<b>8,209,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Capital Programme - Budget Monitoring 2024/25</b>										
<b>Scheme</b>	<b>Scheme Total Approval</b>	<b>Pre 2024/25 Expenditure</b>	<b>Updated Budget</b>	<b>Actual Expenditure</b>	<b>Remaining Budget (Forecasted YE Spend)</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	£	£	2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
<b>Meeting Our Housing Needs</b>										
<b>Disabled Facilities Grants</b>	<b>1,475,730</b>	Annual Programme	<b>1,875,730</b>	396,632	<b>1,479,098</b>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Compulsory Purchase of Long-Term Empty Properties</b>	<b>930,000</b>	500,528	<b>429,472</b>	0	<b>429,472</b>	0	0	0	0	0
<b>Community Housing Fund</b>	<b>1,653,373</b>	1,425,212	<b>228,161</b>	0	<b>228,161</b>	0	0	0	0	0
<b>Provision of Temporary Accommodation</b>	<b>4,566,584</b>	4,268,277	<b>298,307</b>	340	<b>297,966</b>	0	0	0	0	0
<b>S106 Enabling</b>	<b>2,500,000</b>	836,000	<b>1,064,000</b>	150,000	<b>914,000</b>	300,000	300,000	0	0	0
<b>Loans to Housing Providers</b>	<b>600,000</b>	260,000	<b>340,000</b>	0	<b>340,000</b>	0	0	0	0	0
<b>Local Authority Housing Fund</b>	<b>1,320,000</b>	728,000	<b>592,000</b>	312,039	<b>279,961</b>	0	0	0	0	0
			<b>4,827,670</b>	<b>859,011</b>	<b>3,968,659</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
						2024/25	2026/27	2027/28	2028/29	2029/30
	£	£	£	£	£	£	£	£	£	£
<b>Investing In Our Local Economy And Infrastructure</b>										
Sheringham Enabling Land	110,000	31,536	78,464	0	78,464	0	0	0	0	0
Rocket House	1,077,085	62,691	1,014,394	19,915	994,479	0	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,879,303	155,154	0	155,154	0	0	0	0	0
Fakenham Urban Extension	1,800,000	218,538	1,581,462	178,538	1,402,924	0	0	0	0	0
Property Acquisitions	710,000	5,216	704,784	3,825	700,959	0	0	0	0	0
Chalet Refurbishment	125,000	72	124,928	0	124,928	0	0	0	0	0
Marrams Building Renovation	50,000	1,675	48,325	0	48,325	0	0	0	0	0
Car Parks Refurbishment	601,000	78,665	252,335	20,623	231,712	210,000	60,000	0	0	0
Marrams Footpath and Lighting	50,000	275	49,725	6,985	42,740	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	37,887	137,113	32,389	104,724	0	0	0	0	0
UK Shared Prosperity Fund	354,459	165,826	188,633	116,110	72,523	0	0	0	0	0
Rural England Prosperity Fund	1,457,848	364,463	1,093,385	10,627	1,082,758	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	115,638	34,362	24,079	10,283	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	0	55,000	0	0	0	0	0
Cromer Offices Floor Power Boxes	50,000	0	50,000	0	50,000	0	0	0	0	0
The Lees Walkway and Structural Works	34,258	534	33,723	33,723	0	0	0	0	0	0
Disposal Costs for Fakenham Highfield Road	0	1,205	0	8,788	(8,788)	0	0	0	0	0
			<b>5,601,787</b>	<b>455,602</b>	<b>5,146,185</b>	<b>210,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
			2024/25	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£	£	£	£	£	£	£	£	£	£
<b>A Strong, Responsible And Accountable Council</b>										
User IT Hardware Refresh	300,000	Annual Programme	82,138	0	82,138	60,000	60,000	0	0	0
Backup Network Upgrade	14,000	0	14,000	0	14,000	0	0	0	0	0
Financial Management System	295,000	291,966	3,034	0	3,034	0	0	0	0	0
Server Replacement	100,000	43,673	56,327	0	56,327	0	0	0	0	0
Digital Mailroom Scanners	20,000	18,131	1,869	0	1,869	0	0	0	0	0
New Revenues and Benefits System	200,720	0	98,720	0	98,720	102,000	0	0	0	0
Replacement Storage Hardware	150,000	0	150,000	0	150,000	0	0	0	0	0
			<b>406,088</b>	<b>0</b>	<b>406,088</b>	<b>162,000</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals</b>			<b>43,586,643</b>	<b>6,816,705</b>	<b>36,769,938</b>	<b>16,321,051</b>	<b>8,117,712</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

2024/25 Capital Programme Financing Table		Budget 2024/25	Actual 2024/25	Remaining Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
Grants		31,214,576	6,054,039	25,160,536	14,373,328	7,147,712	1,000,000	1,000,000	1,000,000
Other Contributions		2,234,462	348,814	1,885,648	718,723	300,000	0	0	0
Reserves		2,330,670	18,870	2,311,800	0	0	0	0	0
Revenue Contribution to Capital (RCCO)		0	0	0	0	0	0	0	0
Capital receipts		6,858,403	387,662	6,470,742	712,000	610,000	300,000	0	0
Borrowing		948,533	7,321	941,212	517,000	60,000	0	0	0
<b>Total</b>		<b>43,586,643</b>	<b>6,816,705</b>	<b>36,769,938</b>	<b>16,321,051</b>	<b>8,117,712</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

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Reserve	Purpose and Use of Reserve	Balance 01/04/23	Outturn Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Forecast Movement P4	Forecast Balance 01/04/25	Budgeted Movement 2025/26	Balance 01/04/26	Budgeted Movement 2026/27	Balance 01/04/27	Budgeted Movement 2027/28	Balance 01/04/28
		£	£	£	£	£	£	£	£	£	£	£	£
<b>General Fund - General Reserve</b>	A working balance and contingency, current recommended balance is £2.1 million.	<b>3,040,242</b>	<b>(891,501)</b>	<b>2,148,741</b>	(9,844)	(9,844)	<b>2,138,897</b>	0	<b>2,138,897</b>	0	<b>2,138,897</b>	0	<b>2,138,897</b>
<b>Earmarked Reserves:</b>							<b>0</b>						
Capital Projects	To provide funding for capital developments and purchase of major assets.	<b>555,618</b>	<b>0</b>	<b>555,618</b>	0	0	<b>555,618</b>	0	<b>555,618</b>	0	<b>555,618</b>	0	<b>555,618</b>
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	<b>846,107</b>	<b>(5,510)</b>	<b>840,597</b>	(219,595)	(219,595)	<b>621,002</b>	0	<b>621,002</b>	0	<b>621,002</b>	0	<b>621,002</b>
Benefits	To be used to mitigate any claw back by the Department of Works and Pensions following final subsidy determination. Timing of the use will depend on audited subsidy claims. Also included in this allocation are service specific grants for service improvements that have not yet been offset by expenditure.	<b>725,822</b>	<b>0</b>	<b>725,822</b>	(46,622)	(46,622)	<b>679,200</b>	0	<b>679,200</b>	0	<b>679,200</b>	0	<b>679,200</b>
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	<b>224,115</b>	<b>(78,316)</b>	<b>145,799</b>	(122,542)	(122,542)	<b>23,257</b>	(11,883)	<b>11,374</b>	0	<b>11,374</b>	0	<b>11,374</b>
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	<b>2,921,236</b>	<b>(7,000)</b>	<b>2,914,236</b>	(18,000)	(18,000)	<b>2,896,236</b>	(18,000)	<b>2,878,236</b>	(18,000)	<b>2,860,236</b>	(18,000)	<b>2,842,236</b>
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	<b>466,288</b>	<b>(224,754)</b>	<b>241,534</b>	(265,738)	(265,738)	<b>(24,204)</b>	0	<b>(24,204)</b>	0	<b>(24,204)</b>	0	<b>(24,204)</b>
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	<b>406,550</b>	<b>(106,059)</b>	<b>300,491</b>	(131,550)	(131,550)	<b>168,941</b>	0	<b>168,941</b>	0	<b>168,941</b>	0	<b>168,941</b>
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	<b>3,124,029</b>	<b>(389,659)</b>	<b>2,734,370</b>	(451,893)	(230,149)	<b>2,504,221</b>	(159,764)	<b>2,344,457</b>	(10,000)	<b>2,334,457</b>	(10,000)	<b>2,324,457</b>
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	<b>232,421</b>	<b>(54,095)</b>	<b>178,326</b>	(10,000)	(12,250)	<b>166,076</b>	(10,000)	<b>156,076</b>	(10,000)	<b>146,076</b>	(10,000)	<b>136,076</b>
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	<b>186,015</b>	<b>(123,015)</b>	<b>63,000</b>	60,000	60,000	<b>123,000</b>	60,000	<b>183,000</b>	60,000	<b>243,000</b>	60,000	<b>303,000</b>
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	<b>60,490</b>	<b>(14,528)</b>	<b>45,962</b>	0	0	<b>45,962</b>	0	<b>45,962</b>	0	<b>45,962</b>	0	<b>45,962</b>
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	<b>494,476</b>	<b>639,170</b>	<b>1,133,646</b>	0	0	<b>1,133,646</b>	0	<b>1,133,646</b>	0	<b>1,133,646</b>	0	<b>1,133,646</b>
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	<b>150,000</b>	<b>0</b>	<b>150,000</b>	(40,000)	(40,000)	<b>110,000</b>	0	<b>110,000</b>	0	<b>110,000</b>	0	<b>110,000</b>
Grants	Revenue Grants received and due to timing issues not used in the year.	<b>2,620,356</b>	<b>66,340</b>	<b>2,686,696</b>	(77,969)	(77,969)	<b>2,608,727</b>	(44,410)	<b>2,564,317</b>	(19,780)	<b>2,544,537</b>	(9,020)	<b>2,535,517</b>

Reserve	Purpose and Use of Reserve	Balance 01/04/23	Outturn Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Forecast Movement P4	Forecast 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	(315,563)	1,958,473	(128,318)	(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	339,152	(89,100)	(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	(4,538)	88,914	(36,000)	(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	587,979	(50,000)	(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	(28,143)	471,857	0	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	(76,394)	146,149	(150,000)	(62,386)	83,763	0	83,763	0	83,763	0	83,763
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	(43,003)	112,221	(26,123)	(26,123)	86,098	0	86,098	0	86,098	0	86,098
Pathfinder	To help Coastal Communities adapt to coastal changes.	89,566	0	89,566	0	0	89,566	0	89,566	0	89,566	0	89,566
Planning	Additional Planning income earmarked for Planning initiatives including Plan Review.	416,891	(128,965)	287,926	(37,300)	(37,300)	250,626	50,000	300,626	50,000	350,626	50,000	400,626
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	717,051	(45,456)	(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	(200,000)	300,000	0	0	300,000	0	300,000	0	300,000	0	300,000
<b>Total Reserves</b>		<b>21,896,616</b>	<b>(1,932,490)</b>	<b>19,964,126</b>	<b>(1,896,050)</b>	<b>(1,588,942)</b>	<b>18,068,076</b>	<b>(189,330)</b>	<b>18,185,854</b>	<b>(3,053)</b>	<b>18,182,801</b>	<b>7,707</b>	<b>18,190,508</b>

## Homelessness Task and Finish Group

### Executive Summary

The Task and Finish Group met eleven times to gather evidence from a number of internal and external witnesses to help the group formulate its recommendations. The Group would very much like to thank all those witnesses for their time and have very much appreciated their openness and the time and effort each witness put into providing information.

The Overview and Scrutiny Committee set up the Task and Finish Group to look into the causes and relief of homelessness in the district and make recommendations to the Overview and Scrutiny Committee on its findings.

It became clear from multiple witnesses that the level of homelessness in the district was tied to the associated problem of the lack of housing supply in North Norfolk and the group choose a remit to seek to try to answer two fundamental questions –

1. How can the number of people who become homeless within North Norfolk be reduced?
2. How can the amount of suitable accommodation in North Norfolk be increased/prevented from decreasing?

Without doubt the Housing team and other staff in People's Services have done a huge amount of work already in this field and have achieved a great deal. To reduce homelessness both its causes and as well as improving the existing housing supply needs to be addressed. We have found there may be some additional measures which we think would have a positive impact. The group has spoken to other local authorities who have tried alternative interventions, and other organisations who offer a different perspective, and we think we have come up with a blend of suggestions which may require time and effort to be successful, but which are worth considering.

The group's approach has been to seek potential solutions and each recommendation is one that seeks improvement rather than necessarily innovation.

All are based on either successful schemes taken by other local authorities or suggestions from partners or suggestions from specialists in their field as a way the Council could reduce the level of homelessness in North Norfolk.

We recognise and wish to express our thanks to all the Council staff in People Services who work with such dedication to help people who are often at times of crisis in their life. The surge in numbers of people needing help as the Cost-of-Living crisis has deepened puts extra additional burdens on those staff who are at times working with difficult cases and we would like to see the council do all it can to reduce those numbers.

The recommendations are presented in a priority order where there are multiple items under a heading for the Overview and Scrutiny Committee and ultimately the Cabinet to consider. The Group recognises that there are significant revenue and capital implications for some of the recommendations that require careful thought.

However, it is not just about reducing the financial burden on the council but the pain that it causes those people affected and the effect this has on our local communities. There was no indication from any of the witnesses we interviewed that the level of homelessness in North Norfolk was expected to drop in the near future. As Cornwall Council said about its affordable housing plans – it is not just about building homes...but about building communities.

## **Recommendations that the Council**

### **(A) To prevent homelessness**

**expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include**

- 1. increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late**
- 2. increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help**
- 3. increasing the range of interventions to help people especially on benefit support and with financial viability assessments**

### **(B) Managing homelessness**

**Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)**

### **(C) Housing allocation**

**Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall**

**[Supportmatch Homeshare - Cornwall Council](#)**

### **(D) Increase housing supply**

- 1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes**
- 2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used**



by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis

3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required

**(E) Increase affordable house building/supply**

1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms
2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites
3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing
4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability
5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties

[National Homelessness Property fund 2 | Better Society Capital](#)

**(F) Increase/sustain Private rental tenancies**

1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use
2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets
3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing

**(G) Reducing Long Term Empty Homes**

1. Continues to have an Empty Homes Officer as a permanent role
2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas
3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need

**(H) Sustain social tenancies**

1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes
2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years
3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases

**(I) Prevention of/provision for victims of Domestic Abuse**

1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors
2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid

**Recommendations in Detail**

Further information about our recommendations is detailed below.

**(A) To prevent homelessness**

expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include

1. increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late
2. increasing its communication work which should include Parish and Town councils and should also provide support to Councillors to enable them to help signpost those people who need housing help
3. increasing the range of interventions to help people especially on benefit support and with financial viability assessments

We understand that the homeless service would like to do more prevention work in identifying the cohort of people who need help and getting them the help they need at earlier stage, and we strongly support this approach and would like to see early intervention opportunities and homelessness prevention interventions explored along with multi agency support, that prevent homelessness (and repeat homelessness).

It is understood that a research report by Heriot Watt and Cardiff University and supported by Homeless Link is due out in May 2024 entitled Preventing homelessness a route map to local solutions which will look at prevention options at a range of stages from intervention to crisis and emergency stage homelessness which may provide some useful information for the council to look at.

It is though difficult for the service to do this whilst it is inundated with crisis cases and dealing with temporary accommodation. We would like to see the Council's reserves being used to create the capacity to undertake this work on an invest to save basis with the aim of reducing the number of people reaching crisis point and then needing support. The housing costs alone of providing temporary accommodation for an average two-bedroom household going into temporary accommodation are now close to £30,000 PA without staffing and additional costs. So, any work to prevent people needing temporary accommodation will bring future savings to the council.

We heard that financial help is particularly needed on what benefits are available and helping people with their financial viability assessments.

We heard from a number of organisations about the importance of getting the public and parish and town councils to not only understand how people can become homeless and to change their perceptions of those people but also that help can be at earlier stage before it reaches the crisis stage, and the help can be more effective and cheaper for the council when it is.

Rethinking and reframing the Council's language – and who says it (is it better coming from other organisations?) – can also lead to honest and realistic discussions where local people are more easily able to recognise themselves or people they know in conversations about homelessness risk and housing instability, how it can be prevented, and what steps they can take to play a part in resolving their own challenges.

The Council does some of this work already, but it would be good to have a coordinated campaign especially with a multi-agency approach to spread the key messages and we would encourage the council to run such a campaign over a 3-to-6-month period as soon as it can.

## **(B) Managing homelessness**

**Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)**

We heard from a number of organisations about the disjointed nature of support for people across North Norfolk due to its geography and lack of suitable public transport. Other authorities have set up a network of organisations that people can go to albeit in urban areas that are easier to access.

It is important that the support in local communities builds from the existing networks of active, known and trusted organisations that already have a deep understanding of the challenges faced by local people and how best to embed local solutions to ensure they last in the longer term.

The council did establish some warm hubs so a principle of how this could work is possible. We would hope that this could be extended and include charity and local organisations who we heard wanted to help. We would encourage the council to seek out funding from local organisations especially some businesses who might feel it is something worthwhile to contribute to.

We were impressed by the Homelessness Charity Emmaus, Norfolk and Waveney ([Homelessness Charity - Emmaus Norfolk & Waveney - About Us](#)) and the approach they took to help formerly homeless people in giving them support and meaningful work opportunities. They are currently based in Ditchingham as a secular, sober community that can include people with complex high needs. They are currently expanding to reflect the growing need for their services.

### **(C) Housing allocation**

#### **Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that need assistance**

Cornwall Council provides a scheme where elderly people on their own have a support match that works to find people to share properties at a reduced rent to help that elderly person with general health. [Supportmatch Homeshare - Cornwall Council](#)

They have so far provided 50 or 60 matches so far. However, the match needs to be highly vetted to ensure the right matches are being taken forward and that is easier at a higher-level authority.

We ask the council to consider this which would need close cooperation with Norfolk County Council social services and whether it will be possible to do this with a partner organisation.

### **(D) Increase housing supply**

#### **1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes**

The Council needs to find new parcels of land within the district to build new affordable housing schemes as there are more needed. Councillors know their local

areas who are the local landowners as well as have a relationship with their Parish or Town Council(s) and are in a unique position to help and lead local discussions.

Local Councillors are therefore encouraged to continue taking on this role and help to find new parcels of land that be used for appropriate development.

**2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis**

We note that the Council's Housing Strategy presented to Cabinet in April 2024 said that it was not viable for the Council to set up its own Housebuilding Company.

However, the model used by Cambridge City Council and now by Gravesham Borough Council is of an investment partnership that allows for additional affordable homes to be built.

An Investment Partnership (IP) is a joint venture with a partner as a Limited Liability Partnership (LLP). The LLP would be 50:50 controlled by the Council and the partner it selects to work with.

Under the model, the Council can choose which scheme it wishes to invest in the IP. The Council, or the partner, can veto whether a scheme proceeds or not once it has been appraised. The Council retains control of the freehold of the land and its value as it can choose, or not, whether it requires the freehold to remain with the Council.

This model was started in 2017 between Cambridge City Council and the Hill Group. The Cambridge Investment Partnership is on-site building over 700 new council homes and completed eight developments. They are working to deliver at least 1700 new homes, including 1000 council homes, over the next 10 years. The Partnership is delivering the City's first Passivhaus-accredited council homes, a standard that follows rigorous construction methods and delivers the highest levels of energy efficiency and airtightness.

Gravesham Borough Council were donated eight Solo Haus homes as a part of the Hill's Foundation 200 initiative. Launched to mark Hill's 20<sup>th</sup> anniversary, Foundation 200 is a £15 million pledge to design and donate 200 modular homes to local authorities and homelessness charities by 2025.

The Gravesham report on this model is here - [Report \(gravesham.gov.uk\)](https://www.gravesham.gov.uk/reports-and-consultations/2024/04/24/gravesham-report-on-investment-partnership-model)

**3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required**

Solohaus homes are safe, welcoming spaces built to the highest standards of sustainability, efficiency and safety with a 60-year life span. They were designed alongside homelessness charities and stakeholders to inform design, layout, light

and storage. The homes are designed for single occupation and come fully furnished and equipped ready for someone to move in to Solo Haus homes ([Solo Haus – An innovative approach to tackling homelessness](#)) and are mortgageable.

Cornwall Council, Gravesham Borough Council, Cambridge City Council, Ipswich Borough Council, the London Borough of Haringey and several housing associations in the East of England are using SoloHaus to support those that need it.

The evidence we heard was that using Solo Haus was cheaper than building new properties for temporary accommodation for one-bedroom properties and that included the costs of creating a site for multiple units together and connecting them up with utilities.

However, Solo Haus single units if bolted together become more expensive than new build.

There are usually neighbourhood objections to creating such a site and Cornwall Council had introduced a 24-hour licence on their sites that enabled them to move on anyone who was causing trouble within 24 hours. Added to this a maximum six-month tenancy could help to reassure neighbours to the site when seeking planning permission.

## **(E) Increase affordable house building/supply**

### **1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms**

The Government on 22 July 2023 announced plans to boost its housing stock by making it easier to implement a change of use on empty shops. The idea was that by easing up the process of transforming empty retail units into residential dwellings the availability of housing in cities can be quickly boosted.

In North Norfolk shops are normally in protected frontages and the Council's policy is to keep them in retail usage when they are in the main shopping areas. However, in those areas away from the main retail areas there is greater scope and potential to enable conversions of shops where they have been proved to be empty and no longer commercially viable.

Planning rules for rooms above and behind shops are less stringent and it may well be allowed under permitted development rights to enable those rooms to be rented out.

We ask the Council to investigate both those circumstances and to consider what changes are needed in planning policy to allow shop owners to undertake these changes.

### **2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites**

CPRE Norfolk held a Rural Affordable Conference with parish councils (a number of whom are members of the Charity) six years ago to explore what could be done to increase the number of affordable homes that were available in the rural parts of North Norfolk.

They were interested in holding another conference and we recommend that they be asked to do so. The conference could also look at recommendation G 2 from this report.

There is also a Corporate Plan action to share data at a parish level to improve support for affordable homes and this could be an excellent way to do that.

Rural Exception Sites are small sites located on the edge of existing rural settlements. They allow land to be provided below market value for residential development – provided it is used to build affordable housing for local people.

Rural Exception Sites are allocated outside of the local authority's development plan – so homes delivered via Rural Exception Sites represent additional affordable housing for the local community.

Any kind of affordable housing can be delivered, including affordable rent, intermediate housing (including first homes), or social rent, provided there is adequate evidence of local need.

Community Land Trusts are a great way for community-led schemes to come forward that are driven by local communities, rather than local authorities or private developers and we would ask the Council to encourage such Trusts to come forward.

Neighbourhood Plans were introduced by the Localism Act 2011. They enable communities to have a say about the development and growth of their local area by introducing local planning policies which (if the Neighbourhood Plan is successful at examination and referendum) form part of the statutory Development Plan. This means the Neighbourhood Plan must be taken into account when assessing planning applications for new development in that area.

### **3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing**

From April 2025 the Council, will be able to charge an additional 100% Council Tax premium to second home, furnished properties that could generate up to £8m.

Under the current rules which dictate the share of council tax, about 75% goes to Norfolk County Council, 15% to the Norfolk Police and Crime Commissioner, 8% to district councils and 2% to parish and town councils.

The Council has been lobbying the County Council and the Government for some time to allow sufficient amount of this money to come to the district where it was raised so that it could be spent in the local communities where it is raised.

We think that it would be good for that income to be spent in those local areas that are struggling with housing supply and agree with the call from Homes for Wells that the additional income from the second homes premium should be ring-fenced to provide affordable homes for local people to rent.

#### **4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability**

The Government is currently undertaking consultation on changes to the National Planning Policy Framework which is due to end on Tuesday 24 September 2024.

We ask the Council to respond to this consultation on whether the question of affordability should be changed.

CPRE, The Countryside Charity said, which we agree with, the following –

‘Affordable housing’ is defined by the government and NPPF as being 80% of the local market value and ‘affordable rent’ is at least 20 per cent below local market rents, but this is still unaffordable for many households.

The definition of affordable housing in national planning policy does not enable the delivery of genuinely affordable homes. Rural social-rented delivery has plummeted with just 348 homes delivered in England in 2020/21 and 3,282 delivered in 2021/22, whilst general ‘affordable’ housing delivery has increased with 21,826 general affordable homes delivered in 2020/21 and 25,294 delivered in 2021/22. This shows it is more viable for developers to deliver intermediate and discount market housing rather than lower rent homes that are desperately needed.

Government must redefine the term ‘affordable housing’ so that the cost of new affordable homes for sale or rent are directly linked to average local incomes. Where homes are not linked to average local incomes they should not be classed as affordable, as this obscures the type of housing that is being delivered.

Affordable housing needs to be redefined to match local incomes, with a mortgage lending ratio being no more than three times the annual income for a two-person household, and affordable rent at no more than 35% of average local household income.

This should lead to a more realistic and straightforward definition of ‘affordable housing’ in the NPPF.

#### **5. Explores the potential to use Better Society Capital/National Homelessness Property fund to fund 3-to-4-bedroom properties**

We were told that the critical shortage of homes in North Norfolk is 3- and 4-bedroom homes and we are aware of authorities that will buy properties directly from developers in new developments as a way of ensuring that there is sufficient affordable housing in a development.

This is of course expensive for a Council to do. However, there may be an opportunity to seek funding from the National Homelessness Property Fund [National](#)



[Homelessness Property fund 2 | Better Society Capital](#) which is a ten-year fund that invests directly into a diversified portfolio of residential properties – which will then be leased to housing providers to deliver affordable, good quality and suitable housing to address homelessness.

Better Society Capital is the UK's leading social impact-led investor and Resonance has already provided affordable homes in Wells

<https://resonance.ltd.uk/impact/impact-stories/homes-for-wells>

## **(F) Increase/sustain Private rental tenancies**

### **1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use**

Both Norwich City Council and Great Yarmouth Borough Council have set up private sector leasing schemes. We heard that the Central Suffolk Lettings scheme has been working well in a challenging Private Rented Sector [Central Suffolk Lettings: FREE Letting Services - Babergh District Council - Babergh & Mid Suffolk District Councils - Working Together](#)

We did hear that it might be better to use an existing good quality private estate agent to run the scheme rather than doing it in house.

The Council's Housing Strategy refers to further discussion with Country Estates with a date of June 2025. If this is the Council's preferred estate agents we would ask that the conversations are speeded up as it is needed now.

We also note from the Council's Housing Strategy that there would be investigations of a Council rent deposit guarantee/gift scheme to help households access private rented homes with a date of April 2026. We believe that this is needed now and could form part of how a letting agency would work.

### **2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets**

On 19 February 2024 the previous government published a statement that set out the next steps in developing a registration scheme for short-term lets in England. Consultation was undertaken and a response on that consultation is awaited from the new government,

The Low-use homes in rural and coastal areas across the UK report by Action for Empty Homes, Sheffield University and abrdn Financial Fairness Trust ([Low-use Homes in Rural and Coastal Areas of the UK — Action on Empty Homes](#)) states that:

“A licensing scheme would require property owners to apply for a licence before they can rent their properties out as short-term lets or holiday lets (for example on Airbnb) and provide evidence that they are meeting required health and safety standards.

Such a scheme would enable councils to have a better sense of how residential properties are being used and, critically, to limit the number of licences granted if the

number of short-term lets in an area is deemed too high. Councils would be able to revoke or refuse the renewal of licences and so be able to respond to the changing numbers of holiday lets each year.”

**3. Continues to engage proactively with the private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing**

It was clear that the private rental market in North Norfolk is already difficult, and we were left with the impression that it would only get worse without some sort of intervention as landlords are leaving the market and there are not enough new landlords replacing them.

We ask the council to continue encouraging the private rental market. A landlord forum may help in this regard as other authorities in Norfolk have done this to help the private rented market survive.

**(G) Reducing Long Term Empty Homes**

**1. Continues to have an Empty Homes Officer as a permanent role**

Bringing empty homes back into use can play a key part of local strategies to meet housing need. Not only are empty homes a wasted resource, but they are also often the subject of complaints and frustration for communities, as well as being a catalyst for crime and degradation.

We are pleased to note that the Council has found funding to continue to employ an Empty Homes Officer and would ask the council to make this post permanent. Other authorities have teams looking at empty homes and have made substantial reductions in the number of long-term empty properties in their area.

If the number of empty homes is reduced and become lived in again the council will receive revenue funding from council tax income so the post could very well end up paying for itself.

**2. Considers how to increase engagement with the towns and Parish Councils on the number of long-term empty properties in their areas**

This could well be part of a North Norfolk affordable housing conference as there are a surprising number of empty properties in some of the villages and towns and there is some potential to reduce that number. We would also encourage the Council’s Empty Homes officer to consult and work with the Parish and Town Councils in looking at these properties.

**3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need**

Action on Empty Homes told us that one of the things that local authorities could do is to seek funding to buy and refurbish empty properties for people in housing need. As part of this, funding could also be made available to community-based

organisations wishing to buy and refurbish empty homes. Authorities could also support community-based providers and housing associations seeking funding to bring empty homes back into use.

## **(H) Sustain social tenancies**

### **1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes**

There is a lot of sheltered housing in North Norfolk that was built in the 1950 and 1960s with an expectation of what that home was for, that is different to the current approach of independent living. It is part of a wider strategic discussion that is needed on what is the best housing supply to meet the ageing demographic in North Norfolk.

A meeting with the registered providers to agree a joint vision on future plans on what to do about sheltered housing, whether supply can be matched with demand and what do with the exiting housing stock would be particularly useful.

### **2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years**

We are pleased to see in Council's Housing Strategy the introduction of a monthly meeting with Flagship to discuss potential disposals. However, there is also a wider more strategic discussion needed that looks at all the homes across North Norfolk that will come to an end of life in the next few years and what the Council and the Registered Providers want to do about them.

### **3. Encourages registered providers to ensure sufficient target hardening is provided to make homes safer in Domestic Abuse cases**

Target hardening is the strengthening of the security of a building or installation in order to protect it in the event of attack or reduce the risk of theft. In domestic abuse cases it is used to help survivors of domestic abuse feel safer in their homes.

We heard that registered providers do provide target hardening but thought it worthwhile to reemphasise this message.

## **(I) Prevention of/provision for victims of Domestic Abuse**

### **1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors**

Domestic Abuse is one of the main reasons for people becoming homeless in North Norfolk. It was clear from partner organisations such as Leeway that they wanted to do more and could provide outreach in communities to seek to increase preventative work.

This could involve more advice and help with regular drop-in sessions with refuges, clearer signposting to organisations such as Leeway on the Council's website and via the advice line.

## **2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid**

DAHA (Domestic Abuse Housing Alliance) and the Drive Partnership alongside a broad alliance of voluntary and statutory sector organisations have been building the case for why more formalised perpetrator housing support and pathways are needed to keep victims safe and prevent further abuse.

At the moment it is most likely that the victims of domestic abuse will have to flee a property to become safe and the perpetrator will remain. The disruption then falls onto the victim and any children in the family.

Without the option to remove and rehouse a perpetrator, victims will continue to suffer by remaining trapped in abusive relationships or being forced to flee their home.

The Previous Office of the Police and Crime Commissioner had asked if the Council would like to scope out a pilot scheme to run in North Norfolk that rehoused the perpetrator rather than the victim and it would be good to ask the new Commissioner whether this offer is still valid.

### **Homelessness Task and Finish Group:**

Councillors Victoria Holliday (Chair), Jill Boyle, Nigel Housden, Liz Vickers, Saul Penfold and Garry Bull (for the initial meetings).

<b>Reporting progress implementing Corporate Plan 2023-27 Delivery against Action Plan 2023-24 and Action Plan 2024-25 – to end of Quarter 1 – 30 June 2024</b>	
<b>Executive Summary</b>	The Corporate Plan 2023-27 Action Plan 2023-24 has largely been delivered as planned and work has started on a significant number of actions in the 2024-25 Action Plan
<b>Options considered</b>	This is a report on the progress being made to deliver against the Council's Corporate Plan.
<b>Consultation(s)</b>	The named officer for each action in the annual action plans has been asked for their assessment of progress, to identify any issues impacting on anticipated delivery and to propose actions they will take to address any slippage or uncertainty around delivery in the coming months.
<b>Recommendations</b>	The Overview and Scrutiny Committee is invited to comment on this report.
<b>Reasons for recommendations</b>	<b>Ten actions in the 2023-24 Action Plan have been completed.</b> <b>The remaining eighteen actions have been carried forward, updated or amended to reflect changed circumstances and been included in 2024-25 Annual Action Plan 2024-25 which was agreed in November 2023 and the implementation of which has started.</b>
<b>Background papers</b>	Corporate Plan 2023-27 Annual Action Plan 2024-25

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

<b>Links to key documents:</b>	
Corporate Plan:	This report is primarily concerned with ensuring the Corporate Plan 2023-27 is being implemented as planned.
Medium Term Financial Strategy (MTFS)	Ensuring the Action Plan 2023/24 is implemented as planned and delivery of Action Plan 2024/25 has started will help to ensure the MTFS is also achieved.
Council Policies & Strategies	Corporate Plan 2023-27

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Not applicable. Item is not exempt.

Details of any previous decision(s) on this matter	Corporate Plan 2023-27 and Action Plan 2023-24 approved by Full Council on 17 July 2023.  Corporate Plan 2023-27 Action Plan 2024-25 approved by Cabinet 6 November 2023.
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## 1. Purpose of the report

- 1.1 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 Action Plan 2024-25 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

## 2. Introduction & Background

- 2.1 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. The Corporate Plan 2023-27 Action Plan 2024-25 was approved by Cabinet at their meeting on 6 November 2023.
- 2.2 This report details the progress made to the end of June 2024 in implementing both annual Action Plans, identifies any issues with individual actions and puts forward proposals for how these would be addressed.

## 3. Overview of progress

### 3.1 Overall progress – Action Plan 2023/24

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

#### KEY

**Red** = Actions will not deliver planned outcomes without significant interventions

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

**Green** = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

Action Plan 2023/24 – Summary – Quarter 4 from Jan to March 2024

RAG status	No. of actions
Red	1
Amber	6
Green	21
NA	0
Missing data	0

Total	28
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Stage	No. of actions
Not Started	0
In Progress	18
Completed	10
Cancelled	0
Missing data	0
Total	28

#### Cross-tabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	0	6	0	0
Green	0	11	10	0
NA	0	0	0	0

The progress report shows that the majority of actions are in progress and on track. Actions in the Action Plan 2023/24 have now either been completed or have been carried forward and incorporated into the Action Plan 2024/25. Details of this process for each action are given in the appendices.

### 3.2 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary - Quarter 1 from April to June 2024

RAG status	No. of actions
Red	1
Amber	6
Green	36
NA	1
Missing data	0
Total	44

Stage	No. of actions
Not Started	1
In Progress	42

Completed	1
Cancelled	0
Missing data	0
Total	44

#### Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	0	1	0	0
Amber	0	6	0	0
Green	0	35	1	0
NA	1	0	0	0

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

### 3.3 Details of all Actions

To review the updates for all the actions please see:-

- Appendix A Action Plan 2023-24 Progress Updates
- Appendix B Action Plan 2024-25 Progress Updates – Qtr 1 2024-25.

## 4. Corporate Priorities

- 4.1 This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 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

- 5.1 There are no financial or resource implications arising directly from this report.

#### Comments from the S151 Officer:

The report is a summary of progress against actions 2023/24. There are no financial implications.

## 6. Legal Implications

There are no legal implications arising directly from this report.

#### Comments from the Monitoring Officer

This is an update report to provide Members with progress made in the 2023/24 Action Plan. There are no specific governance issues regarding the report. Specific action points may have their own governance requirements in which case separate governance/legal advice should be sought through the Legal Team.



## **7. Risks**

- 7.1 The purpose of this performance report is to inform members of the progress being made in delivering the Corporate Plan 2023-27 Action Plans 2023-24 and 2024-25. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

## **8. Net Zero Target**

- 8.1 The Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 contain 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**

- 9.1 The Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 contain 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**

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

## **11. Conclusion and Recommendations**

**Ten actions in the 2023-24 Action Plan have been completed.**

**The remaining eighteen actions have been carried forward, updated or amended to reflect changed circumstances and been included in 2024-25 Annual Action Plan 2024-25 which was agreed in November 2023 and the implementation of which has started.**

**The Overview and Scrutiny Committee is invited to comment on this report.**

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Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
	Use the filter to find your actions		Use Drop Down	Use Drop Down		
1 Provide the solar car port at the Reef	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	Completed	Green	NA	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	Greener: Waste: 3 Engaging with businesses, residents and partners to develop campaigns, actions and investment in infrastructure to reduce waste and litter	In Progress	Amber	Action no. 4	Work has been commenced to enable compliance with the legislative requirements. There have been numerous delays to the introduction of legislation at a national level and it is not yet fully clear what impact the change of Government may on implementation. A report has been commissioned and received to inform the approach to be taken and discussions are ongoing with the Waste and Related Services Contractor, Serco, to develop an service offering to meet the enhanced collection requirements.  Carried forward to 2024/25 Action Plan.
3 Local Plan examination	Russell Williams	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	NA	The Examination took place in February - March 2024. The Council is now awaiting feedback from the Independent Inspector
4 Launch CoastWise	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Completed	Green	NA	Outline business case approved. Core project team in place. Programme launched. First series of Coastwise cafe events completed.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
5 Commence delivery of Cromer and Mundesley Coast Protection Schemes	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Completed	Green	Action no. 6	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. Awaiting final confirmation from Environment Agency for final top up funding for Cromer scheme (sufficient funding secured for the current works) Some outstanding consents leading to programme adjustments.  Follow on action since commencement added to 2024/25 Action Plan.
6 Promote the development of Neighbourhood Plans	Russell Williams	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	Action no. 18	Incorporated into Action Plan 2024/25.
7 Develop a Rural Strategy	Martyn Fulcher	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	Action no. 8	Scoping work being undertaken. Consultation with Pfh. Economic Growth Team to progress initially.  Carried forward to Action Plan 2024/25.
8 Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	In Progress	Amber	Action no. 43	Capacity issue. Carried forward to Action Plan 2024/25.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
9 Completion of new/ refurbished toilets at North Walsham Sheringham and Holt	Russell Tanner	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Amber	Action no. 11	North Walsham complete. The Leas at Sheringham is work in progress. Albert Street at Holt is also work in progress and demolition is taking place and should be complete during August 2024.  Carried forward and incorporated into Action Plan 2024/25.
10 Develop an Active Environments Strategy	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	In Progress	Amber	Action no. 12	Conversations are ongoing regarding the correct and most appropriate approach to be taken for this action. Meeting scheduled with Leisure, Property, Planning and Members 9/9/24 .  Carried forward and incorporated into Action Plan 2024/25.
11 Submit quality bids to available Government funding opportunities	Tina Stankley	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Green	Action no. 11	This is an ongoing piece of work, that we look for opportunities and apply for funding where possible.  Carried forward and incorporated into Action Plan 2024/25.
12 Encouraging those in our communities eligible for financial support through the benefits system to claim all they are entitled to	Trudi Grant	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Completed	Green	Action no. 10	During 2023/24, we have realised over £1.2million in annual income for our residents through our income maximisation work.  Carried forward and incorporated into Action Plan 2024/25.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
13 Develop 38 affordable housing units	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	Action no. 21	38 new affordable homes were built in 2023/24. The average over the previous 10-years was 92 per annum.  Carried forward and incorporated into Action Plan 2024/25.
14 Realise the Council's contracted commitment under the Local Authority Housing Fund	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	Completed	Green	NA	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	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Red	Action no. 20	Second Homes premium will not be in place until April 2025. However, working with Registered Provider partners we have a pipeline of affordable housing developments in place.  Carried forward and incorporate into Action Plan 2024/25.
16 Deliver additional units of Temporary Accommodation	Lisa Grice	Housing: Housing Need: 3 Increasing our portfolio of Temporary Accommodation to support residents in crisis	In Progress	Green	Action no. 37	Ongoing grant funding: LAHF has enabled the purchase of additional units of accommodation.  Carried forward and incorporated into Action Plan 2024/25.
17 Take forward the recommendations of the Stalham High Street Task Force Action Plan	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Green	Action no. 26	Implementation of recommendation of action plan being developed with local stakeholders.  Carried forward and incorporated into Action Plan 2024/25.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
18	Facilitate the provision of at least one Banking Hub in the district as a model to retain access to cash and financial services in our key settlements	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Amber	Action no. 27	Protracted discussions with stakeholders.  Carried forward and incorporated into Action Plan 2024/25.
19	Prepare an Economic Growth Strategy	Rob Young	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	NA	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	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	NA	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	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	Action no. 25	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 2023 and a research project progressed by the University of Newcastle Upon Tyne. Member workshop delivered in March 2024 by the Newcastle University Team.  Regular discussion now established with National Gas Grid, terminal operators and others proposing carbon capture and hydrogen development at Bacton and these discussions are ongoing.  Carried forward and incorporated into Action Plan 2024/25.

Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
22 Ensure our customer service delivery model reflects current and future customer needs	Steve Hems	Council: Customer: 2 Providing support for all residents, focussing on equality, understanding and respect	In Progress	Amber	Action no. 38	<p>There have been number of enhancements to Customer Service delivery including the introduction of an online chatbot to assist customers to self serve for the information that they are seeking. The review of the Council's Customer Service Strategy will begin shortly informed by a systemic service review to fully understand customer needs and demands. The Complaints and Compliments policy is currently being updated to reflect upcoming changes to the national codes of practices for this area. There is likely to be some delay in completing all this work but progress is being made, helped by our involvement in the LGSCO code pilot.</p> <p>Carried forward and incorporated into Action Plan 2024/25.</p>
23 Complete implementation of the Planning Service Improvement Plan	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	Action no. 36	<p>Good progress being made.</p> <p>Carried forward and incorporated into Action Plan 2024/25.</p>
24 Facilitate Corporate Peer Challenge and prepare response to any recommendations made	Steve Blatch	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	Action no. 34	<p>Delivery against the action is in progress.</p> <p>Transferred to Action Plan 2024/25.</p>
25 Ensure the Councils annual accounts are audited in a timely manner	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	Action no. 44	<p>The accounts will be produced and working papers reviewed so they are ready for the planned audit start date in October.</p> <p>Carried forward to 2024/25.</p>



Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Carried forward to 2024/25 plan	Lead Officer comment (progress reports must be provided for all actions)
26 Develop a new People and Workforce Strategy in support of the Council's objectives and priorities	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	Action no. 42	Two workshops have been held in relation to the drafting of the People Strategy (25 June and 15 July 2024). Initial draft of the strategy is expected to be provided to the Chief Executive w/c 2 September 2024. The draft Learning and Development Strategy will be launched alongside the People Strategy.  Incorporated into Action Plan 2024/25.
27 Review and prepare an options appraisal for the management of the car park service	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	Action no. 39	This is ongoing and it is intended to report to Cabinet in October.  Incorporated into Action Plan 2024/25.
28 Advertise and let the Cedars building in North Walsham	Renata Garfoot	Council: Opportunity: 3 Increasing the rates of occupation on all council's commercial properties	Completed	Green	NA	The main Cedars Building is fully let.

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Action Plan 2024/25

Updates for quarter 1 2024/25 - April to June 2024



Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
1 Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	Carried forward from 2023/24 Action Plan - action no. 3	In Progress	Amber	Inspector's letter delayed by General Election.  Further update: Letter received on 22 July 2024 - requires further work, response being prepared to be agreed through the Planning Policy & Built Heritage WP.
2 Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding		In Progress	Green	Our carbon footprint for 23/24 is currently being prepared. 54 staff and 26 members have received carbon literacy training of which 47 and 8, respectively have received official certification. 100 additional staff have received carbon awareness training
3 Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions		In Progress	Green	Grant secured for photovoltaic installation at Victory Swim and Fitness Centre, feasibility conducted and planning approval received.  Feasibility of EV charge points on additional Council owned car parks complete and will inform report to Cabinet October 2024.  Further update - Survey of main Council offices completed July 2024 and proposal to prepare application for Public Sector Decarbonisation Scheme grant in the autumn.
4 Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Bob Wade	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	Carried forward from 2023/24 Action Plan - action no. 2	In Progress	Green	New burdens capital funding has been received from the previous government for the introduction of household food waste collections by 1-4-26. After an independent consultant's review of the funding award an appeal has been lodged with DEFRA to provide additional funding given the identified funding gap. Work is ongoing identifying additional depot space and other needed resources.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
5	Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Bob Wade	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district		In Progress	Amber	Work is underway to identify the opportunities for increasing biodiversity to our open spaces.
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	Linked to action no. 5 from 2023/24 Action Plan	In Progress	Green	Schemes being implemented in accordance with latest programme
7	Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	Linked to action no. 4 from 2023/24 Action Plan	In Progress	Green	Progressing as per the Business Case.
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Martyn Fulcher	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	Carried forward from 2023/24 Action Plan - action no. 7	In Progress	Green	Initial scoping discussions held.
9	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive		Not Started	NA	This action is due to commence September 2024 however initial scoping work discussions have taken place.
10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	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	Carried forward from 2023/24 Action Plan - action no. 12	In Progress	Green	At the end of Q1/2024, we have realised over £625k in annual income for our residents through income maximisation work.
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	Carried forward from 2023/24 Action Plan - action no. 9	In Progress	Green	Work is underway to complete the CPT facility at the Leas in Sheringham and the rebuild of the Albert Street facilities at Holt is underway. The opportunity to include a CPT facility has been taken with this. These 2 schemes have attracted some government funding. However beyond these 2 schemes no funding has been included in future years to have a rolling programme of refurbishments

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Carried forward from 2023/24 Action Plan - action no. 10	In Progress	Amber	Conversations are ongoing regarding the correct and most appropriate approach to be taken for this action. Meeting scheduled with Leisure, Property, Planning and Members 9/9/24
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	New	In Progress	Green	The Locality Action Plan for North Norfolk has been updated to reflect the extension to this partnership, and our locality officer has been working to deliver projects which support residents most in need, as well as working with specific clubs and organisations to develop their offer. We continue to deliver several projects including The Opening Schools Fund, Big Norfolk Holiday Fun and Active Now, whilst continuing to monitor the local and national opportunities for further funding and/or project opportunities.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Communities: Culture: 4 Developing further the leisure facilities provided across the District		Completed	Green	Government announced a capital allocation for the Fakenham Leisure & Sports Hub proposal during the Autumn Budget Statement. The project is progressing, this item is therefore complete and will be replaced by an action related to the delivery of the project subject to funding confirmation.
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District		In Progress	Green	The team considered the upcoming Hornsea funding pot for this project but upon further discussions it was decided that this particular project would not align well with their priorities. We will still seek to make a bid for these funds, but not for this project specifically.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District		In Progress	Amber	North Walsham project is on hold but still remains a strategic priority to all parties. Cromer's project is progressing with an application to the Football Foundation expected in October.  The Fakenham project now forms part of the Fakenham Leisure and Sports Hub project (FLASH).
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible		In Progress	Green	Housing need/provision data was shared with all Parish & Town Councils at the start of the year. Analysis of 31/3/24 second, holiday let and empty homes has now been shared with Cabinet.
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	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	Carried forward from 2023/24 Action Plan - action no. 6	In Progress	Green	This work forms part of the Planning Service Improvement Plan.  Further progress: Wells Neighbourhood Plan Referendum held 4th July 2024.
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	New	In Progress	Green	NEC Ltd JV set up and trading. Credits now being released to those developers who have registered an interest with NEC Ltd. Officers proactively contacting applicants to alert to credits availability and mechanisms to purchase. Septic Tank conversion programme being rolled out.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Carried forward from 2023/24 Action Plan - action no. 15	In Progress	Red	The Leader and Chief Executive have been having discussions with the Leaders of the other councils within Norfolk to agree on a way forward. The discussions are ongoing but there hasn't been an agreement reached as yet.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible		In Progress	Green	We have a healthy affordable housing scheme pipeline, many of which are rural exception housing sites at various points in the development process. There are over twenty developments which will, subject to approvals, yield more than 350 new affordable homes.  Further update - completion of Northrepps Rural Exception Scheme plus start on sites at Salthouse and West Beckham.
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new HMOs in Multiple Occupation (HMOs) applications received by the Council and using a risk based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	New	In Progress	Green	Work continues to investigate complaints of poor standards and safety issues in Privately rented accommodation. The team are currently waiting for the outcome of an internal audit
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns		In Progress	Green	Strategy & Action Plan published but further work being done to publish summary document and supporting data. Implementation is ongoing.
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	New	In Progress	Green	Following on from first event early in 2024, a proposal is being developed for a new approach to business engagement through events of various sorts. Engagement with the visitor economy sector is being undertaken in collaboration with VNN, with the next event planned for November 2024.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	Carried forward from 2023/24 Action Plan - action no. 21	In Progress	Green	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.  Further update - Letter sent to new Secretary of State on 8th July promoting Bacton Energy Hub site opportunities.
26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Carried forward from 2023/24 Action Plan - action no. 17	In Progress	Green	Ongoing engagement with stakeholders in the town and liaison with HSTF advisors
27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Carried forward from 2023/24 Action Plan - action no. 18	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.
28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	New	In Progress	Green	Close engagement with VNN continues, including support for initiatives that assist the local visitor economy sector. Maintaining liaison also with VEE and development of LVEP for the region.
29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	New	In Progress	Green	Development and delivery of programmes in accordance with original agreements. Award in full of final year allocation confirms effectiveness of delivery in past year.



	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	New	In Progress	Green	Norfolk Water Strategy Programme developed and published, alongside Norfolk water Fund to support project implementation. Discussions with partners about formulation of Norfolk Energy Plan.  Further update - meeting held 7th August 2024
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the "digital divide" which exists in the district.	Martyn Fulcher	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	New	In progress	Green	Scoping working being undertaken
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	New	In Progress	Green	A pipeline of Initial projects have been identified. More immediate opportunities may potentially be eligible for the Norfolk Investment Framework (NIF) in the autumn. Others will require business cases to be developed, of which funding may also be available to do so through the NIF process
33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Economy: Skills: 1 Promoting innovation and workforce development throughout the district		In Progress	Green	Officers have met with the NCC Skills, a draft Terms of Reference has been produced and an list of potential stakeholders. Consideration is presently being given to a date for a first meeting, likely to be in September.
34	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.	Steve Blatch	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Linked to action no. 24 from 2023/24 Action Plan	In Progress	Green	Update - report presented to Overview & Scrutiny Committee 17th July.  Peer Review Progress Review visit arranged for 31st July postponed. Subsequently rearranged for 12th December 2024.
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	New	In Progress	Green	Savings need to achieved over the life of the MTFP and action has been taken to realise these savings. Progress on achieving the savings will be reported to Cabinet as part of the Budget Monitoring reports. There are several service reviews already underway with a lot of progress being made. e.g. car parking review

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Carried forward from 2023/24 Action Plan - action no. 23	In Progress	Green	Further update - August 2024 - industry sector based magazine 'Planning Resource' identified NNDC's Planning service as one of only 12 platinum rated services nationally around speed and quality of decision making.
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strategic, Responsible and Accountable Council objectives in terms of value for money and sustainable financial position.	Nicky Debbage	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	New	In Progress	Green	Initial review of VFM evidence completed. Further evaluation of recommended actions and potential delivery models needed in order to develop future approach to improve VFM.  Further update - EELGA consultant commissioned report due end October 2024.
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self- service options.	Steve Hems	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	Carried forward from 2023/24 Action Plan - action no. 22	In Progress	Amber	The Customer Services Manager is reviewing our current provisions and continues to look at opportunities to deliver more efficient customer interactions both for the customer and the council. A fuller review process is anticipated to be delivered across the summer months as part of service reviews.
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	Carried forward from 2023/24 Action Plan - action no. 27	In Progress	Green	This review has been taking place for a while now and there are numerous workstreams for it, the two major ones being a review of fees and charges and a review of the enforcement activity. A report will be presented to Cabinet in October.

	Action	Lead Officer	Corporate Plan objective	New action or c/f from 2023/24 Action Plan	Stage	RAG Status	Lead Officer comment (most recent update for Jul/Aug in red)
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure		In Progress	Green	Draft Asset Management Strategy prepared.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	New	In Progress	Green	Initial discussions have taken place.
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	Carried forward from 2023/24 Action Plan - action no. 26	In Progress	Green	Two workshops have been held in relation to the drafting of the People Strategy (25 June and 15 July 2024). Initial draft of the strategy is expected to be provided to the Chief Executive w/c 2 September 2024. The draft Learning and Development Strategy will be launched alongside the People Strategy.  Further update - August - draft strategy received from consultants for review.
43	Further develop and embed our Youth Council work	Emma Denny	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	New - carried forward from 2023/24 Action Plan - action no. 8	In Progress	Amber	Capacity issue.
44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	New - carried forward from 2023/24 Action Plan - action no. 25	In Progress	Green	The accounts will be produced and working papers reviewed so they are ready for the planned audit start date in October.

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## **NHOSC Meeting at County Hall on 5<sup>th</sup> September 2024**

### **Update on Dentistry matter in Norfolk and Waveney**

The ICB issued an update to their Long Term Dental Plan in May 2024. They reported NHS services in Norfolk and Waveney remain very fragile and ensuring existing services are sustainable and resilient remain one of the key priorities in the forward plan.

An investment of approximately £6.2m was agreed for 2024/25. There has been a £1.2m workforce investment with 23 golden hellos. Child focused dental practices are being set up with enhanced expertise in children's dentistry. Children's dental care in schools is the responsibility of public health and concerns were raised about the lack of care in schools. It was hoped that this situation may improve in time.

23 urgent treatment providers are providing an extra 1,900 appointments a month. So far there are no urgent providers in North Norfolk. In response to a question, some assurance was given that there were discussions in there being some provision made in North Norfolk in the near future.

The path going forward is for a dentistry school to be located in Norfolk and Waveney. Evidence shows that newly qualified dentists often remain in the area that they have trained in. This would ease the dental desert situation in the longer term.

### **Women's Health Hub Position Statement**

Norfolk and Waveney ICB was allocated a one off funding of £595,000 over a two year period ending March 2025 to develop Women's Health Hubs. In partnership with Norfolk County Council they are focusing resources on improving access to contraceptive care, menopause services and training community champions to ensure services are provided to vulnerable and hard to reach groups.

Due to the size of funding available the ICB set up a virtual hub to bring together healthcare professionals and existing services to provide integrated women's health services in the community. Hubs are not a replacement for Primary or Secondary care which are still the first point of contact.

Research was carried out into a variety of women's health issues and the data obtained will be used to target specific areas of need moving forward. Various other means of getting the information to women apart from the internet included health centres, community centres etc.

The use of the Wellness on Wheels bus was also considered to be a good method of disseminating information. Reducing Women's health inequalities with this project is another key aim of the ICB. The aim is to use the funding to set up a long term sustainable delivery via already existing channels as funding is limited.

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## **Overview And Scrutiny – North Norfolk Profile Indicators**

As part of the approach to the style of future Overview and Scrutiny (O&S) meetings it has been proposed that one meeting each quarter deal with scrutiny of a range of indicators including new North Norfolk profile indicators that were to be a “general state of North Norfolk”.

The intention of these indicators is to allow O&S to be able to pull key information from the reports and assess what issues the Council needs to be thinking about over the next three to six months.

The Local Government Association Corporate Peer Review made recommendations to improve the Council further including:

- Ensuring there was clarity on who is responsible for driving the leadership of change and transformation in the organisation.
- Providing more operational capacity for transformation and change, and compliance with programme and project management governance, creating more space at Corporate Leadership Team level for strategic planning. A distributed leadership model was suggested to ensure ownership, responsibility, and accountability whilst providing clarity on roles and responsibilities across different levels of management across the organisation.

The Corporate Leadership Team considered a number of approaches by way of a management response to these recommendations and decided that the most appropriate approach was the introduction of three officer based strategic oversight boards. The three oversight boards are Decarbonisation, Major Projects and, Performance and Productivity.

A copy of the terms of reference for the Performance and Productivity Oversight Board are attached.

The terms of reference for the Performance and Productivity Strategic Oversight Board includes responsibility for ensuring the appropriate Key Performance Indicators are developed and reported upon at a corporate and service level and that adequate systems are in place to robustly measure, monitor and report on key areas of performance.

It is therefore intended that the performance indicators required for Overview and Scrutiny Committee will be developed and administered by the Performance and Productivity Oversight Board.

Officers have been considering a wide range of data sets which are available from both internal and external sources. There is a significant amount of data available, some of which is already reported through other committees. Whilst it is possible to provide all of this data to the committee the vast majority of it does not meet the original intent of informing what issues the Council needs to be focussing on, as

there is no ability for the Council to influence or impact the direction of travel of these data sets.

Officers are therefore focussing on data where there is an ability to influence direction of travel.

Key themes, reflecting the Corporate Plan activities have been explored and a number of indicators have been identified and grouped accordingly. Internal data sets are currently being developed to support the stated objectives.

Broadly, these have been grouped into the following themes:

- Economy
- Housing
- Quality of Life
- Health
- Climate and Environment

It is intended to refine the data sets and undertake a short workshop with members of O&S to ensure that the proposed indicators meet the expectations of the committee and what additional contextual information is needed to support the committee in delivering their objectives most effectively. Officers are working with the Scrutiny Officer to arrange and develop this workshop. It is then intended to report on the agreed indicators to the next appropriate meeting in the themed cycle and each subsequent themed meeting in the O&S cycle.



# Performance and Productivity Oversight Board

## Terms of Reference

### 1.0 Scope

- 1.1 The Council's 2023-2027 Corporate Plan has A STRONG, RESPONSIBLE AND ACCOUNTABLE COUNCIL as one of its five corporate priorities and states that "We will ensure the Council maintains a financially sound position, seeking to make best use of our assets and staff resources, effective partnership working and maximising the opportunities of external funding and income". Understanding the Council's performance, drivers of service demand, changing policy context and having a strategy to respond to current and future pressures will therefore be critical to the future agility and "success" of the Council.
- 1.2 As the Council's budgets and resources come under increasing pressure through increased customer demand and scrutiny by Government through OFLOG and the need to produce a Productivity Plan, it is more important than ever that the Council has a deep understanding of its performance and plans in place which ensures our effective performance and agility in the future. This requires the Council to deliver year-on-year savings and efficiencies and to continually adapt and "transform" its services so as to meet the needs of our residents, businesses and visitors through service re-design, adoption of new systems and ways of working.
- 1.3 The Performance and Productivity Oversight Board will therefore have a critical role in monitoring and challenging our corporate performance and being the champion of service transformation.

### 2.0 Purpose

- 2.1 The Performance and Productivity Oversight Board is an essential element of the NNDC project management and performance framework. The Board has responsibility for monitoring and challenging our corporate and service performance and will lead on service transformation through providing corporate oversight of a programme of service reviews.
- 2.2 The Board will ensure that a Productivity Plan for the authority is produced which meets the Government's requirements for adoption through the Council's Committee processes.
- 2.3 The Board will agree a range of key corporate and service performance measures – some of which will be for management purposes and others will be reported to members via Cabinet and the Overview and Scrutiny Committee
- 2.4 The Board will agree a programme of service reviews and monitor their progression against an agreed timetable.
- 2.5 The Board will review progress made towards realisation of savings proposed within the 2024/25 budget

### 3.0 Objectives

- 3.1 The Board has responsibility for monitoring progress made against Annual Action Plan and Corporate Plan Delivery.
- 3.2 The Board has responsibility for ensuring the appropriate Key Performance Indicators are developed and reported upon at a corporate and service level and that adequate systems are in place to robustly measure, monitor and report on key areas of performance.
- 3.3 As appropriate, the Board will benchmark the Council's performance against others to understand where we might focus attention on areas where we can improve delivery and performance and ensure delivery of value for money for our residents.
- 3.4 The Board will have oversight of all Audit recommendations to ensure timely delivery / completion.
- 3.5 The Board will ensure that corporate strategies and policies are reviewed in a timely manner and ensure any associated action plans are implemented.
- 3.6 The Board will monitor trends in complaints and have oversight of the management of the complaints process including the LGSCO annual letter.
- 3.7 As necessary, if there are deemed to be any corporate resourcing issues (capacity / ability of internal teams) to support timely delivery of performance management information against other service or team priorities and pressures, these will be highlighted and attempts made to resolve by the Board and as appropriate escalated to CLT and Cabinet with any necessary actions / mitigations agreed for reporting to members through Performance reports to the Overview and Scrutiny Committee.

#### 4.0 Membership

- 4.1 Board members:-

Name	Programme Role	Job Title
Steve Hems	Chair, Programme Champion	Director for Communities
Martyn Fulcher	Vice Chair	Director for Place and Climate Change
Rob Young	Scrutineer / critical friend	Assistant Director – Sustainable Growth
Karen Hill	Scrutineer / critical friend	Assistant Director People Services
Karl Smith	Scrutineer / critical friend	Assistant Director Resources
David Kingfisher	Corporate Project Manager resource	Corporate Programme & Project Manager
Kaye Skinner	Administrative Support	Corporate PA

- 4.2 The Board will determine which officers are required to attend meetings based on particular service reviews and themes as required.

- 4.3 Officers with lead responsibility for reporting on corporate and service performance who would be expected to routinely attend meetings of the Board might include some or all of the following:-

<b>Name</b>	<b>Project Sponsor Role</b>	<b>Job Title</b>
Tina Stankley	Lead Finance Officer	Director for Resources
TBC	Responsible for reporting realisation of savings against agreed budget	Assistant Director Finance and Assets
Helen Thomas	Performance Reporting Lead	Policy and Performance Manager
Lucy Wilshaw	Lead provider of data	Data Analyst
Stuart Harber	Customer Service Lead	Customer Services Manager
Joe Ferrari	Comms Lead	Communications and PR Manager
TBC	IT Project Lead	IT Services Rep
Susan Siddell	HR Lead	HR Manager

#### **4.0 Meetings**

- 4.1 The Performance and Productivity Oversight Board shall meet bi-monthly and items for the agenda will be agreed in advance.
- 4.2 All meetings of the Performance and Productivity Oversight Board will be supported (preparation of agendas and minutes) by a member of the Corporate PA Team.
- 4.3 Items and papers for the agenda should be prepared and provided to the Corporate PA supporting the Board no less than five working days prior to the meeting, with the agenda being agreed by the Chair before circulation.
- 4.4 As a key element of the Council's performance management framework Board representatives are expected to prioritise their attendance at Board meetings and in order to provide for focus and consistency of process, ordinarily substitutes will not be required to attend.
- 4.5 Meetings should be of a manageable length, normally no longer than 2 hours, and be outcome focussed.
- 4.6 Notes and actions from meetings will be recorded and confirmed at the end of the meeting. Draft minutes will be available within 5 days of the meeting.

#### **5.0 Reporting**

- 6.1 Performance and Productivity Oversight Board agendas, papers and minutes will be stored centrally by the Corporate PA Team and shared on the Board's SharePoint site.
- 6.2 The Chair will ensure that any exceptional outcomes of Board meetings are reported to the Corporate Leadership Team following each meeting. The report to CLT will include a summary of the critical actions / risks / issues and finance position.

## 6.0 Review

The Board, including its Terms of Reference, will be reviewed and evaluated at least annually in relation to performance against the objectives by CLT.

## 7.0 Version control

Date	Author	Version	Notes
02/05/2024	S Blatch	1.0	CLT draft
08/05/2024	CLT / S Blatch	2.0	CLT agreed
30/05/2024	S Blatch	3.0	Final draft

Final Draft

## Appendix 1 – Work Programme 2024/25

Matters to be reported on through the Performance and Productivity Oversight Board during 2024/25 will include:-

- Agreement of Annual Action Plan for 2024/25 and monitoring of progress made against these actions
- Receipt of service reviews / new ways of working proposals for Car Park Management; public toilet closures;
- Receive options report on IT service
- Receive report on revised Customer Service standards and strategy

Final Draft

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## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

20 September Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Homelessness Task and Finish Group</b>	To report back when its work is complete	TFG	Cllr W Fredericks	Scrutiny
<b>Budget Monitoring/Corporate Plan reporting/Performance Management/ Risk Management</b>	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
Page 91  <b>Beach Huts &amp; Chalets Monitoring</b>	<ul style="list-style-type: none"> <li>- How to best market and promote the beach huts</li> <li>- The possibility of conversion from weekly to five-year leases</li> <li>- The split of costs between weekly and five-year huts</li> <li>- The question of not having Council huts and instead having them as private leases</li> <li>- The green levy and how far that might be extended</li> <li>- The relationship with private tenants including the removal of huts from the beach</li> <li>- The Sustainability of the beach huts physically and financially, and</li> <li>- The effect on the carbon footprint of people coming to use the beach huts</li> </ul>	<i>October</i>	Cllr L Shires	Scrutiny
<b>Medium Term Financial Strategy</b>		Policy	Cllr L Shires	Cabinet
<b>Planning Service Improvement Plan</b>	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

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

13 November Public Issue				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Water Issues</b>	(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
<b>Budget Monitoring/Corporate Plan Reporting/Performance Management/Risk Management</b>	To consider what issues the council will face over the next 3 to 6 months	<i>Quarterly</i>	Cllr L Shires	Cabinet
<b>Review of Housing Allocations Policy</b>	Following public consultation	Policy review	Cllr W Fredericks	Cabinet

11 December Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Budget Savings 2025/26</b>		<i>Annual</i>	Cllr L Shires	Cabinet

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



## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

12 February Public Issue				
Topic	Purpose	Type	Cabinet Member	Decision Maker

12 March Scrutiny				
Topic	Purpose	Type	Cabinet Member	Decision Maker
<b>Budget Monitoring/Corporate Plan reporting/Performance Management/Risk Management</b>	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

Potential Items				
Topic	Purpose	When	Cabinet Member	Decision Maker
<b>Crime &amp; Disorder Update</b>	To invite the PCC following the election on their plans in North Norfolk	Annual		Scrutiny
<b>Performance Management Software/Benchmarking/Contextual Performance Measures</b>	To review contextual performance and consider how this may impact corporate priorities	Quarterly/ 6 monthly	Cllr T Adams	Scrutiny
<b>Waste Update</b>	Progress made in planning, implementing, and embedding the round reorganisation on a regular basis	Review	Cllr C Ringer	Scrutiny
<b>Waste Update</b>	Only when performance has dropped to a level that is of	When	Cllr C Ringer	Scrutiny

## OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	significant concern or that progress on the gap analysis items is not adequate	triggered		
<b>Car Park Income</b>	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
<b>Council's Workforce Development Strategy</b>	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
<b>Local Postal Services</b>	Report from Councillor Hankins			Scrutiny
<b>North Walsham High Street Heritage Action Zone initiative</b>	Update in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk	17 July 2024 meeting	Cllr J Toyne	Scrutiny
<b>Public Convenience Strategy Follow-up</b>	To review progress made with	Update	Cllr L Shires	Scrutiny