

# Cabinet



**Please contact:** Emma Denny

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

**Please Direct Dial on:** 01263 516010

Friday, 30 August 2024

A meeting of the **Cabinet** of North Norfolk District Council will be held in the Council Chamber - Council Offices on **Monday, 9 September 2024 at 10.00 am.**

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

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

Anyone attending this meeting may take photographs, film or audio-record the proceedings and report on the meeting. Anyone wishing to do so should inform the Chairman. If you are a member of the public and you wish to speak on an item on the agenda, please be aware that you may be filmed or photographed. This meeting is livestreamed: <https://www.youtube.com/@nndcedemocracy/streams>

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

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

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



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

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

## A G E N D A

**1. TO RECEIVE APOLOGIES FOR ABSENCE**

**2. MINUTES**

1 - 10

To approve, as a correct record, the minutes of the meeting of the Cabinet held on 08 July 2024.

**3. PUBLIC QUESTIONS AND STATEMENTS**

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

**4. DECLARATIONS OF INTEREST**

11 - 16

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

**5. ITEMS OF URGENT BUSINESS**

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

**6. MEMBERS' QUESTIONS**

To receive oral questions from Members, if any

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

The following recommendations were made by the Overview & Scrutiny Committee at the meeting held on 17 July 2024:

**1. East of England Ambulance Service NHS Trust**

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

## **2. North Walsham High Street Heritage Action Zone**

‘To update the Overview & 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.’

## **8. RECOMMENDATIONS FROM PLANNING POLICY & BUILT HERITAGE WORKING PARTY 17 - 22**

The following recommendations were made by the Planning Policy & Built Heritage Working Party at the meeting held on 18 July 2024:

### **1. Wells Neighbourhood Plan:**

In order to comply with the statutory timeframe, the Planning Policy & Built Heritage Working Party recommends to the Leader to make a delegated decision on behalf of Cabinet, that having been subject to successful local referendum;

a. The Wells-Next-The-Sea Neighbourhood Plan be made (brought into force) as part of the statutory Development Plan for North Norfolk in accordance with section 38A(4) of the Planning and Compulsory Purchase Act 2004 (as amended) as soon as practical and within the 8 week statutory time frame and no later than 30th August 2024;

b. The issuing of the Decision Statement

### **2. NW West Development Brief (updated report attached)**

Members are asked to recommend to Cabinet that:

a. The Development Brief is endorsed as a material consideration in order to assist in the development and determination of applications in relation to the emerging site allocation, Land West of North Walsham (NW62/A)

and

b. Prior to Cabinet, authority to make further minor changes to the Development Brief is delegated to the acting Planning Policy Manager.

9. DELEGATED DECISIONS FEBRUARY TO AUGUST 2024

23 - 28

<b>Executive Summary</b>	This report details the decisions taken under delegated powers from February to August 2024.
<b>Options considered</b>	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
<b>Consultation(s)</b>	Consultation is not required as this report and accompanying appendix is for information only. No decision is required and the outcome cannot be changed as it is historic, factual information.
<b>Recommendations</b>	<b>To receive and note the report and the register of decisions taken under delegated powers.</b>
<b>Reasons for recommendations</b>	The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)  Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.
<b>Background papers</b>	Signed delegated decision forms.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Leader, Cllr T Adams
<b>Contact Officer</b>	Emma Denny, Democratic Services Manager, <a href="mailto:emma.denny@north-norfolk.gov.uk">emma.denny@north-norfolk.gov.uk</a>

10. 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

29 – 52

<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>	Cabinet 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>

## 11. BUDGET MONITORING P4 2024 - 2025

53 – 76

<b>Executive Summary</b>	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.  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.
<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>Recommendatio</b>	It is recommended that Cabinet:

<b>ns</b>	<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>	E:\Moderngov\Data\AgendaDocs\2\2\1\A00002122\\$\$Agenda.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

## 12. SAVINGS - PUBLIC CONVENIENCES

77 - 82

<b>Executive Summary</b>	This report looks at the potential options for the Council owned public conveniences, which are a discretionary service. In light of the worsening financial position of the Council the ongoing cost of management of these facilities needs to be assessed and a plan put in place to reduce the burden on the Council, when funding is required for statutory services.
<b>Options considered</b>	<p>Option 1 – Full and Winter Closure</p> <p>Option 2 – Close all sites.</p> <p>Option 3 – Transfer all sites to Town and Parish Councils</p> <p>Option 4 – Do nothing</p>
<b>Consultation(s)</b>	Consultation has been undertaken with the property service team to determine the use of the public toilets within Council ownership.
<b>Recommendations</b>	<p><b>Members are asked to consider the report and recommend the following to Full Council:</b></p> <ul style="list-style-type: none"> <li>• <b>Option 1 - full and winter closures is progressed by officers</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>A second review to look at further closures in 2025/26 takes place as part of the 2025/26 budget setting process.</b></li> </ul> /
<b>Reasons for recommendations</b>	The savings generated from this would amount to £46k (Full Year Effect), a combination of budget savings and cost avoidance. This does not include any potential additional savings that might be realised from the Serco contact cleaning costs. This would help to reduce the deficits shown on the Medium-Term Financial Strategy (MTFS) for the coming years,
<b>Background papers</b>	<ul style="list-style-type: none"> <li>• Budget and MTFS 24-25</li> <li>• Budget Monitoring Report</li> </ul>

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires Lucy.shires@north-norfolk.gov.uk
<b>Contact Officer</b>	Tina Stankley Director of Resources Tina.stankley@north-norfolk.gov.uk

### 13. EXCLUSION OF PRESS AND PUBLIC

To pass the following resolution:

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

### 14. PRIVATE BUSINESS

This page is intentionally left blank



## CABINET

Minutes of the meeting of the Cabinet held on Monday, 8 July 2024 at the Council Chamber - Council Offices at 10.00 am

### Committee

#### Members Present:

Cllr W Fredericks (Deputy Chair)	Cllr L Shires
Cllr T Adams (Chair)	Cllr H Blathwayt
Cllr C Ringer	Cllr J Toyne
Cllr A Varley	Cllr L Withington

#### Members also attending:

Cllr C Cushing  
Cllr N Dixon

#### Officers in Attendance:

Chief Executive, Director for Resources / S151 Officer, Assistant Director for Finance, Assets, Legal & Monitoring Officer, Director for Communities, Estates and Asset Strategy Manager, Policy and Performance Management Officer, Estates Surveyor Trainee and Revenues Manager

#### Apologies for Absence:

Cllr A Brown

### 1 MINUTES

RESOLVED to approve the minutes of the Cabinet meeting held on 13 May 2024.

### 2 PUBLIC QUESTIONS AND STATEMENTS

None.

### 3 DECLARATIONS OF INTEREST

None.

### 4 ITEMS OF URGENT BUSINESS

None.

### 5 MEMBERS' QUESTIONS

The Chairman advised that members could ask questions as matters arose during the meeting.

### 6 RECOMMENDATIONS FROM OVERVIEW & SCRUTINY COMMITTEE

There were no recommendations to Cabinet from the Overview & Scrutiny

Committee.

## **7 RECOMMENDATIONS FROM GOVERNANCE, RISK & AUDIT COMMITTEE**

Cllr J Toye (former Chairman of the Committee) introduced this item and said that they were standard policies that had been reviewed, as required for audit purposes. It was proposed by Cllr J Toye, seconded by Cllr T Adams and

### **RESOLVED**

1. To approve the Anti-money Laundering Policy.
2. To approve the Counter Fraud, Corruption and Bribery policy, as amended.

## **8 REPORTING PROGRESS IMPLEMENTING CORPORATE PLAN 2023-27 ACTION PLAN 2023-24**

The Chairman introduced this item, saying that there had been appreciable progress since the last update. He referred members to the Action Plan and said that item 2 on the table, Waste Resources Strategy, was now amber and this was due to the national situation and current uncertainty around how this would progress. He then spoke about the Local Plan examination which had now moved from amber to green, now that the examination was complete. Referring to item 4, he drew members' attention to the Coastwise events that were taking place in the coming weeks. The Chairman then spoke briefly about some of the other key actions such as the Wells Neighbourhood Plan, the Cromer / Mundesley coast protection scheme, the Rural Strategy, which had been delayed due to the diversion of resources to the Fakenham Leisure project but which was now being progressed. He spoke about the construction of newly refurbished public toilet facilities and the challenges posed by delays caused by UK Power Network but said that the project would be delivered.

Item 12 referred to the successful, proactive work in encouraging residents to claim the benefits and financial support that they were entitled to. The Chairman praised officers for their work in ensuring success in this area. He went onto speak about the completion of 38 affordable homes in the district, despite the challenges posed by nutrient neutrality and said that discussions were ongoing with the County Council regarding the district's share of the increased second homes council tax levy.

In conclusion, he highlighted the items which had moved from amber to green and thanked the officers for their hard work in achieving this.

The Chairman invited members to speak:

Cllr J Toye referred to Item 17 – 'the Stalham High Street Task Force Action Plan' and said that he was pleased to see it was progressing well. He was concerned that the Place-making workshops had been cancelled twice due to lack of interest but he was working with Local Members to improve engagement and hoped to see these up and running soon.

Cllr C Cushing referred to Item 11 – 'Submit quality bids to available Government funding opportunities' and the Fakenham Leisure project. He said that due to the General Election, the Department for Levelling Up, Housing & Communities (DLUHC) had not yet signed the Memorandum of Understanding to release the grant money and he queried whether this should be reflected in the Action Plan. The Chairman replied that the Action Plan was a snapshot in time and if it needed updating at the time of the next report to Cabinet, then the RAG rating would be amended accordingly. He acknowledged that the funding was out of the Council's

hands but added that the additional funding towards the swimming pool should be welcomed.

The Chief Executive added that the report was for the period to 31<sup>st</sup> March 2024 and although the Action Plan for the first quarter of 2024/25 was largely complete, it would not be ready to be presented to the Overview & Scrutiny Committee until September. He added that following the election last week, he intended to contact the returning MP for the Broadland constituency to discuss how the Council could work with him to progress the project and push for the Memorandum of Understanding to be signed, to avoid a potential position of financial risk.

The Director for Communities said that the Council had continued with the procurement process for the Fakenham project up to the Planning Permission grant phase. He said that there were a number of organisations that would be at financial risk if the project proceeded to the construction phase and this could not happen until funding was confirmed. He added that, with the ongoing delays, the completion date of March 2026 was now looking less likely and there would be discussions with the new Government to revisit this date. Until then, work would continue with as minimal risk as possible. The Chairman said that he was intending to attend the Local Government Finance Summit the following week and would press on the points raised above.

#### **RESOLVED**

To note the report.

### **9 OUTTURN REPORT 2023 - 2024**

The Portfolio Holder for Finance & Assets, Cllr L Shires, introduced this item. She began by thanking the Finance Team for their hard work. She said that homelessness and the provision of temporary accommodation had impacted quite heavily on the Council's budget in 2023/24 and more funding had been allocated in the current budget to meet these costs.

The Director for Finance added that there was a projected deficit due to a shortfall in planning income, the impact of temporary accommodation and borrowing costs that had been incurred.

The Chairman invited members to speak.:

Cllr J Toye said that the monitoring of the budget was effective and welcomed efforts to improve the formatting of the reports to make it easier for members to understand. It was proposed by Cllr L Shires, seconded by Cllr T Adams and

#### **RESOLVED to recommend to Full Council**

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

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

Reason for the recommendations:

To provide a draft outturn position for the General Fund, Capital Accounts and Reserves which will form the basis to produce statutory accounts for 2023/24. Also to provide a draft opening position for the financial year 2024/25.

## **10 TREASURY OUTTURN REPORT 2023/24**

Cllr L Shires, Portfolio Holder for Finance & Assets, introduced this item. She thanked the officers for their work in producing this report. She reminded members that some borrowing had been undertaken but this had been outlined when the Treasury Strategy had been presented to members.

Cllr N Dixon referred to pages 92 and 93 of the agenda and Table 1, 'Prudential and Treasury Indicators'. He said that the forecast for capital expenditure in 2023/24 was £40,830m but in Table 2 (page 93) 'Capital Expenditure and Financing' the figure for 2023/24 was £40,840m. He asked which figure was correct. The Director for Finance replied that she would check the Budget report for the correct figure and report back to members.

### **RESOLVED**

To recommend the outturn position to Full Council for approval, subject to amendment following clarification of figures in Table 1 and Table 2 (Appendix A).

Reason for the recommendation:

The Treasury Management activity for the year requires approval by full Council for the Council to comply with the CIPFA Treasury Management and Prudential Codes.

## **11 DEBT RECOVERY 2023 - 2024**

Cllr L Shires, Portfolio Holder for Finance & Assets introduced this item. She thanked the Revenues Manager for his hard work in preparing the report. She explained that the report detailed the Council's collection performance and debt management arrangements for 2023/24 and included a summary of debts written off in each debt area showing the reasons for write-off and values, collection performance for Council Tax and Non- Domestic Rates, level of arrears outstanding and level of provision for bad and doubtful debts. In conclusion, she said that the target for collection of council tax was 98.2% and 93.7% was achieved. For business rates the target was 99.2 and the 99.29 was achieved.

The Chairman reiterated Cllr Shires comments and said that the collection rates continued to be impressive.

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

**RESOLVED** to recommend to Full Council to

1. approve the annual report which details the Council's write-offs, in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.
2. approve the suggested change to the delegated authority as shown in appendix 2 for write offs (increase team leaders' authorisation levels from £4k to £5k which is line with other authorisations).

Reason for the recommendations:

The recommendations ensure the Council makes best use of its staff resources and manages its finances to ensure best value for money.

**12 HOUSING BENEFIT DEBT RECOVERY REPORT - 1ST APRIL 2023 TO 31ST MARCH 2024**

Cllr W Fredericks, Portfolio Holder for Housing & Benefits introduced this item. She thanked officers for their hard work in supporting residents in financial distress. She said that this had increased in recent months with housing benefit not reaching rent levels in the district. The process would change once universal credit came into force and it would then be harder to reclaim any housing benefit overpayments.

The report set out a summary of the work undertaken by the team, including housing benefit debt recoveries performance, a summary of overpayment levels and recovery type and known risks to performance.

It was proposed by Cllr W Fredericks, seconded by Cllr H Blathwayt and

**RESOLVED to recommend to Full Council:**

To approve the annual report giving details of Housing Benefit Overpayment debt recovery in accordance with the Council's Debt Recovery Policy, Write-Off Policy, and Housing Benefit Overpayment Recovery Policy.

Reason for the recommendation:

Recommendation is to approve the annual report in relation to Housing Benefit Overpayment recovery and to approve the continued use of legislated recovery methods to ensure income maximisation for the council.

**13 ROCKET HOUSE, CROMER - PROPOSED NEW LONG TERM LEASE AGREEMENT**

Cllr L Shires, Portfolio Holder for Finance & Assets, introduced this item. She explained that the purpose of the report was to obtain a market valuation for the property for rental. Once this was obtained, the Council would work with the prospective tenants to negotiate a final figure.

The Surveyor added that the Rocket House café lease was due for renewal in 2025 and the market valuation would provide a good basis to renegotiate this lease too. The Chairman invited members to speak.

Cllr J Toye said that he was pleased that the project was being assessed on a holistic basis, rather than just the financial gain.

It was proposed by Cllr L Shires, seconded by Cllr J Toye and

**RESOLVED to**

1. Delegate authority to the Asset Strategy Manager (ASM) to arrange for an independent rental valuation of the space previously occupied by the RNLI so as to inform future negotiations for the long-term lease of these parts of the Rocket House building.
2. Request that the ASM undertakes additional enquiries as to the social, economic or environmental factors, as detailed in the General Disposal Consent Order 2003, prior to agreeing a new long-term lease with the RNLI.
3. Delegate authority to the ASM to enter into negotiations for the long-term lease of the premises
4. To prepare a further report to Cabinet once negotiations with the RNLI are finalised to:
  - Ensure Cabinet are satisfied that one or more of the General Disposals Consent Order 2003 criteria is met,
  - Inform the outcome of negotiations as to rent proposed,
  - Inform of the proposed lease Heads of Terms

Reason for the recommendations:

To provide an opportunity to the RNLI tenant, subject due governance and successful negotiation, to return to the building, under a long-term lease following completion of repairs.

**14 LEASES FOR THE FAKENHAM LEISURE AND SPORTS HUB PROJECT**

Cllr L Shires, Portfolio Holder for Finance and Assets explained that to deliver the Fakenham Leisure and Sports Hub project, legal agreements were required to secure the land and transfer the Leisure Centre Operator's rights and obligations to the new facilities. The report outlined the legal agreements required to deliver the project and sought approval to enter into those legal agreements.

Cllr C Cushing thanked Fakenham Town Council for their cooperation and engagement on this project. The Chairman agreed.

It was proposed by Cllr L Shires, seconded by Cllr L Withington and

RESOLVED to approve:

- Surrender of the lease for the existing leisure centre site to enable the new lease to be entered into.
- To enter into a new 99-year Lease with Fakenham Town Council for the site, which is required to develop the proposed extended leisure centre and 3G all-weather pitch.

- Surrender the current sub-lease to Leisure Centre Operator for the existing Leisure centre.
- Enter into a new Lease with Leisure Centre Operator for the redeveloped leisure centre for the duration of their leisure contact.
- Enter into short term legal agreements with the Leisure Centre Operator to allow them to continue occupation of existing leisure centre during the redevelopment works.
- Delegate approval to the Asset Strategy Manger to agree the exact terms of the above legal agreements.

Reason for the recommendations:

To facilitate the delivery of the Fakenham Leisure and Sports Hub project, approved at Full Council on the 20<sup>th</sup> of December 2023

## **15 NORTH WALSHAM FOOTBALL CLUB LEASE**

Cllr L Shires, Portfolio Holder for Finance & Assets, explained that in July 2021 a report was presented to Cabinet to award a lease to North Walsham Football Club for 21 years. It was now necessary to award a 25 year lease to enable the football club to secure much needed funding for a 3G pitch. She added that the scope of the lease had been widened to support the football club in their aim to achieve financial sustainability via income generation.

It was proposed by Cllr L Shires, seconded by Cllr L Withington and

### **RESOLVED**

To agree to a 25-year lease as outlined in the exempt appendix.

## **16 PROPERTY CROMER PROMENADE - RENT REVIEW**

Cllr L Shires, Portfolio Holder for Finance & Assets introduced this item. She thanked officers for their hard work in achieving income for the Council, via lease negotiations.

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

### **RESOLVED**

1. To approve the proposed rental increase outlined in the exempt appendix.
2. To delegate authority to the Asset Strategy Manager to sign the rent review memorandum.

Reason for the recommendation:

To support the Council's Corporate Plan objective in managing the Council finances and contracts robustly.

To comply with the Council obligation under the Section 123 of the Local Government Act to achieve best value.

## **17 FAKENHAM INDUSTRIAL UNIT LEASE RENEWAL**

Cllr L Shires, Portfolio Holder for Finance & Assets introduced this item. She explained that the lease for this industrial unit, owned by the District Council, was due for renewal. The tenant was an established business providing skilled jobs in the district. It was proposed that a new lease with the existing tenant at a higher rent was agreed and taken forwards.

It was proposed by Cllr L Shires, seconded by Cllr J Toye and

**RESOLVED** to approve

- A new lease with the existing tenant as per Option 1 detailed in the exempt appendix.
- Delegate approval to the Asset Strategy Manager to agree the exact terms of the above legal agreement.

Reason for the recommendations:

- Granting a new lease at the property will secure the Council's revenue income from the property at a market rent ensuring best value is achieved in line with the Council obligation under the Section 26 of the Local Government Act.
- Granting a new lease at the property will provide security to the tenant's business and secure skilled jobs in the district.

## **18 SEASONAL OVERFLOW CAR PARK - GOLD PARK, MUNDESLEY**

Cllr L Shires, Portfolio Holder for Finance & Assets introduced this item. She explained that officers had been working on this for 12 months to achieve a position where the Council could move forward. She said that there had not previously been a formal agreement in place and the Council was keen to ensure that the best value was obtained. The proposal was that a short-term licence would be issued and use of the car park would be monitored, ahead of agreeing final terms.

Cllr W Fredericks thanked officers for their hard work on this. She welcomed two years of monitoring as this would accommodate the coastal works which were taking up some of the car park usage.

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

**RESOLVED** to agree

- A short-term licence as detailed in Option 1 of the exempt appendix.
- Delegated authority to the Asset Strategy Manager to commence negotiation of terms for a new lease.

Reason for the recommendations:



A short-term licence agreement would allow the District Council to utilise a grassed area in the centre of the Gold Park public open space in Mundesley as overflow parking from the adjoining surfaced District Council owned Beach Road Pay and Display car park during peak periods when demand for parking is at its highest and provide data on the extent of usage to inform future decisions and equitable sharing of income between the District Council and the Landlord thereby ensuring that best value is achieved from the site.

**19 EXCLUSION OF PRESS AND PUBLIC**

**20 PRIVATE BUSINESS**

The meeting ended at 10.50 am.

---

Chairman

This page is intentionally left blank

## 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.
--	---

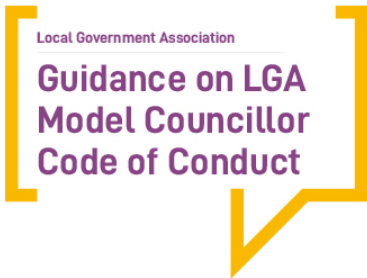
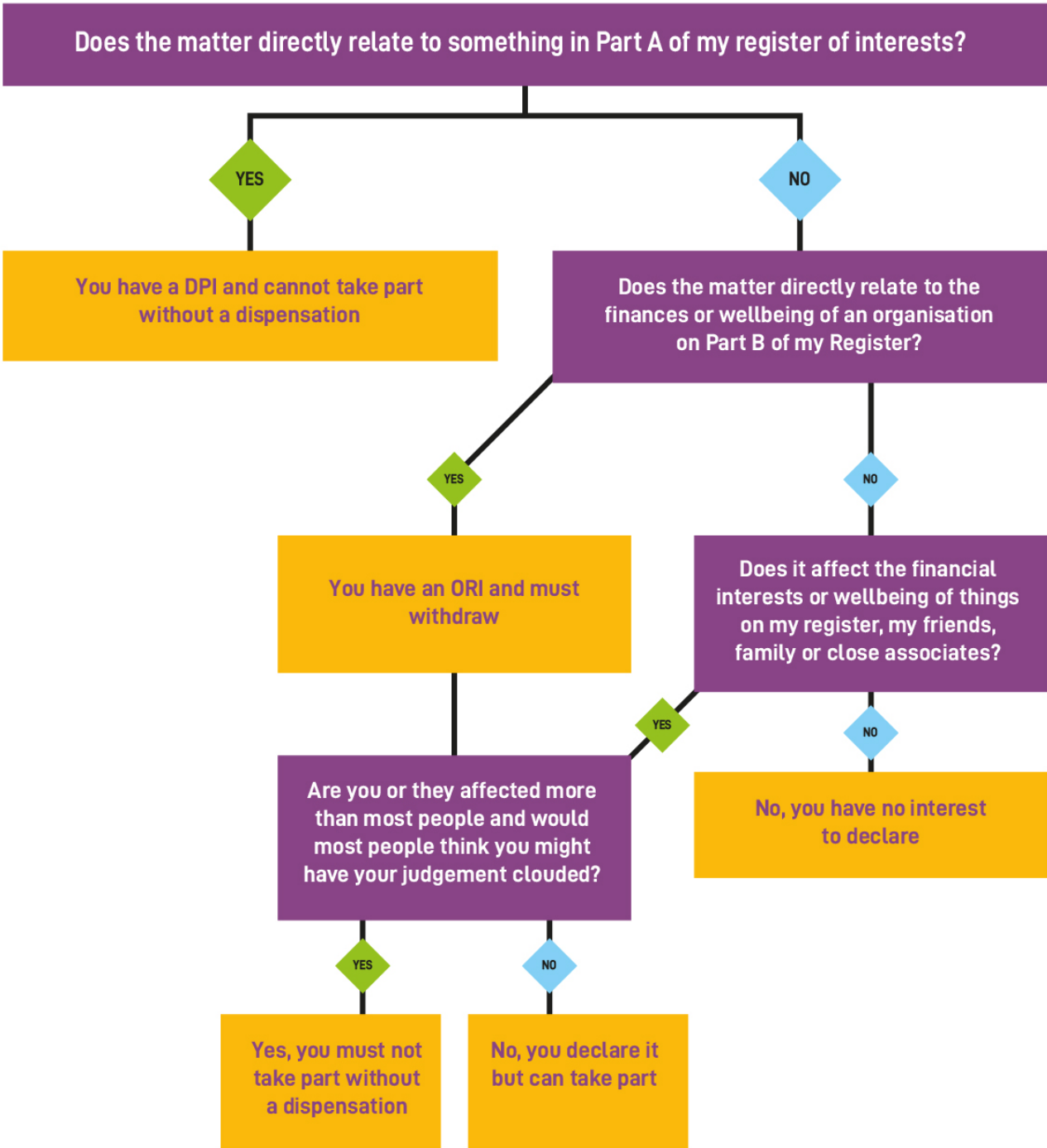
\* 'director' includes a member of the committee of management of an industrial and provident society.

\* '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)





<b>North Walsham Development Brief</b>	
<b>Executive Summary</b>	This report seeks the approval from Members for the use of the updated North Walsham Development Brief in assisting in the determination of proposals in association with the strategic policies and site allocation NW62/A, Land West of North Walsham as detailed in the emerging Local Plan (hereafter referred to as eLP).
<b>Options Considered</b>	<p>The Planning Policy and Built Heritage Working Party has previously considered the alternatives to approving the Development Brief, which is a condition of the emerging Local Plan site allocation policy NW62/A. Not approving the Development Brief could significantly delay the application process for the site and the ability of the Council to rely on the site within the eLP's housing delivery trajectory and the Council's updated Five Year Housing Land Supply Statement.</p> <p>An option remains that further work could be requested prior to endorsement to provide additional certainty or update the Development Brief to any new or upcoming changes in national legislation or to reflect newer version(s) of the eLP.</p>
<b>Consultation(s)</b>	Public Consultation on the draft development brief was undertaken from 4 <sup>th</sup> September – 1 <sup>st</sup> October 2023. The Council had consulted prior to this on the scope of the development brief, a draft Master Plan, Vision and set of high-level principles of development. The Development Brief builds on these themes.
<b>Recommendations</b>	<p><b>Members are asked to recommend to Cabinet that:</b></p> <ul style="list-style-type: none"> <li>• <b>The Development Brief is endorsed as a material consideration in order to assist in the development and determination of applications in relation to the emerging site allocation, Land West of North Walsham (NW62/A)</b></li> </ul> <p style="text-align: center;"><b>and</b></p> <ul style="list-style-type: none"> <li>• <b>Prior to Cabinet, authority to make further minor changes to the Development Brief is delegated to the acting Planning Policy Manager.</b></li> </ul>
<b>Reasons for recommendations</b>	<p>The Local Plan is now at an advanced stage of examination and has undergone Public Examination.</p> <p>Preparation and prior approval of the Development Brief is a policy requirement of the site allocation in the Local Plan (NW62/A). Its approval by the Council will be a key indicator of the site's deliverability in the ongoing eLP examination. Approval is also required in order to progress the next stages of developing a Design Code for the site</p>

	and to assist in the determination of an outline planning application for the site, expected in Autumn 2024.
<b>Background papers</b>	The Submission version of the Local Plan, background papers and supporting evidence including the previous consultation documents for North Walsham and the Council's Hearing Statements at Local plan examination are published and available on the Councils emerging Local Plan examination Library <a href="#">Home   Local Plan Examination Library (north-norfolk.gov.uk)</a>

<b>Wards affected</b>	North Walsham wards
<b>Cabinet member(s)</b>	Cllr Andrew Brown, Portfolio holder for Planning
<b>Contact Officer</b>	Matthew Gutteridge – Senior Planning Policy Officer

<b>Links to key documents:</b>	
Corporate Plan:	Production of the Local Plan is a cross cutting theme in regard to delivery of the Corporate Plan's priorities.
Medium Term Financial Strategy (MTFS)	N/A
Council Policies & Strategies	Emerging Local Plan, Housing Strategy.

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	N/A
Details of any previous decision(s) on this matter	<p>August 2023 – Members were presented with a summary of the development brief and key highways proposals included within</p> <p>December 2023 – Members were informally presented with a more in-depth review of the emerging development brief and invited to provide any commentary and feedback prior to finalisation.</p>

## 1. Purpose of the report

The emerging North Norfolk Local Plan proposes a large-scale urban extension to the west of North Walsham. The draft Local Plan policy attached to the proposed

allocation includes a requirement that Planning Permission will only be granted subject to a number of requirements. One such condition is *the prior approval before the determination of the first application of a comprehensive Development Brief incorporating a site wide Vision and Master Plan demonstrating how the development will respond to the particular characteristics of the site and detailing the delivery of all of the uses and infrastructure required in this policy*<sup>1</sup>.

## **2. Introduction & Background**

The preparation and approval of a Development Brief is an important stage in the planning of the site. It is a tool often used on largescale, multi-phase developments to establish the basic principles that subsequent planning applications should be informed by and should help guide the determination of any such applications. The site-specific policy set out in the submitted emerging Local Plan (as modified at the Examination in Public) requires the prior approval of the Development Brief, Design Code and other technical documents that will be produced at a later date.

The in-principal decision to allocate this site has been tested via the emerging Local Plan (eLP) examination. The Hearing Sessions for the examination ended in March 2024, and the initial findings and next stages are expected to be outlined shortly via a letter from the examining Inspector. This is expected soon after the General Election. However, the selection of the site and the principal of development for the inclusion in the submitted eLP-has already been established through extensive site assessment, consultation (both internal and publicly) and through previous discussions with Members.

Production of the Development Brief has been led by the site promoters in conjunction with officers and statutory consultees and has involved public input. A public consultation for the draft Development Brief took place in September 2023 where responses were received by members of the public and both internal & external consultees. The site promoters then subsequently produced a revised version of the Development Brief in December / January 2023 which the Planning Policy Team presented to Members through an informal workshop and invited feedback. During this time, members of the public who attended public consultation events were invited to provide feedback on the North Walsham development. A total of 147 responses were received by the end of the consultation period from those who attended the public consultation events. The most common key themes from the public feedback were:

- The site's ability to integrate with the existing community through existing and new linkages
- The site's impact on the environment and Climate Change
- Providing housing for a range of needs
- Transport and the site's impact on the local network – especially the B1150 and impacts on Coltishall
- Design Quality
- Green Infrastructure – especially taking into account the historical and local importance of Weaver's Way and the site's impact on this. Also impact on wildlife and habitats
- Community Facilities
- Pedestrian and Cycle links

---

<sup>1</sup> Incorporating proposed modification presented at EIP March 2024

Feedback provided during the workshop by Members in December 2023 mainly agreed with that put forward during the consultation and sought further engagement of officers to ensure greater clarity and address presentational issues. These comments then fed into further engagement between the Planning Policy Team and site promoters and an updated iteration of the Development Brief was provided to the Council on 5<sup>th</sup> July 2024

The production of this Development Brief is a clear indicator that the site promoters are committed to bringing this site forward for development. Endorsing the Brief for informing and for use in the determination of subsequent planning applications is a key milestone in the site's process towards delivery.

### **3. Proposals and Options**

The updated version involves no significant changes to the fundamental design of the site. Key elements of the site such as the link road, school location, open space and residential character areas / parcels remain the same however, updated language and references, more detail and 'hooks' are now provided throughout the Development Brief on other areas of infrastructure and key matters so as to enable a clearer focus and more Council control during planning application stages. Specific details on design within each character area have been removed with direct reference to the information being included and explored further through the creation of the Design Code. Changes were also made to the layout of the Development Brief itself. Some of the key changes are as follows:

- The Brief has been shortened in length, removing the pages that did not serve a purpose to the function of the Brief.
- The Brief has been simplified for clarity. Some pages detailing the site's history, existing transport links and existing land-uses have been moved to an appendix at the end of the document.
- More detail has been added on the Transport Hub being proposed in the southern portion of the site (Pg. 53), near to the southern access point, and establishes how buses are expected to turn within the site.
- The Brief now provides more detail on the requirements for self-build plots and care, including their integration across the development.
- The Brief now includes improved maps which provide annotations to help identify certain uses, and map legends have also been improved.
- The Brief has been updated to reflect the latest version of the National Planning Policy Framework.
- More detail is provided on primary and secondary frontages across the site to help indicate the relationship between dwellings and residential streets.
- An additional Local Equipped Area for Play is detailed in the Southern Character Area map.
- Additional hook to ensure moves towards carbon reduction through design is addressed within the Design Code and future planning applications.

The version is based on the policy position at submission of the Local Plan and covers the full extent of the proposed allocation. It should be noted that the consortium is only able to bring forward a proposal that reflects their land holdings as detailed in Fig 7.1 and that the policy is yet to be fully concluded through modifications put forward during the examination process. These proposed

modifications clarify the overall housing requirements in terms of residential and specialist adult care but mainly clarify the additional transport work required as part of an application and reflect the subsequent Statement of Common ground signed by a number of parties, including the Council.

The Planning Policy Team advise that the Development Brief, as attached, provides a decent basis from which to build upon in terms of influencing planning applications, informing the determination of any such applications and aiding the production of a Design Code.

As part of the Recommendations, authority is sought to enable minor editing changes should it be necessary to make some to the Development Brief – e.g. due to changes resulting from the findings of the eLP examination or changes in national policy positions.

Further work with Bidwells as the site promoters has now started on the creation of the Design Code. It is this Design Code that will seek to build on the layout and the in-principal hooks contained in the Development Brief and will add more detail to inform the emerging development proposals and aid in their determination.

As well as our Planning Policy Team, Officers from the Council's Development Management and Conservation, Design and Landscape Teams have been involved in discussions on the Brief and how it will link to the proposed Design Code and planning applications.

A copy of the July 2024 version of the Development Brief has been provided as an appendix to this report.

An option remains not to accept the Development Brief in this form and or request further additions and delegating this to officers. However, it is considered that the work has been taken as far as it can be in the time scales and resources available through the partnership work of Bidwells and the Planning Policy team.

If a decision on the Development Brief is deferred, it could impact and delay the anticipated submission of an initial outline application expected Autumn 2024, and the preceding public consultation that is expected to be undertaken by the site promoters in the summer. Additionally, there may be wider ramifications on the delivery timescales of the site which could have an impact on the Council's future 5-Year Housing Land Supply and ongoing Local Plan examination.

Whilst it is hoped that progress from here will be smooth, it is recognised that at the time of writing this report there is some uncertainty as to what the contents of the Inspector's letter on the Local Plan will include and when it will arrive. It is possible therefore, that (a) the Working Party will receive an update regarding this letter at the meeting and (b) Officers might decide, after the meeting, that an additional Working Party discussion – and potentially further work – is required on the Development Brief prior to it being finalised / reported to Cabinet. This could involve taking the Brief to the next available Working Party and Cabinet thereafter.

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

N/A

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

No known financial implications, there are some resource implications for the team should further work be necessary.

**6. Legal Implications**

There are no known legal implications arising from this report.

**7. Risks**

There remains a residual risk of the emerging Local Plan being modified through the Examination process and through the requirements of further planning reform which, could undermine the production of the Plan to date. For example, further changes to the National Planning Policy Framework, NPPF. There is also a reputational risk if the Council opts not to endorse the Development Brief at this time along with unintended consequences such as delay to other work streams.

**8. Net Zero Target**

N/A

**9. Equality, Diversity & Inclusion**

Not a relevant consideration at this time.

**10. Community Safety issues**

N/A

**11. Conclusion and Recommendations**

Following the changes made to the draft brief, Members are asked to recommend to Cabinet:

- **The development brief is endorsed as a material consideration in order to assist in the development and determination of applications in relation to the emerging site allocation, Land West of North Walsham (NW62/A)**  
**and**
- **Prior to Cabinet, authority to make further minor changes to the Development Brief is delegated to the acting Planning Policy Manager.**

**Post Working Party Update**

Since the Working Party, the Council has received the Inspector Letter, 22<sup>nd</sup> July 2024 (EH006f) which is available on the Examination website. In Paragraph 22 of the letter, the Inspector instructs the Council to delete a small parcel of land north of the railway line included within the existing allocation boundary to the north of the site. This is due to potential access difficulties. The Planning Inspector confirmed in his letter that the removal of this land will not impact the site's ability to meet the required number of dwellings being sought on the site and will have no impact on the site's ability to deliver the site-specific requirements set out in the Local Plan Policy. Approval is therefore sought of the attached Development Brief but incorporating this intended change.

**Attached Development Brief, July 2024**

<b>Delegated Decisions (February to August 2024)</b>	
<b>Executive Summary</b>	This report details the decisions taken under delegated powers from February to August 2024.
<b>Options considered</b>	Not applicable – the recording and reporting of delegated decisions is a statutory requirement.
<b>Consultation(s)</b>	Consultation is not required as this report and accompanying appendix is for information only. No decision is required and the outcome cannot be changed as it is historic, factual information.
<b>Recommendations</b>	<b>To receive and note the report and the register of decisions taken under delegated powers.</b>
<b>Reasons for recommendations</b>	<p>The Constitution: Chapter 6, Part 5, sections 5.1 and 5.2 details the exercise of any power or function of the Council where waiting until a meeting of Council or a committee would disadvantage the Council. The Constitution requires that any exercise of such powers should be reported to the next meeting of Council, Cabinet or working party (as appropriate)</p> <p>Section 2.1 sets out the requirements regarding the reporting of conditional delegated decisions.</p>
<b>Background papers</b>	Signed delegated decision forms.

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Leader, Cllr T Adams
<b>Contact Officer</b>	Emma Denny, Democratic Services Manager, <a href="mailto:emma.denny@north-norfolk.gov.uk">emma.denny@north-norfolk.gov.uk</a>

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

<b>Corporate Governance:</b>	
Is this a key decision	No
Has the public interest test been applied	Yes – no exempt information is included.
Details of any previous decision(s) on this matter	Dates of any Cabinet decisions providing delegated authority are included in the attached appendix.

## 1. Purpose of the report

- 1.1 This report summarises any decisions taken under delegated powers since February 2024. Decisions are reported to Cabinet when there are sufficient delegated decisions to collate.
- 1.2 Delegated decisions are available to the public through the website and are reported to Members via Cabinet. The process for reporting and consulting on these decisions is contained in the Constitution at Chapter 6, 2.1 (Conditional Delegation) and 5.1 and 5.2 (Full Delegation to Chief Officers) and the publication of these decisions is a legal requirement.
- 1.3 Historic lists are available on the Council's website.

## 2. Introduction & Background

- 2.1 The Constitution requires that for the exercise of any power or function of the Council in routine matters falling within established policies and existing budgets, where waiting until a meeting of the Council, a committee or working party would disadvantage the Council, an elector or a visitor to the District, then the officer exercising the power must consult with the Leader, the relevant portfolio holder and if it relates to a particular part of the District, the local member.
- 2.2 For the exercise of any power or function of the Council, which in law is capable of delegation, in an emergency threatening life, limb or substantial damage to property within the District, the senior officer shall consult with the Leader or the Deputy Leader.
- 2.3 Overview and Scrutiny Committee can request to review the delegated decisions list at their meetings so they can fully understand why they were taken and assess the impact on the Council.

## 3. Proposals and Options

No alternative proposals and options are set out in this report as it is a factual report, for information only and provided to ensure compliance with statutory reporting requirements.

## 4. Financial and Resource Implications

The majority of decisions recorded have been delegated by Cabinet at a formal meeting and the financial implications have been set out clearly as part of the committee report. For any other decisions, financial implications are set out on the delegated decision form and summarised in Appendix A (attached)

### Comments from the S151 Officer:

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

**No comment required.**

## 5. Legal Implications



The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require that all decisions, including those taken by officers, must state:

- The decision taken and the date it was made
- The reasons for the decision
- Details of options considered and rejected and the reasons why they were rejected
- Declarations of interest and any dispensations granted in respect of interests

Officers taking a decision under delegation are required to complete a delegated decision form.

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

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

**No comments required.**

#### **6. Risks**

There is a reputational risk if the Council does not comply with the statutory requirements (set out in section 5 above)

Any risks relating to individual delegated decisions were set out as part of the initial committee report and/or included in the delegated authority form.

#### **7. Net Zero Target**

Not applicable. No decision is being taken, this report is for information only.

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

Not applicable. No decision is being taken, this report is for information only.

#### **9. Community Safety issues**

10. Not applicable. No decision is being taken, this report is for information only.

#### **11. Conclusion and Recommendations**

Each decision has been recorded and a summary is provided at Appendix A

#### **Recommendation:**

**Cabinet is asked to receive and note the register of decisions taken under delegation.**

This page is intentionally left blank

## Record of Decisions taken under Delegated Authority (Appendix A)

Delegated Power being exercised; <i>*see footnote</i>	Key Decision y/n	Officer / Member exercising Delegation	Details of decision made	Date of decision	Date Reported to Cabinet
Chapter 3, Part 3, Section 1.1	No	Portfolio Holder for Planning	To designate Hoveton Parish as an area suitable for neighbourhood planning, in so far as it extends into North Norfolk Local Planning Authority Area	28 May 2024	09 Sep 2024
Section 5.1, Chapter 6	No	Chief Executive	To not use the Horse and Groom public house as the designated polling place for electors in Tunstead at the General Election to be held on 4 <sup>th</sup> July, but instead require Tunstead electors to vote at The Preston Rooms, Ashmanhaugh	28 May 2024	09 Sep 2024
Chapter 3, Part 3, Section 1.1	No	Portfolio Holder for Planning	To designate the parish of North Walsham as an area suitable for undertaking neighbourhood planning	05 July 2024	09 Sep 2024
Chapter 3, Part 3, Section 1.1	No	Portfolio Holder for Planning	In order to comply with the statutory timeframe, the Wells Neighbourhood be brought into force as soon as practical.	07 July 2024	09 Sep 2024
Chapter 3, Part 3, Section 1.1	No	The Leader	To authorise the AD for Environmental & Leisure Services and the Director for Communities, in consultation with the Leader, to adopt, renew or vary Public Space Protection Orders under the Anti-social Behaviour, Crime & Police Act 2014	12 July 2024	09 Sep 2024
Chapter 3, Part 3, Section 1.1	No	Director for Place & Climate Change	To award a professional services/consultant contract to Hamson Barron Smith for: Design, Delivery and Construction Supervision – Happisburgh Car Park– Coastal Transition Plans Evidence Review and Appraisal	25 July 2024	09 Sep 2024

August 2024

*\* Chapter 6; Conditional delegation Section 2.1, Full delegation to Chief Officers Section 5.1 - Routine matters, Section 5.2 Emergency powers*

## Record of Decisions taken under Delegated Authority (Appendix A)

Chapter 3, Part 3, Section 1.1	No	Director for Place & Climate Change	To agree to entering into a three year Service Level Agreement with the Norfolk County Council Museums Service for the recruitment of a Climate Change and Coastal Transition Curator.	29 July 2024	09 Sep 2024
Chapter 3, Part 3, Section 1.1	No	Director for Place & Climate Change	To award the Norfolk and Waveney MIND funding from the Coastwise Communities Transition Fund, for the 'sUstain Coastal' proposal.	29 July 2024	09 Sep 2024
Chapter 6, s 2.1	No	Director for Place & Climate Change	Formal approval of the Fisheries Liaison Officer required for the Cromer and Mundesley Coastal Management Schemes.	06 Aug 2024	09 Sep 2024

August 2024

\* Chapter 6; Conditional delegation Section 2.1, Full delegation to Chief Officers Section 5.1 - Routine matters, Section 5.2 Emergency powers

<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>	Cabinet is invited to comment on this report.
<b>Reasons for recommendations</b>	<b>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.</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:- steve.blatch@north-norfolk.gov.uk

<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.
--	---

## 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
-------	----

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.**

**Cabinet is invited to comment on this report.**

This page is intentionally left blank

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.

This page is intentionally left blank

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 1-4-24. 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.

Page 10

	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 Houses 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.

page 47

	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	Page 48 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 2024 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 theme 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	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.
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.

This page is intentionally left blank

<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
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
-------------	--------------	---------------	--	-------------------------	---------------------------------	-------------

**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 &	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>

Page 7 of 7

This page is intentionally left blank

### 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 2024/25 £	Actual Expenditure 2024/25 £	Remaining Budget (Forecasted YE Spend) 2024/25 £	Budget	Budget	Budget	Budget	Budget
						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>

This page is intentionally left blank

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>

<b>Savings – Public Toilets</b>	
<b>Executive Summary</b>	This report looks at the potential options for the Council owned public conveniences, which are a discretionary service. In light of the worsening financial position of the Council the ongoing cost of management of these facilities needs to be assessed and a plan put in place to reduce the burden on the Council, when funding is required for statutory services.
<b>Options considered</b>	Option 1 – Full and Winter Closure Option 2 – Close all sites. Option 3 – Transfer all sites to Town and Parish Councils Option 4 – Do nothing
<b>Consultation(s)</b>	Consultation has been undertaken with the property service team to determine the use of the public toilets within Council ownership.
<b>Recommendations</b>	<b>Members are asked to consider the report and recommend the following to Full Council:</b> <ul style="list-style-type: none"> <li>• <b>Option 1 - full and winter closures is progressed by officers</b></li> <li>• <b>A second review to look at further closures in 2025/26 takes place as part of the 2025/26 budget setting process.</b></li> </ul> /
<b>Reasons for recommendations</b>	The savings generated from this would amount to £46k (Full Year Effect), a combination of budget savings and cost avoidance. This does not include any potential additional savings that might be realised from the Serco contact cleaning costs. This would help to reduce the deficits shown on the Medium-Term Financial Strategy (MTFS) for the coming years,
<b>Background papers</b>	<ul style="list-style-type: none"> <li>• Budget and MTFS 24-25</li> <li>• Budget Monitoring Report</li> </ul>

<b>Wards affected</b>	All
<b>Cabinet member(s)</b>	Cllr Lucy Shires Lucy.shires@north-norfolk.gov.uk
<b>Contact Officer</b>	Tina Stankley Director of Resources Tina.stankley@north-norfolk.gov.uk

<b>Links to key documents:</b>	
Corporate Plan:	A Strong, Responsible, & Accountable Council.

Medium Term Financial Strategy (MTFS)	The proposals aim to provide savings to help improve the MTFS.  We will ensure the Council maintains a financially sound position, seeking to make best use of its staff resources, effective partnership working and maximising the opportunities of external funding and income.
Council Policies & Strategies	None

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

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

1.1. This is a report looking at potential options for the management of the Council's stock of public toilets in light of a worsening financial position as shown in the MTFS.

## **2. Introduction & Background**

2.1. The Council's Medium Term Financial Plan shows that based on the assumptions e.g. pay and contract price increases, increases in fees and charges income and grant funding levels included in the 2023-2028 there are deficits of £1.8m, £3.0m and £3.3m for the three years 2025/26, 2026/27 and 2027/28 respectively.

2.2. This is obviously not a sustainable position. The deficits do not include the impact of introducing the outcome of the Fair Funding Review nor the Reform of Business Rates (which alone has been forecast to have an adverse impact of over £2m for NNDC).

2.3. A range of savings proposals were put forward from Service Managers as part of the 2024/25 budget setting process. The proposal relating to Public Toilets was not taken forward at that time as further work was required to ratify the level of achievable and sustainable savings that could be delivered.

2.4. Work has been running alongside other service reviews and the options are available with regards Public Toilets are presented below.

## **3. Proposals and Options**

3.1. The provision of Public Toilets is a discretionary service.

### **3.2. Option 1 – Full and Winter Closures**

3.2.1. Toilets identified to close, transfer or sell

Sites have been identified for full closure or transfer along with several proposed winter closures as follows:

Site	Reason for Decision	Close/Transfer/Sell
Stalham	This facility has low usage and there are a number of surrounding businesses that provide facilities.	Close/Sell
West Runton	Only asset the Council has in this area. No longer feasible for this to remain open. Propose transfer to car park and café owner	Transfer
Potter Heigham	Lack of Use	Close/Sell
Walsingham	Only asset the Council has in the area. Look to transfer ownership to Walsingham Estate.	Transfer
Weybourne	Unable to provide a permanent facility and the temporary facility is not feasible due to misuse.	Close
Hickling	The Wildlife trust is better situated to be able to run the facility.	Transfer

3.2.2. Toilets Proposed for Winter Closure

These toilets all see limited use during the winter months so it is felt they can be closed with little or no noticeable effect on residents and tourists.

- Ludham Bridge
- Bacton
- Womack Staithe
- West Prom, Cromer
- Beach Road, Wells
- Cadogan Road
- Cart Gap
- East Prom, Sheringham

3.2.3. The savings generated from this would amount to £46k (Full Year Effect), a combination of budget savings and cost avoidance. This does not include any potential additional savings that might be realised from the Serco contact cleaning costs. We are still awaiting a response from Serco and any changes to the contract are subject to a 3 month notice period.

3.2.4. The value of the contract cleaning costs relating to sites listed above is £122k (£42k Closure/Transfer/Sell and £80k Winter Closures) of which we will only be able to realise a proportion reliant on the response from Serco.

**3.3. Option 2 – Close all sites (Discretionary Service)**

3.3.1. The savings required to balance the MTFs and provide a sustainable financial position are not insignificant and thus this option is presented.

3.3.2. Costs are increasing year on year due to the age and state of repair of most of the facilities along with costs associated with vandalism and misuse by campervan and motorhome tourists of facilities which are not capable of taking such waste and are frequently closed as a result.

3.3.3. Savings generated from this option would be £800k, although there may be some minor residual cost associated with securing any closed premises/facilities.

#### **3.4. Option 3 – Transfer all sites to Town and Parish Councils**

3.4.1. Town and Parish Councils in the district have a keen interest in the provision of Public Toilets in North Norfolk. They readily express their expectations of NNDC.

3.4.2. With such a keen interest in the provision of this service, consideration should be given to transferring all the facilities to the relevant Town and Parish Councils. They would then have the influence and control by overseeing the operational management and availability of these facilities.

3.4.3. Towns and Parishes would be free to raise funds to pay for the facilities through precepts.

3.4.4. Savings generated from this option would be £800k.

3.4.5. NNDC might be left with some facilities should the Towns and Parishes cherry pick the best ones; however, we would still choose to close them but may be left with minor residual costs to secure until disposal.

#### **3.5. Option 4 – Do nothing.**

3.5.1. Not considered to be a viable option due to the need to find considerable savings to bridge the budget gap in the MTFS.

3.6. It is proposed that a second review to look at further closures in 2025/26 takes place as part of the 2025/26 budget setting process.

### **4. Corporate Priorities**

4.1. This report is linked to the Corporate Plan under A Strong, Responsible and Accountable Council.

4.2. We will look to ensure the Council maintain a financially sound position, seeking to make the best use of its staff resources, effective partnership working and maximizing the opportunities of external funding and income.

4.3. We aim to provide effective and efficient delivery of the Council's public toilet portfolio. Managing our finances to ensure best value for money, continuing a service improvement programme to ensure our services are delivered efficiently, providing services that are value for money and meet the needs of our residents, ensuring that strong governance is at the heart of all we do, creating a culture that empowers and fosters an ambitious, motivated workforce and exploring opportunities to work further with stakeholders and partner organisations.



## 5. Financial and Resource Implications

- 5.1. The actions set out in this report will help to improve the Council's financial position.
- 5.2. By looking to address the way we provide the discretionary service of public toilets we will be able to ensure the Council remains able to provide those services it is statutorily obligated to provide.
- 5.3. The Council could choose not to change the way public toilet provisions are provided but this would mean that there may not be sufficient funds to continue statutory services.
- 5.4. The Council must be able to demonstrate that it is providing its residents and businesses with the best value for money option.
- 5.5. As a Council we need to ensure that our approach to public toilets is targeted and efficient, taking a collaborative approach to ensure the best possible outcome for our residents and businesses.
- 5.6. By recommending Option 1 to Full Council, Cabinet are helping to improve the MTFS for the Council, for 25-26 and beyond.

### Comments from the S151 Officer:

***The provision of Public Conveniences is a discretionary service and at a time when there are significant budgetary pressures rationalization of discretionary services should be a priority along with reviewing services to see if they can be provided differently. A reduction in the number of Public Conveniences will result in savings which will contribute to reducing the forecast budget deficit in future years.***

## 6. Legal Implications

- 6.1. Councils currently have no legal requirement to provide public toilets

### Comments from the Monitoring Officer

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

## 7. Risks

- 7.1. There is a reputational risk in choosing to close toilets, but this risk would be far greater if we cannot find the savings required to reach a balanced budget for 25-26, leading the Authority to be put under a section 114 notice.

## 8. Net Zero Target

- 8.1. By closing or transferring public toilets from our asset register, this will help to improve the Council's net zero position and will put us closer towards reaching our Net zero target.

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

- 9.1. There are some that are concerned that the closures will disproportionately impact people with health issues as well as women and the elderly.
- 9.2. Wherever possible we will try to transfer facilities to alternative providers where there is no other suitable provision in the area, to ensure that residents with health issues as well as women and the elderly are not unnecessarily disadvantaged.

## **10. Community Safety issues**

- 10.1. None Known

## **Conclusion and Recommendations**

This report looks at the different options for the ongoing management of the Council's Public toilet facilities.

The report looked at four different options:

- Option 1 – Full and Winter Closure
- Option 2 – Close all sites.
- Option 3 – Transfer all sites to Town and Parish Councils
- Option 4 – Do nothing.

**Members are asked to consider the report and recommend the following to Full Council:**

- Option 1 - full and winter closures is progressed by officers
- A second review to look at further closures in 2025/26 takes place as part of the 2025/26 budget setting process