

Overview & Scrutiny Committee



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Tuesday, 5 November 2024

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 13 November 2024 at 9.30 am**.

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

Members of the public who wish to ask a question or speak on an agenda item are requested to notify the committee clerk 24 hours in advance of the meeting and arrive at least 15 minutes before the start of the meeting. This is to allow time for the Committee Chair to rearrange the order of items on the agenda for the convenience of members of the public. Further information on the procedure for public speaking can be obtained from Democratic Services, Tel: 01263 516108, Email: lauren.gregory@north-norfolk.gov.uk.

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

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

Emma Denny
Democratic Services Manager

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

All other Members of the Council for information.

Members of the Management Team, appropriate Officers, Press and Public



**If you have any special requirements in order
to attend this meeting, please let us know in advance**

If you would like any document in large print, audio, Braille, alternative format or in a different language please contact us

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A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

2. SUBSTITUTES

3. PUBLIC QUESTIONS & STATEMENTS

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

4. MINUTES

1 - 12

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 16 October 2024.

5. ITEMS OF URGENT BUSINESS

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

6. DECLARATIONS OF INTEREST

13 - 18

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

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

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

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

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

19 - 26

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

10. VISITOR INFORMATION SERVICE

27 - 40

To consider a review of the Council's Visitor Information Service.

11. MEDIUM TERM FINANCIAL STRATEGY

41 - 70

To consider the Council's Draft Medium Term Financial Strategy 2024/25 to 2027/28.

12. BUDGET MONITORING 71 - 96

To consider 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 September 2024.

13. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE 97 - 100

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

14. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

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OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 16 October 2024 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Cllr N Dixon (Chairman)	Cllr P Bailey
	Cllr M Batey	Cllr J Boyle
	Cllr C Cushing	Cllr A Fletcher
	Cllr M Hankins	Cllr P Heinrich
	Cllr V Holliday	Cllr N Housden

Members also attending: Cllr T Adams, Cllr L Shires

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

Also in attendance:

196 APOLOGY

Apologies for absence were submitted by Councillors Penfold and Vickers.

197 SUBSTITUTES

There were no substitutes at the meeting.

198 PUBLIC QUESTIONS & STATEMENTS

The Committee heard from Siri Taylor from the "Save Benjamin Court as a Reablement Unit" Group who asked –

NHS Norfolk and Waveney Integrated Care Board has rejected calls to reopen Benjamin Court as a centre for post-hospital reablement, despite this being the overwhelming view of respondents to the Healthwatch survey they themselves commissioned and has handed the building back to NHS Property Services. As NNDC has spoken up publicly and powerfully in support of Benjamin Court reopening, what steps is the Council taking to challenge the ICB's decision? And will the Council make representation to NHS Property Services to ensure that this important location is secured for health and care services?

The Chief Executive (CEX) advised that he and the Leader of the Council had been involved with the Campaign since the start of the year. A public meeting had been held in March 2024 where it was agreed that there would be a formal consultation on the future of the facility. A further public meeting was held in July and Health Watch had undertaken a public engagement exercise

that recommended investigation of the reinstatement of the re-enablement service to Benjamin Court as an option for the future of the building.

The Council had submitted strong representation to the formal public consultation in support of a rehabilitation facility at Benjamin Court. The Council's position was that in taking a system wide approach there would be efficiencies to be realised by lower care costs being provided in the local community rather than at the Acute Hospital.

The Leader of the Council and the Chief Executive wrote a letter to the new Secretary of State and the Health Minister has responded by referring to the process that has been followed by the Integrated Care Board (ICB).

Councillor Holliday suggested that this issue should go to the November full council meeting to allow time to look at data such as the cost of the delayed discharges to assess the financial efficiencies and the numbers of digitally excluded people in the district where the concept of virtual wards would be very difficult to implement. At the full council meeting there could be a debate as to whether to refer to NHS Property Services, the Norfolk Health and Overview and Scrutiny Committee and the possibility of referring the decision to the Secretary of State.

Councillor Heinrich agreed and added that another factor was the availability of ancillary care that was underpaid and undervalued which meant that getting additional support into people's homes was highly unlikely.

Councillor Housden asked whether there were financial accounts for Benjamin Court. The CEX advised that the ICB had advised that the cost of reoccupying the facility was £350,000 a year before you added on staff costs. The Council had estimated that £6m would be saved from the overall health and social care system if the facility was reopened.

Councillor Adams commented that he would like to write to the Secretary of State on the current position of centralising services and closing this facility as this seemed to contradict the government's aim to reduce the pressure on front-line services at acute hospitals. It was also important to ensure that the estate is not disposed of as once it is gone it would be difficult to find a replacement should there be a change in strategy in the future.

Councillor Boyle said time is of the issue and the mobilisation that people can get from physiotherapy and rehabilitation is not possible in an intense way from home based care.

The CEX added that the Health Watch report had stated that the only other health or public sector interest had been for a drop in facility for a team of community nurses but that did not seem to be a good use of the building and it could be better run from the Council offices and could make representations

to that effect.

Ms Taylor added that the Group were intending to make an application for the building to be considered as an asset of community value. Councillor Adams stated that was another process that the Council would have to consider separately.

Recommended that (A) the issue of Benjamin Court Cromer be referred to the November full council meeting for decision along with additional data to be provided in the report, where possible, on delayed discharges, the numbers of digitally excluded people and the availability of home-based care staff,

(B) it was noted, with the Committee's support. that the Leader of the Council intended to write to the Secretary of State as a matter of urgency on the need to retain Benjamin Court, Cromer and to request that NHS Property Services doesn't dispose of the building, and

(C) it was noted that the Chief Executive intended to make representations on the Health Watch suggestion that a team of community nurses could be stationed at the Council Offices rather than use the Benjamin Court building.

199 MINUTES

The Committee considered the minutes of the meeting held on 20 September 2024 and agreed that they should be approved subject to the addition of the comment by Councillor Shires that Norfolk County Council had £1.8m of funding as a Tier 1 authority to assess the need for accommodation for domestic abuse victims in their area and should be asked about how they were using this funding.

Councillor Holliday referred to the written answers given in respect of Minute 191 budget monitoring.

The Director of Resources (DoR) advised that the Council Tax precept had to be paid to the County Council and the Police on the 19th of each month and the Council received its council tax income from the public on the 1st, 10th and 20th of the month which made the council short of cash at times and it needed to borrow for cash flow purposes.

Councillor Cushing asked if either of the options of asking the County Council to move the payment to the 21st or changing the final public payment to the 18th had been explored.

The DoR advised that changing the dates of direct debits could be made in April 2025 and there would be some work needed to explore the implications

of that change.

The DoR confirmed that the £8m internal borrowing for the Reef and the Refuse Freighters would need to be covered at some time in the future when interest rates were more favourable by external borrowing probably through a 40-year Public Works Loan Board Bond for the Reef and a short-term loan for refuse freighters.

The DoR advised that moving the £150,000 in the capital programme from Public Conveniences Energy Efficiencies to providing for additional new temporary accommodation was possible and would need to go to full council but the savings it would generate would not be anywhere in the region of £150,000, take a long time to accumulate and would not get one property for that cost.

Councillor Holliday commented that the £150,000 was a metaphor and there were larger sums in the capital programme where a similar thought process would be useful to achieve additional savings.

Resolved – that the minutes, as amended, of the meeting held on 20 September 2024 be agreed as a correct record.

200 ITEMS OF URGENT BUSINESS

None received.

201 DECLARATIONS OF INTEREST

None received.

202 PETITIONS FROM MEMBERS OF THE PUBLIC

None received.

203 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE BY A MEMBER

None received.

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

Councillor Holliday asked what progress had been made during the year on the recommendations from the Committee and further asked when the committee would see the outcomes from the Homelessness Task and Finish Group's recommendations.

Councillor Hankins asked about the progress being made on the recommendations regarding the Ambulance Trust.

The Scrutiny Officer advised that the tracker outcomes did need updating and they

would be chased including on the Ambulance Response Times. The Cabinet had agreed with the Task and Finish Group's recommendations, and they were to be put into the Council's Housing Strategy apart from the one recommendation that Councillor Brown had dealt with as an urgent matter. At other authorities it was common practise for the Executive to respond to Task and Finish Group's recommendations in detail and it could be appropriate to ask for an update on their progress at the January Committee meeting.

Resolved – that the progress being made against all the recommendations from the Homelessness Task and Finish group be reported to the January Committee meeting.

205 CAR PARK FEES & CHARGES

The Committee considered Option 1 outlined in the report on increasing fees across all the Council's Car Parks.

Councillor Fletcher asked if it would make sense to have a sliding scale of charges where the car parks used by tourists have higher increases than those used primarily by local residents.

Councillor Heinrich commented that a flat rate increase penalised market towns more and the town centres did need car borne shoppers. A small increase of 10p could be made in the market towns which doesn't generate the bulk of the income and increase by 30p or 40p in the resorts.

Councillor Cushing agreed with these suggestions as Fakenham shops needed all the encouragement they could get to support the trade, and it was largely the residents who used the car parks in Fakenham. An increase on 10p or no increase would be preferable.

Councillor Holliday asked what could be done to reduce the costs of running the car parks as they looked quite high and questioned how they compared with other areas. Reducing these would help with increasing the net income and improving the Council's financial position.

Councillor Shires advised that premises was the highest cost and that includes Business Rates of £377,000 annually but was happy to have a look at the costs in detail.

Councillor Hankins supported the idea that the charges for tourists should be higher than for local residents as the Council should look at ways to increase the footfall in the market towns. In terms of the season tickets for the car parks asked if they were largely taken up by residents.

Councillor Shires advised that is predominately local residents but does include people who commute from outside the district to work or study in the district.

Councillor Heinrich suggested that a charge of 40p for the Coastal and

Resorts Car parks should be explored. Councillor Cushing added that it was not clear what the financial income would be for a 30p increase on coastal and resort car parks and if sufficient income was being raised it could be possible not to raise the charges for the standard car parks.

Councillor Shires advised that the Council was not covering the cost of inflation of running the car parks if there was no increase in the charge at the standard car park.

The Committee agreed to recommend that fees for the Council's Standard Car Parks be increased by 10p per hour, for the Coastal and Resort Car Parks be increased by 30p per hour, and that the question of whether there could be no increase in fees at the standard car parks and a charge of 40p at the Coastal and Resort car parks be explored.

Councillor Housden raised the question of bedroom tax which was being introduced in other coastal areas and should be considered by the council. Councillor Shires advised that the Cabinet had discussed it, and it would need to be part of a Business Improvement Bid.

Councillor Adams advised that there wasn't legislation to introduce a tourism levy at the moment. Bournemouth's approach is subject to a legal challenge and there isn't an obvious way forward on this at the moment.

The Committee considered that it did want to support Option 2 for the introduction of seasonal charges.

In respect of Option 3 that a flat rate evening charge be reintroduced across all car parks Councillor Holliday questioned the enforcement costs of such a change in Option 3. The Director of Resources advised that it would involve staffing in the evening and that would be an additional cost which would not be fully covered by the income from additional penalty charge notices. At the moment the Council received about £100k from these notices.

Councillor Shires advised that introducing such charges would affect the wellbeing of local residents as well as the nighttime economy across the district.

The Committee agreed that it would not want to see this charge reintroduced.

Councillor Fletcher in respect of Options 4 and 5 to increase season ticket prices asked if it was possible to differentiate those bought by residents and those bought from people coming into the district. Councillor Shires stated that she did not want to penalise people coming into the district to work especially as they may be on a lower income.

Councillor Heinrich commented that the Council had incredibly low season ticket prices and have been too low for too long. Given the Council's financial

situation there was no choice but to increase them. Even with the proposed increase it was still only 8p per hour which was exceptionally good value.

Councillor Holliday asked if there was value in having a stepped increase in the price as it hasn't been increased in a long time and a 50% increase would be a big increase especially for pensioners.

Councillor Shires advised that she would be happy to look at this again along with an additional recommendation to review the season ticket prices annually.

Councillor Heinrich agreed that a 50% increase was high and suggested that the Council could have an increase that covered just the inflationary increase since 2016 as set out in paragraph 2.3.2 of the report and then review the prices annually to give a steady increase.

The Committee agreed with that suggestion.

The Committee agreed that in respect of Option 6 that Coach Parking Charges could be increased to £12, £24 and £96.

In respect of Option 7, that permit holder only parking is introduced at Hornbeam Road Car Park in North Walsham, Councillor Heinrich commented that one of the reasons for this car park was to provide additional parking for the train station but the level of usage on the Bittern Line is now higher than pre Covid with more leisure travel. Making the car park permit only would preclude leisure travellers and it could be better to charge £2 a day at the car park to undercut the Station Car Park charge.

Councillor Shires advised that the spend in the car park may not warrant the costs of installing charging points at the car park and undertaking enforcement. Councillor Heinrich asked what level of enforcement would be needed and with the expected increase in population for North Walsham did not want to discourage commuters.

The Committee agreed with Councillor Heinrich's suggestion that the principle was right but that all the potential options for charging at Hornbeam Road Car Park in North Walsham should be explored.

The Committee agreed with the recommendation that car parking charges are reviewed every other year with the next review taking place so that any changes are implemented from 1 April 2027 apart from season tickets which should be reviewed annually.

Councillor Cushing asked that in future the net income forecasts be included within reports as it helped to consider the potential options. Councillor Shires advised that these would be in the report to Cabinet and could be forwarded onto members of the committee in case they wished to attend the Cabinet

meeting.

Councillor Holliday asked if there was a net zero analysis of increasing the car park charges and was something the Council should consider every time it is asked to make a decision. Councillor Shires advised that there no implications on the Council's Net Zero target as a direct consequence of increasing the car park charges. The larger implications of people travelling to the car parks was more difficult to work out and could involve the wider question of the carbon impact of tourism in the district. It was a large piece of work that could include green tourism and would speak to Councillor Varley as the relevant Portfolio Holder about it.

Recommended that Cabinet consider the following changes to fees and charges to be implemented from 1 April 2025

(A) (1) that fees for the Council's Standard Car Parks be increased by 10p per hour, for the Coastal and Resort Car Parks be increased by 30p per hour, and

(2) the question of whether there could be no increase in fees at the standard car parks and a charge of 40p at the Coastal and Resort car parks be explored

(B) that seasonal charges are not introduced at this time

(C) a flat rate evening charge across all car parks is not re-introduced at this time

(D) season ticket prices are increased by the inflationary increase since 2016 only this year and increases to season ticket prices should be reviewed annually

(E) Coach Parking charges are increased to £12, £24 and £96

(F) that all the potential options for charging at Hornbeam Road Car Park in North Walsham be explored

(G) car parking charges are reviewed every other year with the next review taking place so that any changes are implemented from 1 April 2027 apart from season tickets which should be reviewed annually as mentioned under recommendation D above

206 BEACH HUT AND CHALETS SERVICE

Councillor Bailey commented that there was a proposed increase in charges for leased beach huts and chalets that averaged 5% and there was an increasing number of people on the waiting list. In a commercial business the response to that level of demand would be to increase the leased charges, to get a better throughput of people on the list and to test the market to

understand what people would be prepared to pay.

Councillor Bailey added that it would be good to have people not waiting so long on the waiting list and it might encourage people to hand back unused huts rather than hanging on to them.

Councillor Bailey stated that the average booking for the weekly lets was 46% but that was skewed by the winter bookings and that meant only about 25% bookings during the summer.

Councillor Bailey suggested that the long term lets could be increased by £60, £70 or £80 which would be about 14% which would cover the costs of maintenance in the winter. The Council could move approximately 50% of its weekly huts into long term huts.

Councillor Shires commented on what that might mean for staff costs and maintenance as well as the public expectation for some people as their sense of wellbeing as being by the coast. There could be a reputational damage if the Council went quickly towards a commercial approach.

Councillor Bailey commented that those who would lose out would be the casual users, but the figures suggested that there weren't many and those people who regularly used the huts could continue to do so. It wasn't a necessity to have a beach hut and increasing charges could help fund essential Council services. Added to this, the decision to use a management company could be deferred until the council understood the market level price point.

Councillor Cushing commented that the council earned £41,000 from the weekly lets. It was unclear what the net annual figure was although it looked like 50% of that was spent on the costs. That seemed a small figure when there is such a long waiting list. People were also paying to be on the waiting list and getting nothing for it.

Councillor Boyle stated it was likely that a commercial organisation would increase the prices anyhow and that if it was not a commercial success the council would then have to pick up a failed service.

Councillor Heinrich asked about the comparison with other authorities and how they ran the service and how did the charges compare. It did seem that the service needed to be run on more of a commercial basis and it was unclear whether that was better run by the council or by a commercial operator. However, option D within the report did have some attraction which would allow huts to be sublet by companies. It could also be possible to hold back some units for people who needed them for health reasons.

The Estates and Asset Strategy Manager advised that any assessment of rents would involve comparable information from other areas and that was

undertaken for all of the council's assets. That information could be provided.

Councillor Hankins commented that the market was informing the Council with the growing waiting list that there was something wrong with the pricing and there was a need to increase the charges.

Councillor Shires advised that the estates team had managed good lease agreements in the past and would have every faith in getting a good deal on a commercial agreement with an external operator.

Recommended that – (A) the conversion of weekly lets to long term lets be explored with 50% of the huts being converted this year and then being reviewed on whether a further 50% increase was a good idea,

(B) the charges for lets of the long-leased huts be increased by 14% this year,

(C) the risks to Option E - lease of both weekly lets and leased units to one commercial operator or create 4 smaller location-based opportunities be fully investigated, and

(D) Options D Lease all weekly lets commercially, allowing the tenant to hire their unit and Option E be further explored for the future of the Beach Huts and Chalets Service.

207 PLANNING SERVICE IMPROVEMENT PLAN UPDATE

Councillor Dixon reflected that he was now hearing more positive feedback from the public and that there were more constructive approaches being taken by the council's planning service.

Councillor Hankins welcomed the improvement and that the pre application guidance is vital and individual applicants had appreciated it as well as the training for Parish Councils. The measure of success will be in six months' time but so far so good.

Councillor Hankins asked about Section 106 agreements and whether a clearer definition of how, what and why agreements were reached would be useful.

Councillor Cushing further asked about the monies the Council received from Section 106 agreements and that they were being spent in a timely manner.

The Assistant Director Planning (ADP) advised that it could be worth focusing on these agreements with the Parish Councils as there does seem to be some misunderstanding of the processes involved as this was different to the community investment levy that other authorities across the country used.

The ADP added that the money the Council could get had to relate to the

development and meet policy objectives. You did not want to get to the point where you had to give money back to the developer, the Council needed to deliver on the projects in a timely manner and be transparent on what was being spent. The Council now has an online system where you can see how the Council is spending this money.

Councillor Boyle welcomed the virtual training course and thanked the officers for turning round a challenging service to one that was receiving national recognition.

Councillor Heinrich stated that the two things that will make the biggest difference are the new validation list and the changes to the pre application process which can result in higher quality applications that can be more quickly assessed. Very few of the Council's decisions on planning applications get overturned on appeal.

The ADP advised that the Council's appeal record was astonishingly good, but it wouldn't take many decisions for those percentages to come down. A perfect record might suggest that the Council is allowing too many of the marginal decisions. Getting the Improvement process completed doesn't mean that the Council will stop to seek to make improvements to the service each year.

Councillor Holliday commented that there had not been a direct view taken from all the Parish and Town Councils on the service but there was a number of performance indicators being introduced although there was a concern about the total number of indicators involved.

The ADP stated that the Council did really well on the two metrics that the Government are most interested in, but it needed a bigger list of indicators to get a rounded assessment of how well the service was performing. It will be a challenge to stay at the top.

Councillor Dixon asked about the new government housing targets that could mean a lot more planning applications coming forward and to what extent the service has the capacity to adapt to that and whether any stress testing had been undertaken.

The ADP advised that there had been little stress testing done. The Council will object to the new Government Housing Targets as they would see an increase from 550 applications to 900 applications a year in essence meaning another 8,000 units over a 20-year period. There were number of issues involved such as enough water, electricity or jobs in the district.

Resolved that –

(A) the changes and improvements made as a consequence of the Planning Service Improvement Plan process be welcomed; and,

(B) future performance reports will be made available via reports to

Development Committee quarterly and annually.

208 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The Democratic Services (Scrutiny) Officer advised that there had been a change to the workplan since the last meeting to ensure that the committee focused on the Council's budget at its meetings in November and December.

Resolved – that the committee's work plan be agreed.

209 EXCLUSION OF THE PRESS AND PUBLIC

Not needed as there was no exempt information on the agenda.

The meeting ended at 12.20 pm.

Chairman

Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

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

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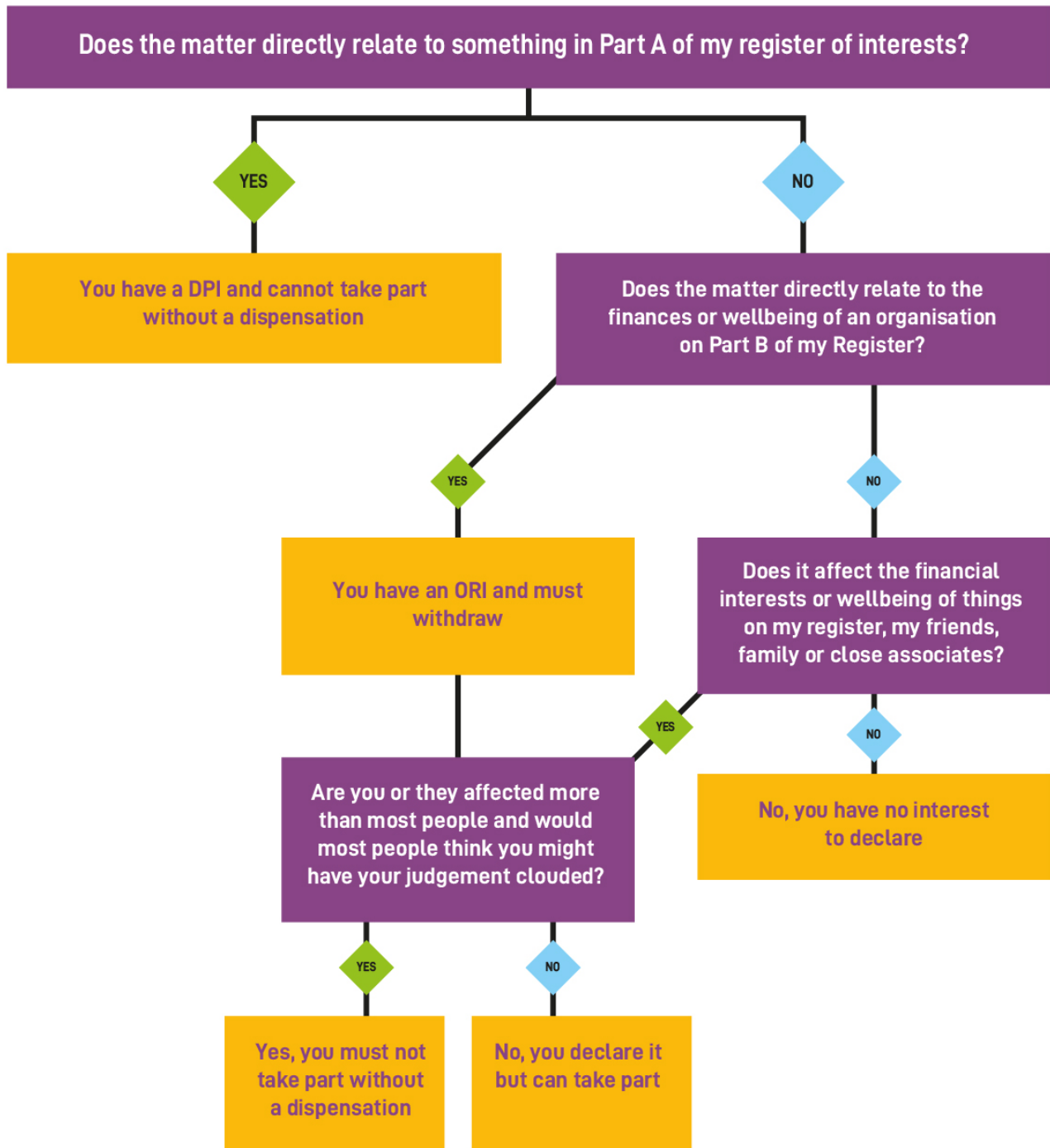
* 'director' includes a member of the committee of management of an industrial and provident society.

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

Table 2: Other Registrable Interests

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

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



North Norfolk District Council

Overview and Scrutiny Committee Recommendations Tracker

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

	(B) the strategy part is extracted from the full document into a shorter summary form that could be more quickly read.				
14/02/24 Food Waste	Full Council be requested to agree to write a letter to Department for Environment, Food and Rural Affairs setting out the evidence associated with the shortfall in allocation and the anticipated capital costs that the Council will incur in relation to food waste collection.	Full Council	Agreed		
20/03/24 Net Zero	All reports to the Council's decision-making bodies should include a section on net zero impact so that a change in the carbon footprint is highlighted and explained.	Cabinet	Agreed	Yes	Work is ongoing to strengthen and improve this section within committee reports.
19/04/24 Water Summit	The Cabinet provide advice on what it would like the Council to take forward on water issues following the East of England Water Summit	Cabinet	It was not Cabinet's place to set the direction for Overview & Scrutiny Committee but that lots of pointers had been raised regarding the key players that should be involved.		A Water summit is on the committee's work plan
17/07/24 East Of England Ambulance Service NHS Trust	The Council (A) Request the East of England Ambulance Trust to provide (1) the mapping of Community First Responders in North Norfolk to establish where any gaps in the numbers of volunteers are	Cabinet 9 Sept	Agreed		

	<p>(2) communication materials for members of the council to use when talking to their respective Parish and Town Councils about the co-responding and the role of Community First Responders</p> <p>(B) the Council</p> <p>(1) works with the Norfolk Ambulance Trust to help promote its Campaign on Community First Responders and co responding by signposting members of the public towards the Ambulance Trust's Community First Responders https://www.eastamb.nhs.uk/join-the-team/volunteering-and-volunteers/community-first-responders</p> <p>(2) encourages the members of the council to talk to their respective Parish and Town Councils on the importance of the work being done by Community First Responders with the aim of increasing the understanding of these roles and seeking to achieve more volunteers to apply for these roles.</p>				
17/07/24 North Walsham High Street Heritage Action Zone initiative	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	Cabinet 9 Sept	Agreed		

20/09/2024 Budget Monitoring	The Governance, Risk and Audit Committee be requested to consider the Council's Treasury Management Strategy at its next meeting,	GRAC			
20/09/2024 Homelessness Task and Finish Group	(A) To prevent homelessness expands its homelessness service prevention work to undertake such work at an earlier stage along with multi agency support, on an invest to save basis, to seek to reduce the number of people going into temporary accommodation and the costs of that to the council that should include 1. increasing the awareness and risks of homelessness in the local communities, on the value of prevention for homelessness and that early intervention requires people to ask for help before it becomes too late 2. increasing its communication work which should include Parish and Town Councils and should also provide support to Councillors to enable them to help signpost those people who need housing help 3. increasing the range of interventions to help people especially on benefit support and with financial viability assessments	Cabinet	Agreed		
	(B) Managing homelessness Explores how it uses partner, charity, and voluntary organisations to create a series of outreach hubs and front-line services in North Norfolk for homelessness to create a network of advice and support including appropriate partner organisation(s)	Cabinet	Agreed		
	(C) Housing allocation Considers the viability of a support match scheme to match younger residents who need accommodation	Cabinet	Agreed		

	into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall Supportmatch Homeshare - Cornwall Council				
Page 23	<p>(D) Increase housing supply</p> <p>1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes</p> <p>2. As a medium-term solution looks at setting up an investment partnership to provide affordable local housing for local people at social, discount and market rent. We would recommend the model used by Cambridge City Council and Gravesham Borough Council who set an investment partnership with the Hill Group on a 50:50 basis</p> <p>3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required</p>	Cabinet	Agreed		
	<p>(E) Increase affordable house building/supply</p> <p>1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms</p> <p>2. An affordable housing conference be set up to encourage Parish and Town councils to create neighbourhood plans that include allocations for community led development for local people and encourages community land trusts to come forward with affordable schemes in rural exception sites</p>	Cabinet	Agreed		E4 submission made to the Government consultation

	<p>3. Continues to seek from Norfolk County Council a minimum 50% return of the extra Council tax that will be received from the new extra second homes premium and that the money the Council receives is ringfenced for affordable housing</p> <p>4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability</p> <p>5. Explores the potential to use Better Society Capital/National Homelessness Property fund 2 funding for 3-to-4-bedroom properties National Homelessness Property fund 2 Better Society Capital</p>				
Page 24	<p>(F) Increase/sustain Private rental tenancies</p> <p>1. Explores the model of using a local estate agency to set up a Council letting agency and also looks at whether homelessness prevention grant could be used to bring empty properties back into use</p> <p>2. Encourages the new government to continue the previous government's work on introducing an appropriate licencing scheme for all short-term lets</p> <p>3. Continues to engage proactively with private landlords and considers whether setting up a Landlords Forum would be beneficial with an introductory conference type session including mortgage brokers, lenders, insurance companies as well as landlords and housing associations to explore solutions to the issues Landlords are experiencing</p>	Cabinet	Agreed		
	<p>(G) Reducing Long Term Empty Homes</p> <p>1. Continues to have an Empty Homes Officer as a permanent role</p>	Cabinet	Agreed		

	<p>2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas</p> <p>3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need</p>				
Page 25	<p>(H) Sustain social tenancies</p> <p>1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes</p> <p>2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years</p> <p>3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases</p>	Cabinet	Agreed		
	<p>(I) Prevention of/provision for victims of Domestic Abuse</p> <p>1. Explores how partner organisations can be used to help with homelessness prevention especially in domestic abuse cases that would include tenancy support by the Registered Providers and spreading awareness to Parish and Town Councils and Councillors</p> <p>2. Asks the new Norfolk Police and Crime Commissioner whether the offer of scoping out a pilot that moves out the perpetrator in domestic abuse cases rather than the victim is still valid</p>	Cabinet	Agreed		
	<p>20/09/2024 Corporate Plan Reporting</p> <p>More detailed information be provided within the action plan that would include delivery dates where possible and success criteria to give a greater</p>	Cabinet	Agreed		

	understanding of the progress being made against each of the RAG targets				
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Visitor Information Service	
Executive Summary	<p>A review was undertaken in December 2023 into the visitor information service operated by the Council and the options that exist for alternative service provision. The review looked at the opportunities for operating the service from alternative premises and also, providing it in conjunction with other external organisations.</p> <p>Having considered the available service options, and trends in how visitors access tourist information via smartphones and other devices and the closure of Visitor Information Centres by many local authorities around the country; it is not considered that these offer sufficient benefit or value for money for the Council. Ceasing the operation of the service will yield a significant financial saving and presents options for the future use of the building it currently occupies, thus generating rental income.</p>
Options considered	<p>A review was undertaken that considered a range of alternatives both for the service and for the building from which it operates, these included:</p> <ol style="list-style-type: none"> 1. Outsourcing – not considered to yield sufficient immediate savings 2. Greater commercialisation - not considered to yield sufficient income to offset the costs 3. Delivery in partnership with an externally run facility – not considered to represent value for money 4. Replacing the service by digital provision – insufficient certainty about set up and future costs or benefits.
Consultation(s)	<p>The service review and subsequent draft business case that led to the recommendations in this report involved relevant staff from the following teams: Customer Services, Economic Growth, Estates, Finance and Human Resources. Its contents were also informed by input from the potential delivery partners.</p>
Recommendations	<p>The Overview and Scrutiny Committee is invited to comment on the issues involved for the Council if it were to cease provision of the tourist information centre, and how else the objectives of the service review might be achieved, so as to inform any decision which might subsequently be taken by Cabinet as part of the 2025/26 budget process.</p>
Reasons for recommendations	<p>To make financial savings from a service that is discretionary, considered to no longer to present value for money due to the changing way in which visitors access information and to generate additional income from the asset that would be vacated due to the termination of the service.</p>

Background papers	Background papers that informed the contents of this report include a service review and a business case for a potential alternative delivery model; these contain confidential information relating to staffing, budgets and commercially sensitive information.
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Wards affected	All in relation to the provision of the Visitor Information service but specifically Cromer in relation to the premises
Cabinet member(s)	Cllr Withington
Contact Officer	R Young

Links to key documents:

Corporate Plan:	<p>Investing in our Local Economy and Infrastructure:</p> <ul style="list-style-type: none"> • <i>“Continuing to promote North Norfolk’s diverse tourism and visitor offer”</i> <p>Action Plan 2024/25</p> <p><i>“Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer”</i></p> <p>A strong responsible and accountable Council</p> <ul style="list-style-type: none"> • <i>“We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.”</i> • <i>“Reviewing contract and partnership arrangements to ensure the most appropriate and efficient means of delivering services to our diverse communities and customers”</i> • <i>“Reviewing service delivery arrangements so as to realise efficiencies without compromising service standards and outcomes”</i> • <i>“Investigating the implementation of a Tourist Tax to finance the provision and maintenance of visitor infrastructure so that the costs do not fall directly on local Council Tax payers/making sure tourism pays for itself”</i> • <i>“Continuing a service improvement programme to ensure our services are delivered efficiently”</i> • <i>“Exploring opportunities to work further with stakeholders and partner organisations”</i> <p>Action Plan 2024/25</p> <p><i>“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.”</i></p>
Medium Term Financial Strategy (MTFS)	The recommendation of this report would yield a significant saving for the Council
Council Policies & Strategies	

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	<p>The appendix to this report is to be treated as exempt for the following reason:</p> <p>Information in this appendix involves the likely disclosure of exempt information as defined in paragraphs 1,2 and 3, Part 1 of schedule 12A (as amended) to the Local Government Act 1972.</p> <p>These paragraphs relates to:</p> <ul style="list-style-type: none"> • Para 1. Information relating to any individual • Para 2. Information which is likely to reveal the identity of an individual • Para 3. Information relating to the financial or business affairs of any particular person (including the authority holding that information) <p>The public interest in maintaining the exemption outweighs the public interest in disclosure for the following reasons:</p> <ul style="list-style-type: none"> • Paragraphs 1 & 2: The appendix contains information relating to individuals at the Council and it is considered that disclosure of this information may have a prejudicial or detrimental impact. The privacy rights of such individuals outweigh the public interest in disclosure. • Paragraph 3: The appendix contains information which is commercially sensitive, relating to business information around assets and inventories. Releasing this information would be likely to have a prejudicial impact upon the Council.
Details of any previous decision(s) on this matter	None

1. Purpose of the report

- 1.1 This report relates to the provision of the Council's visitor information service, the North Norfolk Visitor Centre (NNVC) premises from which it operates and the alignment of the current or potential operating models with the Corporate Plan. It provides a recommendation on the future of the service and a summary of the alternative options that have been explored in reaching that.

2. Introduction & Background

- 2.1 The Council has provided a tourist information service for many years. Historically this had been undertaken from premises in several North Norfolk localities but in light of cost pressures and the changing way in which visitors accessed tourist information, the delivery of the service had changed over time through outsourcing, rationalisation and other means of provision. The service had therefore shrunk so that the only remaining District-wide Tourist Information Centre (TIC) is at the North Norfolk Visitor Centre (NNVC) at the Meadow Car Park in Cromer. Other TICs in the District operate from Mundesley (voluntary/community provision), Holt (Holt Town Council), and Wells-next-the-Sea (provided by Wells Maltings trust). The former Sheringham TIC, previously provided by NNDC, was until recently operated by the North Norfolk Railway under an agreement that essentially outsourced the service; however, the provision of the service terminated following the expiry of the Service Level Agreement (SLA) in 2022.
- 2.2 It is considered that the visitor information service is expensive in comparison to the benefits it brings and that as a non-statutory service, opportunities should be taken to reduce the cost. Many other visitor destinations have reviewed their role in providing TICs, with many choosing to combine the provision with other visitor attractions, providing static or video displays, moving visitor information to a digital platform or ceasing provision altogether.
- 2.3 A review was undertaken of the Council's visitor information service and the premises from which it operates – the North Norfolk Visitor Centre. The review considered all relevant costs and issues and evaluated options for different methods of service delivery, including terminating the service. A business case for a possible alternative (partnership) delivery model with the Norfolk Museums Service was explored, which contemplated the service being delivered from the reception of Cromer Museum; this was considered to involve significant compromises and remain costly to the Council and is therefore not recommended on the basis of value for money. The Council is working in partnership with the Museums Service in relation to 'coastal change' initiatives.
- 2.4 The net cost of providing the service and wider financial challenges faced by the Council are the key factors influencing the officer recommendation.

3. Proposals and Options

- 3.1 The service review had the following objective:
To identify ways of realising savings and/or generating additional income from the visitor information service.
- 3.2 This report summarises the most suitable options for achieving that objective and sets out the rationale for the recommendation to cease provision of the service altogether.

Current service provision

- 3.3 The Visitor Information Service caters for a wide range of visitor needs. Visitors engage with the service through various channels, primarily visits to the NNVC, but also by phone calls, emails, and social media, from people seeking information on events, accommodations, transport, attractions, walks, and

other activities. Staff operating from the NNVC provide a friendly and enthusiastic reception to visitors to the area, and the centre is designed to create a fulfilling and engaging experience. In addition to reactive communications, staff initiate monthly email newsletters and frequently post out information to potential visitors.

- 3.4 The opening (and hence staffing) hours for the NNVC in 2023/4 are as follows:
Summer: 15 May to 10 Sept Winter: 11 Sept to 12 May
Mon to Sat: 10am to 5pm Mon to Sun: 10am to 4pm
Sun: 10am to 4pm
- 3.5 Apart from providing traditional information services – principally display racks, printed literature and face-to-face interaction - the centre plays host to the Deep History Coast (DHC) Discovery Centre, showcasing the region's rich historical heritage through displays and videos. The team at the NNVC also facilitate National Express bookings and they issue the keys to visitors who have made beach hut bookings.
- 3.6 Sales of souvenir merchandise, largely featuring North Norfolk, DHC or Cromer branding, help offset some of the costs; the net sales income, however, is not significant.
- 3.7 The service has very limited links to other NNDC services or delivery partners (e.g. open space/country parks, events, destination marketing, Everyone Active, Open Wide, business support etc.)
- 3.8 The number of visitors to the centre is measured by manually 'clicking' people in and is recorded on a monthly basis. The total number of visitors in 2023 was 82,854 (varying from 14,755 in August to just 2,140 in December that year). Whilst the centre is located in Cromer, it is intended to provide information about the entire destination of North Norfolk.
- 3.9 There are very few broad destinations, such as North Norfolk, that have retained a physical information service of this kind. Many such destinations have moved over to a Tourist/Visitor Information Point (TIP/VIP) offer (which is not staffed), whilst most of those that do still offer staffed facilities, tend to co-locate them with popular venues, attractions or facilities. TICs are still prevalent in national parks or specific themed locations, such as nature reserves historic buildings, parks etc. (especially where messages seeking to guide visitor behaviour or interpret the special features of the area are deemed important), or at pay-to-enter attractions, and they exist in certain narrower geographical locations, e.g. towns and cities where facilities are concentrated, and visitor numbers are high.
- 3.10 Whilst the visitor economy (VE) is by far the biggest sector in North Norfolk (latest data (2023) suggested the District welcomed a total of 9,432,400 visitors, providing a total value of £519,653,378 and supporting an estimated total employment of 11,779 jobs), there is little to suggest how the TIC in Cromer contributes towards that. Fundamentally, it is a service for visitors on their arrival in Cromer, it is unlikely to play a role in attracting them (although it could be argued that the DHC as a brand, together with the installations and video display at the NNVC, does play some role in that).

Budget

- 3.11 Analysis of the budget for the current financial year (2023/24), showed the total cost as £169,382 (after deducting budgeted income but including internal support services costs of £61,050), showing a potential saving of £105,681 (were the service to cease). Depending on the future lease arrangements of the building, certain minor property related costs would remain. It should be noted that all figures used are taken from the budget figures, not actual expenditure/income. The breakdown of the budget for 2023/24 and the financial analysis of the saving potential is set out in the tables in Appendix 1.

Premises (*North Norfolk Visitor Centre*)

- 3.12 The building is located at the Meadow Car Park, Cromer, adjacent to the public conveniences and 'changing places' facility. The floor area of the NNVC is 109.83 m² (excluding the public conveniences and the lobby); the footprint of the whole building is 239.64m².
- 3.13 Due to its location, design and condition, the building would lend itself to a variety of alternative uses and there are no restrictive covenants preventing alternative use of the building or the use of the adjacent paved areas for concessions or extensions. The following should be noted
- Planning permission for change of use may be required, depending on proposed use
 - If external concessions are being considered, they too may require planning consent and would need suitable services (e.g., electricity and water) to maximise the rental value and minimise noise pollution/emissions from generators etc.
 - Electricity appears to be on a single bill - sub-meters could be fitted to ensure the units are billed separately
 - Heating serves the whole building via underfloor heating
 - There is a shared lobby, that would be very difficult to segregate (costs include cleaning, automatic door maintenance, window cleaning, decoration, general wear and tear) so a service charge would need to be levied in addition to the rent for the premises.

Options reviewed

- 3.14 The review of the service considered alternative ways in which it might be delivered differently; it also considered different locations from which it might be delivered and also opportunities for the existing building to be used in other ways. The principal options are summarised below, with a commentary about each.

Outsourcing

- 3.15 Enquiries were made of certain external organisations that were considered as likely candidates for operating the information service, along the lines of the existing model. Whilst it was considered possible to introduce a more commercial approach to delivering the service, the costs of the service were considered to be too high to make this a realistic option for an external organisation, without significant levels of subsidy being provided by the Council. This option was therefore discounted as it would not achieve the objective of significantly reducing the cost of the service to the Council. It would not yield sufficient immediate savings and would expose to Council to uncertain levels of service and potential risks in the medium term, were it not to succeed.

Greater commercialisation

- 3.16 The service has been operating in its current form for many years and the budget position has scarcely changed. Operating in the manner it has been, relies on relatively high levels of staffing. Due to the limited footprint, and because, as currently designed, the premises has little space for storing retail goods, there is reduced opportunity for diversification from its traditional format. Much of the internal space is taken up with displays and racks of leaflets, with only minimal sales opportunity; the external space surrounding the building has not been well designed for trading outlets (potentially operated by concessions), however, it is adjacent to Cromer's small weekly market. The limitations on the premises therefore constrain the opportunities to yield sufficient income to offset the significant existing service costs; in addition to which, the Council does not have the necessary experience of running a retail type operation that might generate and the necessary levels of income or profit to the Council.

Delivery in partnership with an externally run facility

- 3.17 A number of councils operate TICs alongside other facilities, and indeed, this has been done in North Norfolk previously in the case of the North Norfolk Railway in Sheringham and at Wells Maltings (an arrangement that continues, with the goodwill of Wells Maltings Trust, at no cost to the Council). The service operated at the NNVC could be provided in collaboration with other facilities, although the Council does not have a prominent role in any of these, in which case some form of incentive would be required in order for a partnership arrangement to work.
- 3.18 Given that the service is district/destination wide, an accessible central location is considered essential. Having reviewed options, officers explored the opportunity for the service to operate from the reception at Cromer Museum, a facility operated by Norfolk County Council. The business case for such an option was explored in some depth but given the likely costs and compromises that would be deemed necessary in order for this to work, the option was unable to achieve the objective of significantly reducing the cost of the service; nor would it provide co-benefits for the museum without extensive subsidy from the Council.
- 3.19 Alternative visitor information provision opportunities may exist within other Council owned assets, such as Cromer Pier. Should closure of the existing facility be agreed, the Council will be open to ideas/options presented by its tenants and/or service delivery partners.

Replacing the service by digital provision

- 3.20 A number of local authorities across the country have changed their TIC service away from a physical service to one which is self-serving, for example with static displays and interactive screens, or just a virtual offer, e.g. via an app. This could be done within North Norfolk (or beyond) as a means of spreading the locations from which visitor information is available, potentially siting 'tourist information points' (TIPs) at attractions and popular locations. This would not rely on a fixed place and time, therefore freeing up the NNVC premises and staffing, whilst enabling a 365-day, 24/7 access to information. The very traditional model by which the TIC has operated however, doesn't respond well

to the trend in visitor information. At the time the centre was refurbished and transformed into the DHC discovery centre, a DHC app was also developed. The app has proven to be relatively popular, and has been kept operational, however there is little to suggest what the levels of demand (or the benefits) for an expansion of this to wider visitor information might be. Obviously major tech companies, such as Google and Tripadvisor, provide extensive information about all destinations, including user generated content (UGC). There is little point in competing with these popular online services; however, it should be accepted that such provision does not meet the needs of people who are not able to, or choose not to, rely on on-line content. A local in-situ model could be developed – perhaps using interactive screens - but the costs and benefits of doing so are difficult to predict. Insufficient certainty exists about set up and future costs or benefits of this service model, however, if it were deemed to become a beneficial way of delivering the service, and funding was available (perhaps via grants), it could be considered at a later date. This does not impact on the options for the future use of the NNVC premises at present.

4. Corporate Priorities

- 4.1 Various elements of the Corporate Plan and Annual Action Plan relate to matters addressed in this report. These are quoted below.

Investing in our Local Economy and Infrastructure:

- *“Continuing to promote North Norfolk’s diverse tourism and visitor offer”*

Action Plan 2024/25

“Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer”

A strong responsible and accountable Council

- *“We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.”*
- *“Reviewing contract and partnership arrangements to ensure the most appropriate and efficient means of delivering services to our diverse communities and customers”*
- *“Reviewing service delivery arrangements so as to realise efficiencies without compromising service standards and outcomes”*
- *“Investigating the implementation of a Tourist Tax to finance the provision and maintenance of visitor infrastructure so that the costs do not fall directly on local Council Tax payers/making sure tourism pays for itself”*
- *“Continuing a service improvement programme to ensure our services are delivered efficiently”*
- *“Exploring opportunities to work further with stakeholders and partner organisations”*

“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.”

5. Financial and Resource Implications

- 5.2 The net annual revenue saving from the proposed approach amounts to £129,321 against the existing budget for the service. This is made up of:
- reduction in staffing and related costs
 - reduction in property related costs for the existing premises
 - income from letting the existing premises (based on the professional advice of the Council’s Estates and Asset Strategy Manager, having regard to comparable premises).
- 5.3 The existing budget breakdown is set out in Appendix 1, together with the breakdown of the projected savings.
- 5.4 The proposal would be enacted as part of the service review process. Redundancy costs are indicated in table 2 of Appendix 1
- 5.5 Matters relating to the lease of the existing property would involve staff in the Council’s Estates and Legal teams.

Comments from the S151 Officer:

The Council are required to set a balanced budget for 2025/26. The revenue savings from the proposed approach of £129,321 will help to close the £1.8million budget shortfall the Council is currently facing.

6. Legal Implications

- 6.1 The recommended approach is not believed to give rise to the need for any specific legal issues. The lease of the existing premises to a third party will be led by the Council’s Estates team and any redundancy procedures would be led by the Council’s HR team.

Comments from the Monitoring Officer

Whilst no legal issues are identified at this stage, Eastlaw are available to provide advice and assistance as may be needed.

7. Risks

- 7.1 Risks principally relate to reputational matters, caused by the loss of a service and DHC assets that visitors, relevant local businesses and some residents might value. A carefully conceived and well executed communications strategy will be necessary in order to mitigate the reputational harm.

8. Net ZeroTarget

- 8.1 The recommended approach will not alter the overall emissions for which the Council is responsible, however, it will shift emissions from scope 2 (electricity used by the Council directly) to scope 3 (electricity used by tenants of Council premises).

9. Equality, Diversity & Inclusion

- 9.1 No relevant matters arise from the contents of this report

10. Community Safety issues

- 10.1 No relevant matters arise from the contents of this report

11. Conclusion and Recommendations

- 11.1 There is clearly an opportunity to reduce the cost of the visitor information service; its delivery in the current form is considered to be anachronistic and expensive. Alternative methods of delivering the service (as is) have been evaluated and are not considered to provide value for money for the Council, nor to yield other overriding benefits. Alternative means of providing visitor information will continue to be explored, together with partner organisations and other interested parties.
- 11.2 The existing NNVC premises could be let in order to provide on-going income to the Council. Alternative (Council-related) uses for the building are not considered to be of sufficient benefit in relation to the loss of income to which this would give rise.
- 11.3 **The Overview and Scrutiny Committee is invited to comment on the issues involved for the Council if it were to cease provision of the tourist information centre, and how else the objectives of the service review might be achieved, so as to inform any decision which might subsequently be taken by Cabinet as part of the 2025/26 budget process.**

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Medium Term Financial Strategy*

2024/25 to 2027/28

North Norfolk District Council

*Subject to update following the budget announcements on 30 October 2024.

Executive Summary

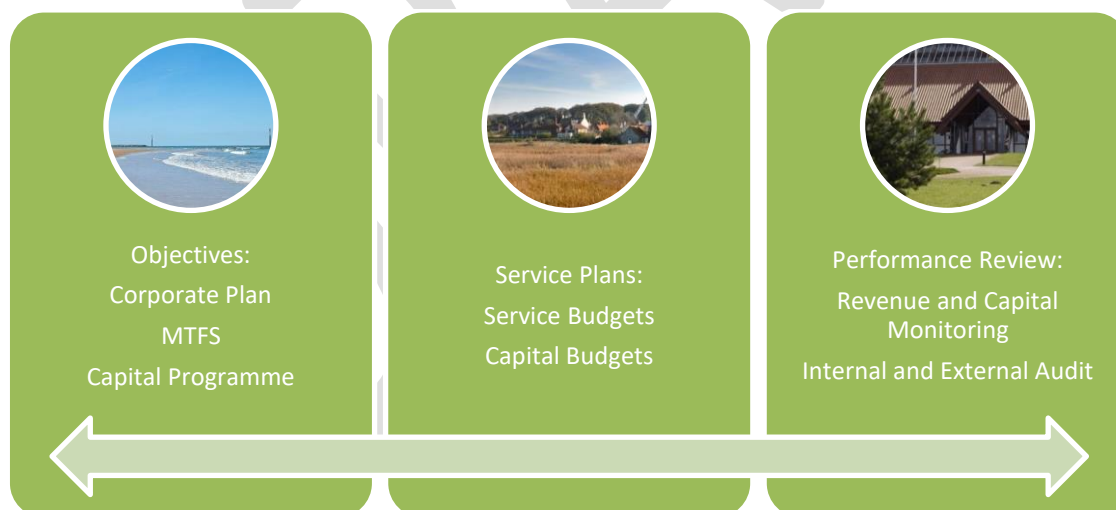
North Norfolk District Council's Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan. The MTFS sets out how Council's priorities will be achieved by setting out the framework within which resources are available to the Council over the medium term and the financial challenges facing the Council in terms of future funding gaps.

The MTFS aims to:

- provide a high-level assessment of the resources available and outlines the projections for the following four financial years (beyond the current year);
- refresh the financial projections taking into account a number of local and national factors. These will include known spending pressures and commitments, along with forecast future funding reductions and the impact of the national economic outlook;
- provide preparatory work for the following year's budget;
- explore the demands on the capital programme both in terms of ambition and resources along with the impact on the revenue account and reserve levels held by the Council;
- address the sustainability of the Council's financial position.

The MTFS is fundamentally linked to the Corporate Plan, a summary of which can be found at: <https://www.north-norfolk.gov.uk/media/9394/corporate-plan-2023-to-2027.pdf>

The following diagram provides an overview of the financial processes undertaken by the Council to ensure value for money for the tax payers.



The Council is currently projecting a deficit position for the coming years. Forecasting the deficit allows the Council time to plan mitigating actions more effectively, meaning they are more likely to be successful. This strategy will explore some of the Council's plans for addressing this deficit.

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Appendix 1: General Fund Summary

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1. Context

The population of North Norfolk is gradually increasing, with residents living longer. There is a higher than average number of residents migrating into the district, particularly in the 50-64 years age group as people retire to the area. When compared to county and regional averages, there are far more over 55 year olds proportionately that live in North Norfolk; this puts pressure on services such as Adult Social Care in the district.

North Norfolk has a fairly low index of deprivation score, but is higher than the Norfolk and East of England averages. Areas of deprivation often require higher levels of service provision and are a budget pressure for both NNDC and the County Council. Barriers to housing services and living environment are the highest deprived domains within North Norfolk and these are increasing in deprivation.

The strongest business sectors in the district are:

- Accommodation and food services
- Manufacturing
- Arts, entertainment and recreation
- Retail

There is a higher than average number of micro-businesses in North Norfolk and this trend is increasing. This area has a lower than average number of new business start-ups. The Council offers support for its small businesses through Business Rates relief schemes.

North Norfolk has proportionally more residential property sales than the East of England average, with house prices higher than the County average. The unaffordability of houses and number of second homes is proportionally higher in North Norfolk and is on the increase. The high number of second homes particularly increases the burden on Council services, as well as affecting the sense of community in individual areas with a high number of second homes.

A large part of the North Norfolk economy is dependent on tourism and travel to the area, with the Council itself benefiting directly from tourism in the form of car parking income. Visitor trips to North Norfolk are increasing, with July, August and December being the most popular months for tourists. Overall, visitors spend and the numbers of jobs in the tourism sector are increasing.

2. National Pressures

Some financial pressures are driven nationally and are beyond the control of the Council and may come about due to policy directions or new legislation from Central Government. Some of these which act NNDC are shown below.

National Pay Review

The discussions on pay come at a time whereby other public sectors have negotiated pay deals with junior doctors agreeing a 22.3% increase in pay over two years, alongside teachers who have negotiated a 5.5% pay increase. NHS Nurses have recently been awarded a 5.5% pay increase.

For Local Government Specifically, the 2022/23 and for 2023/24 pay awards have been given as a flat rate increase for all NJC staff at £1,925 per annum for, giving an average increase of around 5% for each year. The pay award for 2024/25 was agreed with the Unions on 23 October 2024 of a flat rate increase of £1,290 for Grade 12 – Grade 5, with an 2.5% increase for Grade 4 – Grade 1.

Interest rates

Interest rates fluctuate based on several factors, driven primarily by economic conditions, Bank of England policies, and market dynamics

The current Bank of England base rate, as of October 2024, stands at 5%, following a series of significant rate increases throughout the past 4 years peaking at 5.25% in August 2023 aimed at controlling inflation. The Bank of England base rate was reduced to 5% in August 2024. These changes in rates have impacted the Council's investment strategy, as investment income remains a crucial source of revenue derived from the investment of reserves and surplus funds, including the timing of daily cash inflows and outflows.

While the higher interest rates have improved returns on investments, the cost of borrowing has increased, therefore meaning that any borrowing either short term to cover potential shortfalls in cash flows, or longer-term borrowing which may be sort to cover larger projects becomes more expensive. Therefore, requiring careful consideration in the current interest rate environment.

3. Local Pressures

Local Economic changes

NNDC derives significant sums of income from fees and charges for services such as car parking and planning. These will be affected by factors outside the Council's control, such as the weather, consumer confidence and the general health of the economy.

Coastal Erosion & Environmental considerations

North Norfolk's coastline is vulnerable to erosion and the impacts of climate change. Protecting coastal areas and managing flood risks is a growing priority that requires significant investment. The council must also address the environmental sustainability of its services, which includes reducing carbon emissions. Grants are sought where possible for such coastal schemes.

Local Council Tax Support Schemes (LCTS)

The LCTS scheme was implemented in April 2013 as a replacement to Council Tax Benefit. This change was part of wider welfare reforms to reduce expenditure, giving responsibility of the replacement scheme to Local Councils. LCTS schemes should encourage people into work and be based on the ability to pay. Previously the Council Tax Benefit scheme was 100% funded through subsidy paid to the Council from the Department for Work and Pensions (DWP).

From April 2013 each billing authority was given the discretion to set their own scheme, although at the outset the government did stipulate that the scheme would not change the 100% maximum support for low-income pensioners i.e. they would receive the same level of support as they did under the system of Council Tax Benefit. Funding for LCTS is no longer received as a separate subsidy grant but is now within the overall Local Government Funding system as non ring-fenced funding within the Revenue Support Grant (RSG) and baseline funding level. The local scheme (for North Norfolk) has remained the same since the introduction of LCTS in 2013/14. The local scheme means that those of working age previously entitled to 100% maximum council tax benefit are required to pay a maximum of 8.5% of their council tax liability.

The Council Tax Support Working Group are currently meeting to consider the options for the LCTS for 2025/26. The Council will need to review options going forward to ensure this remains a cost effective, affordable scheme. There is currently a live consultation on this revised scheme - a report will be presented to members shortly regarding this matter.

4. Inflation

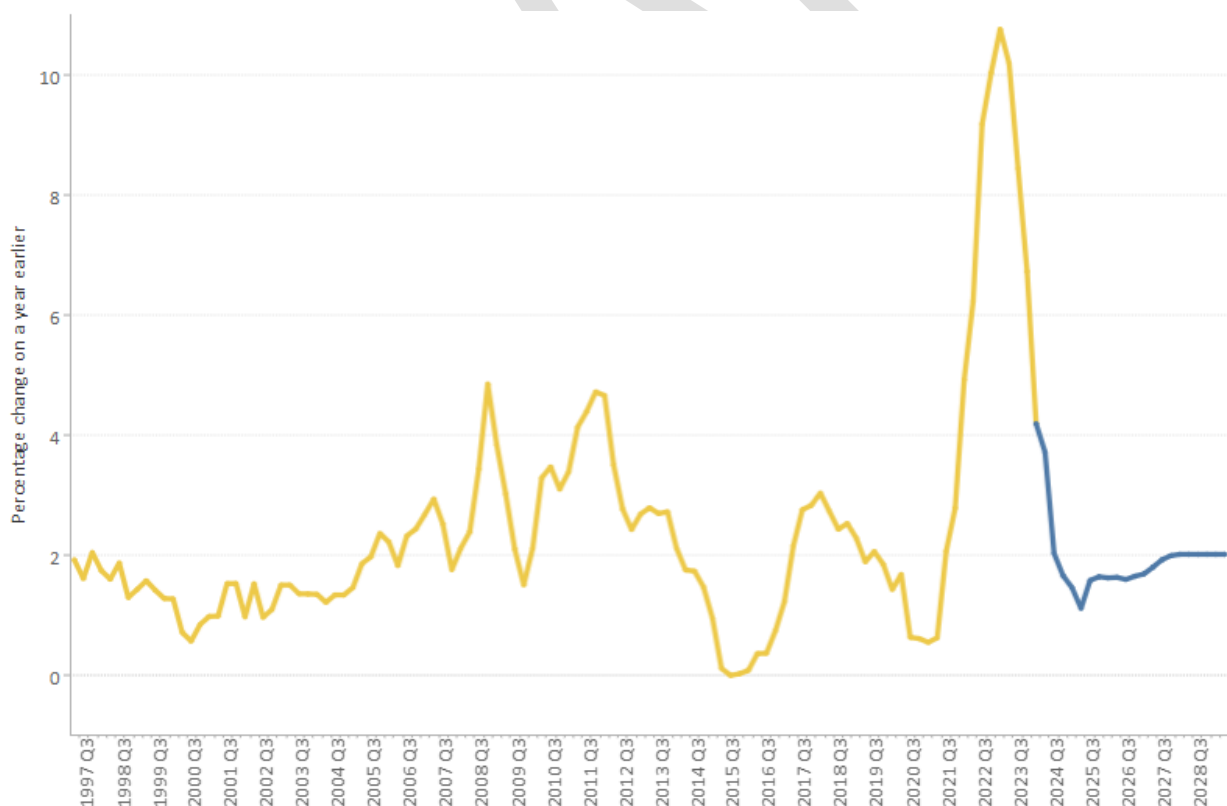
Inflation is the rate at which the prices for goods and services that the Council buys are expected to rise. At the end of September, Consumer Price Index (CPI) inflation was at 1.7%, largely in line with the Government's target rate of 2%

Inflation in recent years has been particularly volatile. Inflation peaked at 11.1% in October 2022. This spike was driven largely by global supply chain disruptions, surging energy costs attributable to geopolitical tensions, and the economic recovery following the COVID-19 pandemic. The Bank of England Monetary Policy Committee has been altering the base rate to bring inflation back to the Government 2% target. Since the peak of inflation, it has slowly been brought back under control with the latest CPI inflation in September 2024 being 1.7% suggesting that further changes to the base rates are imminent. Please refer to Chart 1 for the inflation forecasts for the upcoming period to Q3 2028.

General prices and contracts – There are also some areas and contracts, such as the waste contract, which use different indices to calculate annual increases, and these are taken account of where appropriate.

Income (fees and charges) – In recent years budgets for fees and charges have included a percentage increase reflecting the rate of inflation at the time, unless there have been specific reasons for higher or lower increases or alternatively the Council is not able to influence them.

Chart 1 – Inflation Forecast 2024/25 onwards (source OBR)



Source: ONS, OBR

5. Funding changes

Local Government is currently going through a significant period of change in terms of the way it is funded and the way the funding elements are to be calculated for the future.

Settlement Funding

The Local Government funding settlement is issued each year by the Ministry of Housing, Communities and Local Government (MHCLG) and for NNDC comprises several elements. These include Revenue Support Grant, New Homes Bonus, Baseline Funding Level (via the Business Rates Retention Scheme), Council Tax and Rural Services Delivery Grant.

Revenue Support Grant is not ring-fenced grant and can be spent on services at NNDC's discretion. Based on the current financial projections it is currently showing negative revenue support grant. This occurs when a local authority is deemed to have enough local resources (e.g., from council tax or business rates) that, according to the funding formula, it would no longer require any Revenue Support Grant.

Rather than requiring authorities to pay money back, the government has traditionally intervened to "cancel out" the effect of Negative Revenue Support Grant, meaning authorities with negative amounts are held at a zero level of Revenue Support Grant instead of being asked to return funds.

The total amount of settlement funding is anticipated to drop, as detailed below and is summarised below in Chart 2. Chart 3 shows the change in total funding sources, including Council Tax.

Spending Review/Fair Funding Review

There are two large projects currently being carried out, a review of the business rates systems, and the fair funding review, both of which have been delayed for a number of years.

Business rate reform is also something being discussed with the potential resetting of the baseline, which would have a significant adverse effect potentially amounting to £2m - £3m less income per annum.

There are a number of projects currently being carried out by MHCLG which have the potential to have a large and unpredictable impact on the Council's finances. The Fair Funding Review is looking at refreshing the data and formulas that sit behind funding allocations for Local Authorities from Central Government. This has not been done since 2011, so even simply refreshing the data would potentially cause large shifts in funding between Councils.

The current crisis in social care funding is likely to mean that more money is channelled towards Authorities with social care responsibilities (such as the County) and away from Authorities such as NNDC. The Fair Funding Review will look again at what drives a Council's need to spend, what resources they can raise locally and create new funding allocations for each authority. Updates on this review, and the consequential financial implications are eagerly awaited from the new Government, who have stated their intention of progressing with the Fair Funding Review, and intention of including multi-year settlements as a part of that process.

The overall amount of funding available for allocation will be governed by the Spending Review, which will effectively decide how much money each Central Government department will have available to spend. Both of these reviews represent significant risk to NNDC's balanced budget position and are being monitored closely by officers.

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Chart 2 - Settlement Funding Assessment, Revenue Support Grant and Baseline Funding Level

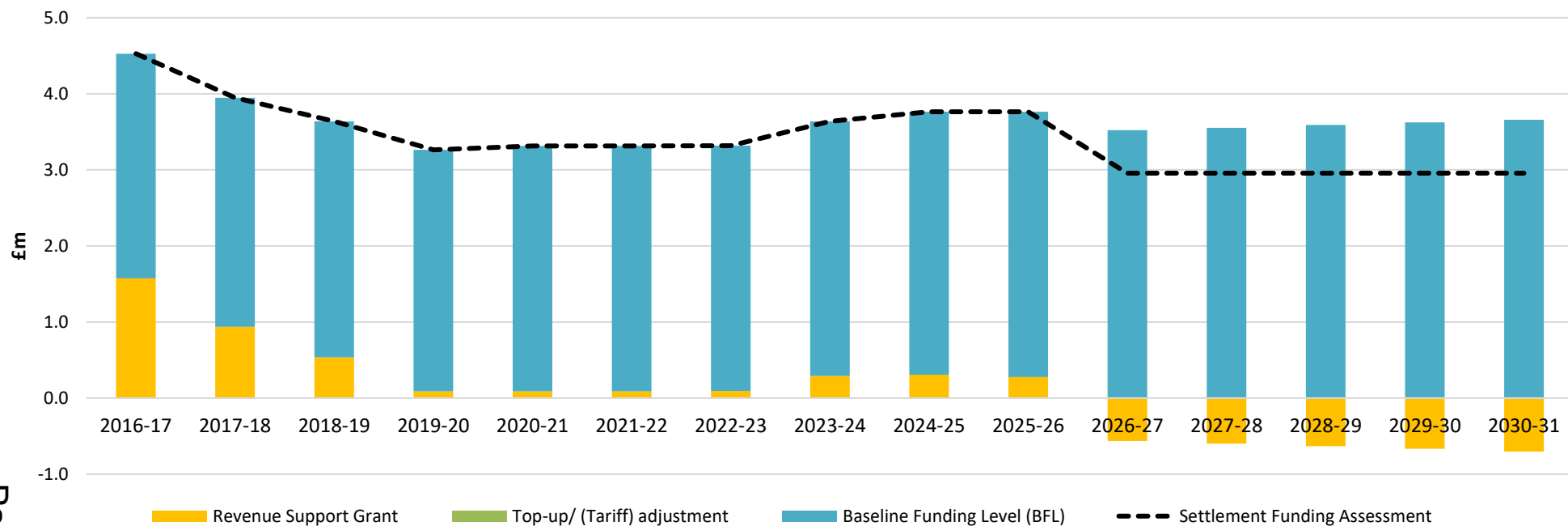
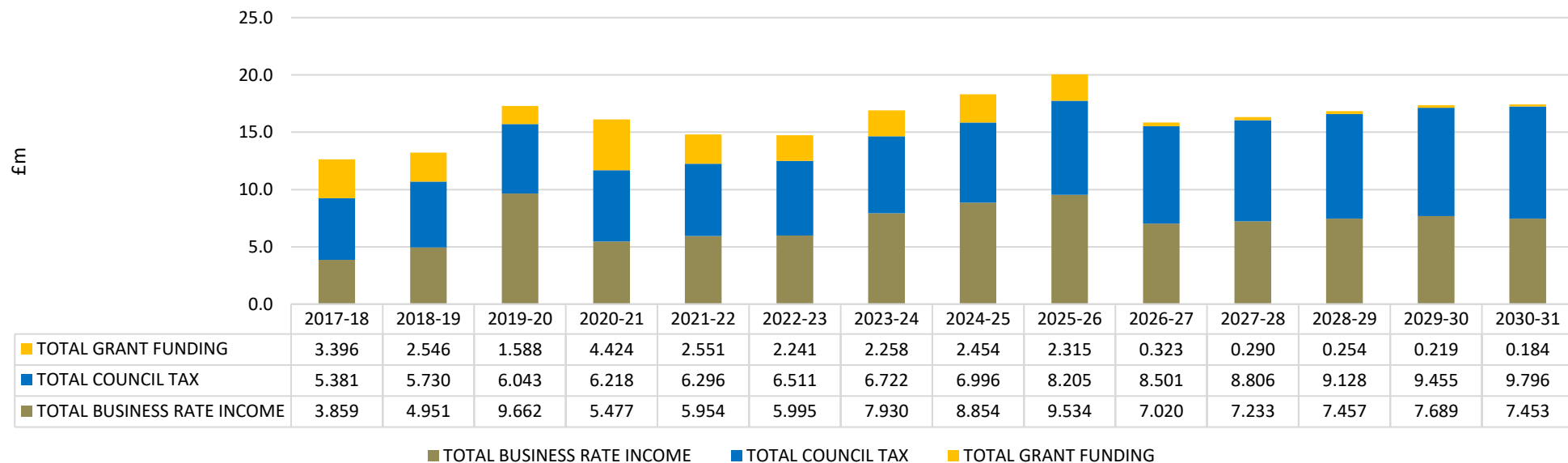


Chart 3 - Sources of Funding



6. Income

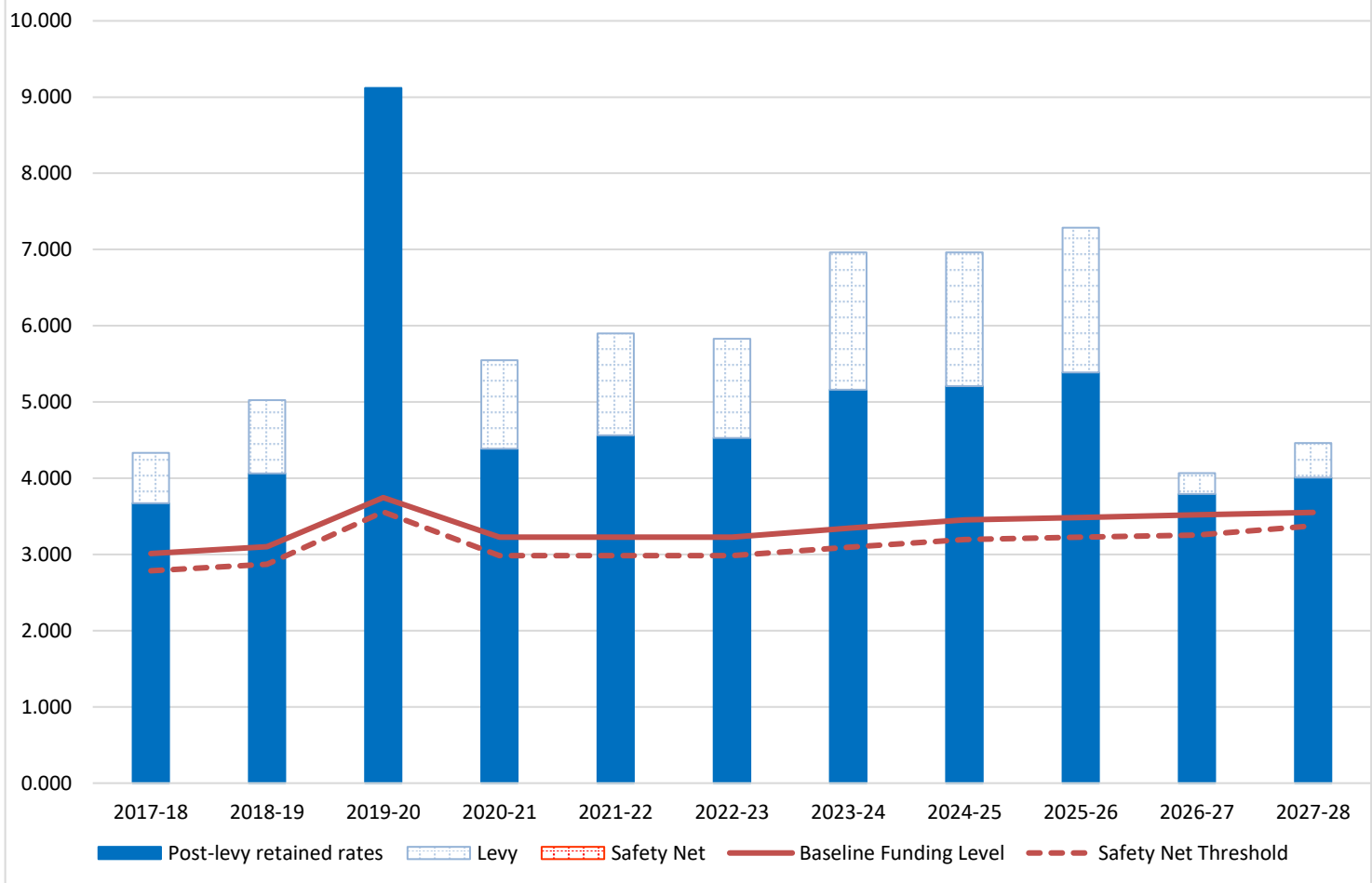
The Council derives a limited and reducing amount of funding from Central Government, with the main sources of income now being locally raised taxes, fees and charges and specific grants. This section explains more about how the Council is funded and how this is expected to change over the coming years.

Business Rates Retention

Since the 2013/14 financial year, local government has been able to retain 50% of the growth in the local business rates income to support services. As part of a manifesto commitment, the Government had pledged to allow Councils more control locally over their finances, and as part of this began to plan for an eventual system of 100% local retention of business rates growth. In exchange for this, Councils would have to forgo certain grants received from Central Government.

The income from the current system is shared on the basis of 50% being returned to Central Government, 40% being retained by NNDC with 10% going to the County. However, while technically NNDC's share is projected to be around £15.9m, after the tariff payment is made the net income to NNDC reduces to around £5.4m for 2025/26. Chart 4 shows the anticipated funding for the Council from the Business Rates Retention Scheme.

Chart 4 - Funding from Business Rates (post-levy/ safety net)



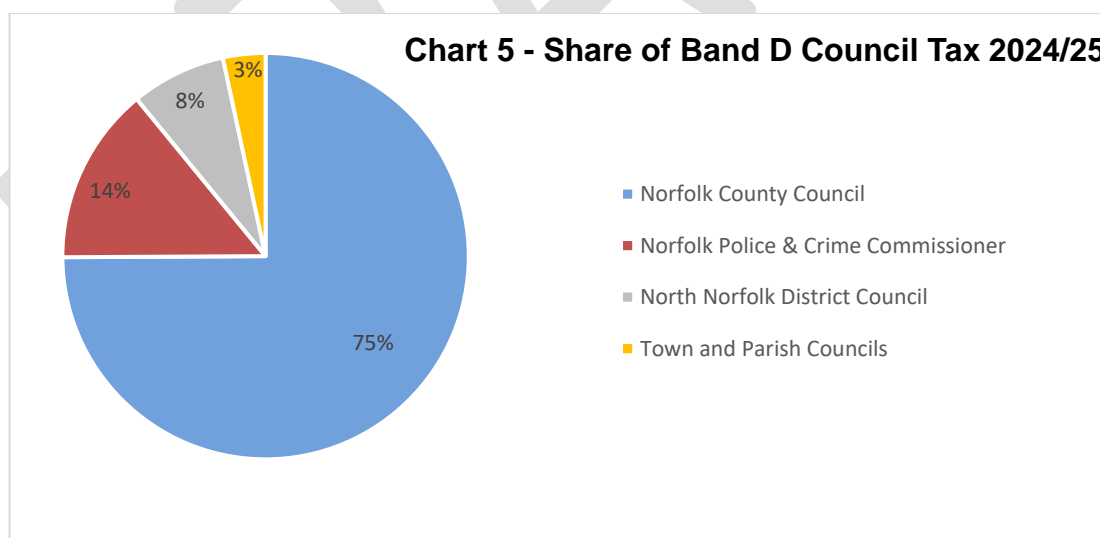
New Homes Bonus

The New Homes Bonus (NHB) was introduced in 2011/12 as an incentive and reward mechanism to promote housing growth. Councils receive payment for new houses built in the district and also long term empty properties that have been brought back into use with 80% kept by NNDC and 20% returned to the County. Since its initial introduction the payment mechanism has undergone two fundamental changes which have significantly impacted on the income received by NNDC.

The first was the transition from payments rolled up over a 6 year period up to 2016/17 (for which the Council received £2.1m, to 5 years in 2017/18 to the new 'floor' of 4 years from 2018/19 onwards. The second was in 2017/18 when a national baseline of 0.4% (based on property numbers within the district) was introduced. The combined effect of these two changes is forecast has seen income drastically decrease from the highest point in 2016/17 of £2.1m to only £31k in 2023/24, further falling to a budgeted £5.6k in 2024/25. The level we receive depends upon the number of houses brought back into use alongside the number of new developments – this is an area that the current Government are looking to review.

Council Tax

NNDC is the billing authority for the district of North Norfolk. This means that NNDC send out the Council Tax bills to residents and collect the Council Tax, but most of this is then distributed to the County Council and Norfolk Police Authority with a further element then going to town and parishes councils.



The charge on a Band D property which is retained by NNDC is currently £168.57. Any increases on this amount are restricted by a cap put in place by the Government, which means that NNDC cannot increase its precept by more than 3% or £5, whichever is the greater. The Government is currently consulting on this, but the current view is that this cap will remain the same for the coming year. Within the MTFS, it has been assumed that NNDC will increase its precept annually by the maximum amount to partly offset the reduction in grant funding from Central Government.

Fees and charges

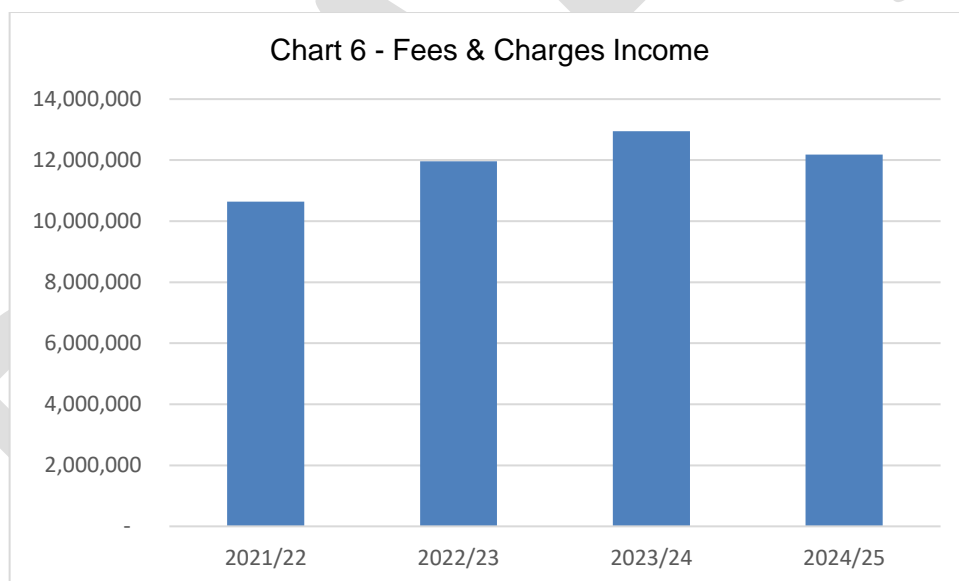
The Council generates income through various fees and charges for services provided to residents and businesses. These charges help fund essential services and maintain financial sustainability. The way these fees are determined can vary, with some being set by central government and others by the Council themselves. Additionally, some services have specific rules around how any profit or surplus is managed.

Typically fees and charges regulated by Central Government include the fee structures in place for planning applications and licencing fees, whereby any increases in such fees are within limits set by Central Government.

Other fees and charges are determined by local councils based on local priorities, needs, and economic conditions. Examples of such fees include leisure services and parking fees.

Ring fencing also exists for specific areas regarding any surplus generated through the fees and income, meaning that it can only be used in the specific area it was generated. This mechanism of Ring-fencing ensures transparency and accountability, ensuring that residents see a direct benefit from the fees they are charged.

Chart 6 below shows the actual income received for the years 2021/22 – 2023/24, alongside the budgeted income for 2024/25.



7. Looking forward

In the context of these pressures and reduced funding, the Council has produced a forecast for spend for Capital and Revenue purposes and also anticipated use of Reserves

General Fund

The General Fund shows how much the services provided by the Council cost the taxpayer, and how much funding is required from other sources.

This General Fund Summary is as presented and approved on 21 February 2024.

Table 1: General Fund Summary 2024/25 – 2027/28

	2024/25 Base Budget £	2025/26 Projection £	2026/27 Projection £	2027/28 Projection £
Net Operating Expenditure	22,062,303	21,934,464	22,471,738	23,255,185
Contributions to/(from) Earmarked Reserves:	(1,796,456)	(189,330)	(3,053)	7,707
Amount to be met from Government Grant and Local Taxpayers	20,265,847	21,745,134	22,468,685	23,262,892
Income from Government Grant and Taxpayers	(20,265,847)	(19,898,824)	(19,476,542)	(19,941,455)
(Surplus)/Deficit	-	1,846,310	2,992,143	3,321,437

Reserves

The Council holds a number of 'useable' reserves both for revenue and capital purposes which fall within one of the following categories:

- General Reserve
- Earmarked Reserves
- Capital Receipts Reserve

The General Reserve is held for two main purposes:

- to provide a working balance to help cushion the impact of uneven cashflows and avoid temporary borrowing
- a contingency to help cushion the impact of unexpected events or emergencies

As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of

the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared.

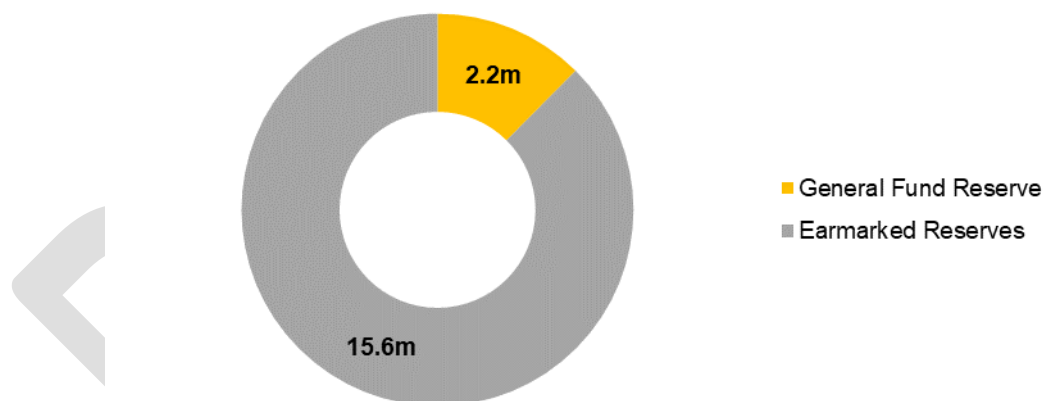
Earmarked Reserves provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce the impact on Council Taxpayers of future uncertain events such as business rate appeals or clawback of benefit subsidy.

All reserves, general and earmarked, will be reviewed over the coming months as part of setting the budget for 2025/26, with a view that where commitments have not been identified and funds or reserve balances are no longer required these are re-allocated to specific reserves to address other requirements as applicable.

Use of reserves to balance a budget provides only a short term solution as the funds can only be used once. They can however be used to smooth the impact of funding gaps over the short to medium term and to allow for planning and implementing projects and work streams that will deliver a longer term financial benefit through reduced costs and/or additional income.

Chart 7 – Reserves Balances as at 1 April 2024

Reserve Balances at 1 April 2024

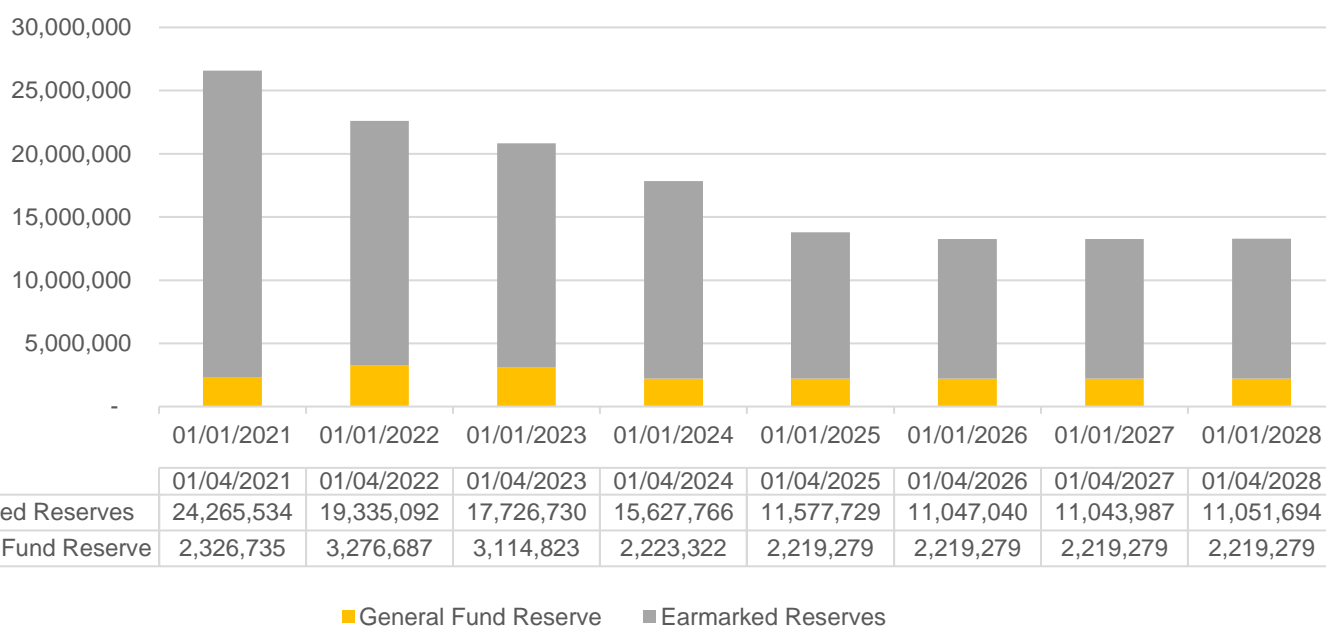


There are currently 26 earmarked reserves alongside the General Fund Reserve. The names and individual details of these earmarked reserves can be found in Appendix 2.

Similarly, reserves can be used to fund one-off costs for projects that will deliver a longer-term benefit. For example the use of the Restructuring and Invest to Save reserve to fund one-off restructuring costs, where a restructuring will deliver a longer term saving for a service and for some of the implementation and project costs for the Business Transformation programme that will deliver future savings. The use of reserves in this way will be considered as part of the full business case for individual project proposals, taking into account the payback period of the project along with indirect financial implications, for example, reduced balances available for investment and the associated loss of investment income.

The Capital receipts Reserve consists of capital receipts from the disposal of assets and land and is used to fund the capital programme. Capital receipts can not ordinarily be used to fund revenue expenditure.

Chart 8 - Projected Reserve Balances to 1 April 2028



The above projection with Chart 8 predicts a fall in the levels of Reserves held from £17.85m to £13.27m by April 2028.

Forward Looking Assumptions

Assumptions play a critical role in the development of a local council's Medium Term Financial Strategy. The assumptions made about future income, expenditure, inflation, and service demand directly affect the accuracy of forecasts and budgets. If assumptions are overly optimistic or fail to account for potential risks, the council could face significant financial shortfalls, while overly conservative assumptions might lead to under-utilisation of resources or unnecessary service cuts.

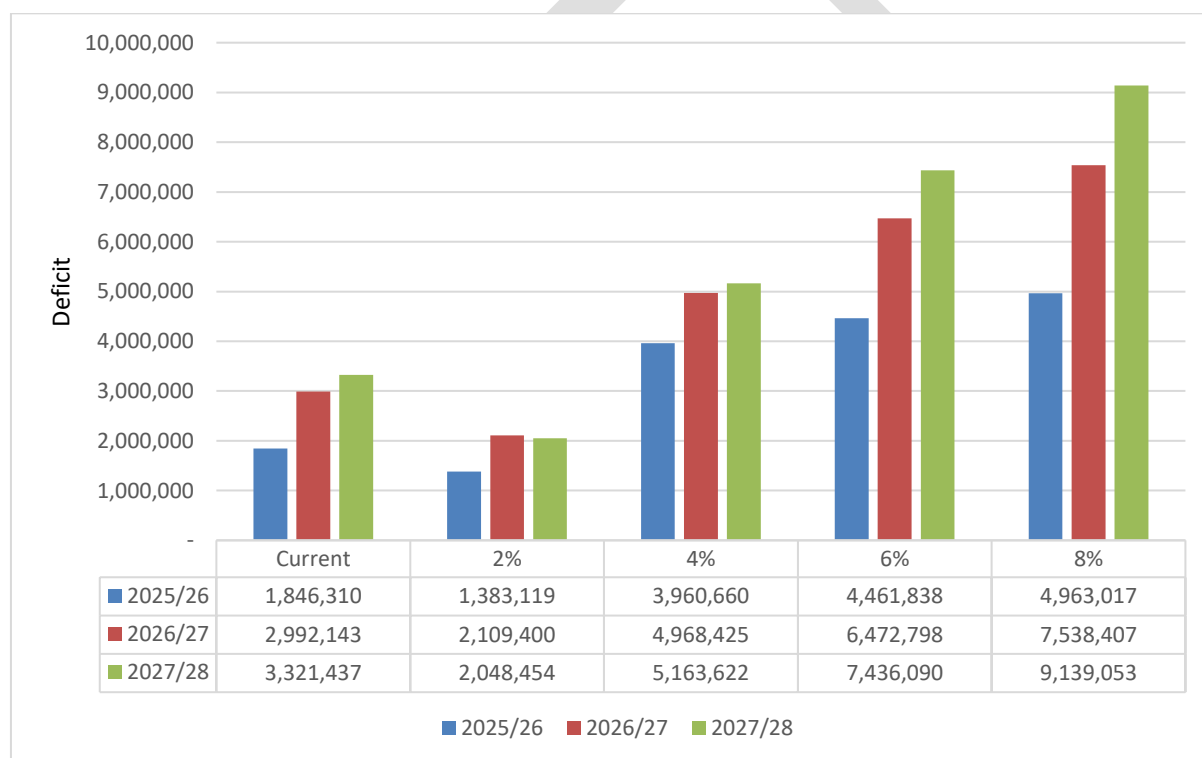
Some of the key forward-looking assumptions involve the following:

- **Inflation** – Inflation assumptions affect the costs of delivering services and are essential when forecasting salaries, contracts, and procurement costs. If inflation rises higher than forecasted, costs could outpace available funding.
- **Interest rates** – The Council invests when there is surplus cash, the returns on these investments are typically linked to interest rates. When interest rates are low, the Council earns less on their investments, reducing the income that can support service delivery. When interest rates rise, the cost of servicing debt increases, which can reduce the funds available for other services if borrowing is sought.

- **Government Funding** – A major factor for the Council is the assumption around future government grants and funding levels. Central government funding can fluctuate due to changes in national policy or funding formulas. Councils need to carefully project how much they can expect to receive, especially when funding levels are uncertain.
- **Service Demands** – If demand increases due to demographic changes or social factors, councils will need to allocate more resources, impacting their budgets. Incorrectly predicting demand can lead to underfunding or over-provision of services.

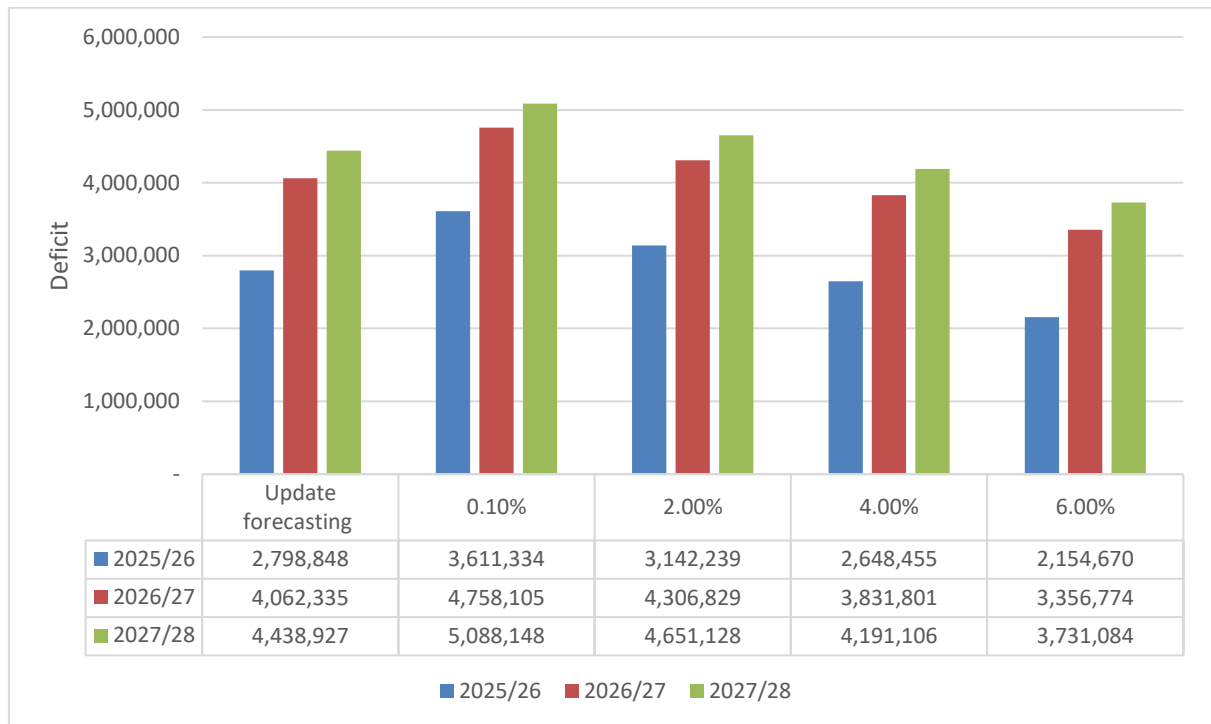
Inflation rates have been turbulent since 2021. To demonstrate how these variances have the potential to impact the projections Chart 9 below shows the impact of inflation on the overall surplus/deficit position at various increments; 2%, 4%, 6%, 8% alongside the current budget and projection as approved by the Council.

Chart 9 - Impact on overall deficit projections from inflation movements



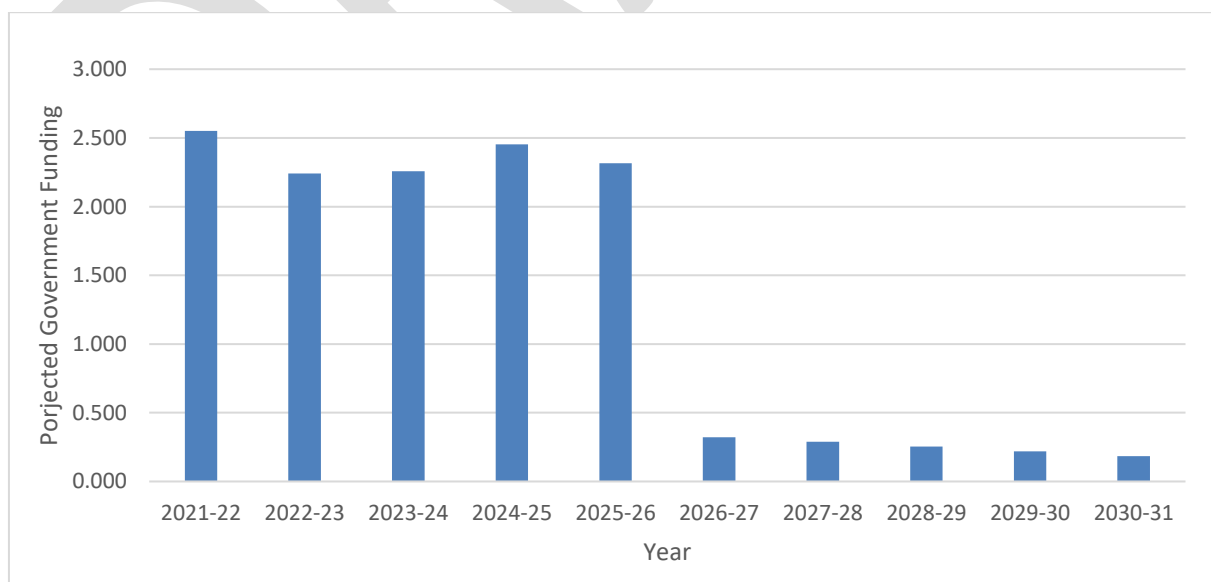
Interest rates have increasing since the beginning of 2022 until it stabilised for a 12-month period at 5.25%, recently have reduced to 5%. Interest is linked to inflation with the Bank of England base rate often set as an attempt to control inflation. As demonstrated in Chart 10 inflation is beginning to settle towards the target set by Central Government, therefore meaning drops in the base rates could be reasonably expected. However, there is scope for interest rates decreases to be held, or for subsequent rises should the economic environment not improve as forecasted. Chart 10 demonstrates the impact of effective return on investments rates on the overall surplus/deficit position at various increments; 0.1%, 2%, 4%, 6%, alongside an updated forecast based on latest interest rate projections.

Chart 10: The impact of effective interest rates earned on investment on the Deficit position



The future of government funding remains uncertain and is inherently difficult to predict with a complete rework of the system possible, with all Councils eagerly awaiting further news from the recently elected Government regarding any funding reviews considering the financial turmoil faced by many Councils across the country. However, to demonstrate the sensitivity of this in relation to the projections Chart 11 below shows the expected levels of government funding currently projected to be received, assuming that the fair funding review proceeds in the 2026/27 year.

Chart 11: The level of projected grant funding expected to be received.



Capital

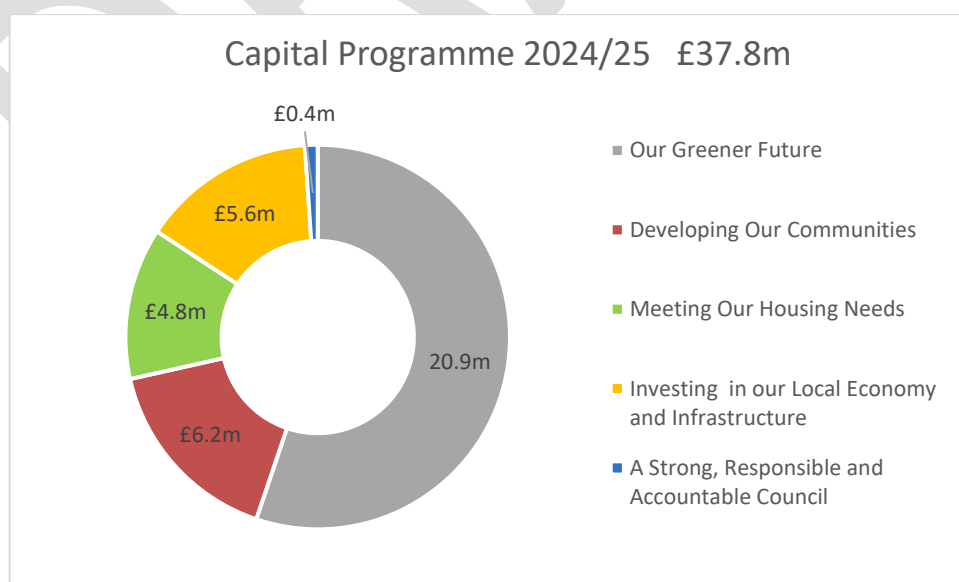
The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years.

As capital expenditure is incurred, a source of finance must be identified. This can be done through capital receipts, grants and other revenue resources or alternatively through borrowing.

Any expenditure that is financed through borrowing increases the Council's 'Capital Financing Requirement' (CFR). Each year a revenue charge called the Minimum Revenue Provision (MRP) is made to reflect the funding of the CFR by the taxpayer, it is required to be set aside to cover the repayment of debt caused by the need to borrow for capital purposes. As the need to borrow increases, the CFR and MRP also increase. If the Council has sufficient cash resources to meet the expenditure, it will not be necessary to borrow externally and cash balances can be used to cover the expenditure. This is referred to as 'internal borrowing' and attracts an MRP charge in the same way that external borrowing does.

New projects, which are included in the programme in the future, will need to be financed by MRP if no capital resources such as capital grants or capital receipts from future asset sales are available. Alternatively existing revenue reserves could be used to finance these projects through a revenue contribution to capital (RCCO) which would avoid the need to make an MRP charge.

Future external borrowing is assumed to finance a portion of the Sheringham Leisure Centre replacement project and could also be used to finance future capital projects. Short-term borrowing rates are currently very low, meaning it may be preferable to undertaking long-term borrowing at the current time.



8. Closing the Budget gap

The Council's strategy for reducing the budget gap covers several work streams as outlined below.

Property Investment and Asset Commercialisation

Opportunities for investment in property, whether direct or indirect, are being considered to achieve either a direct income stream from the asset or improved returns on investment.

Opportunities for the most efficient utilisation of the Council's assets and maximising returns where appropriate are vital. Indirect property investments via treasury instruments, such as the purchase of pooled property funds, can potentially provide a return in terms of a regular income and growth in the value of the investment. Under the Treasury Management Strategy, the Council has made investments in a number of pooled funds which invest in property. One of these funds, the LAMIT Pooled Property Fund, invests exclusively in various property assets with the aim of achieving a regular income and growth in the value of the investment. In addition to these investments, the Council has agreed to provide capital expenditure loans to registered providers of social housing to facilitate the delivery of housing in the district, along with achieving an income return on its investment. The Council can choose to use its capital resources to finance a programme of asset commercialisation which aims to deliver long-term revenue streams for the Council and work on an ongoing basis is required to identify the most appropriate projects. This strategy of direct property investment can ensure a secondary benefit to the district as it is possible to generate an economic growth benefit when the investment is located in North Norfolk. This is; however, more resource intensive to manage than externalising these investments.

Service reviews

Service reviews often reveal areas where costs can be reduced without severely impacting service quality. For example, a review might uncover inefficient processes, opportunities for automation. Service reviews may find through reviews that alternative models - such as partnerships, outsourcing, or shared services with neighbouring authorities - could deliver the same or even improved services at lower costs.

Savings Proposals

Service managers across the Council have been asked to provide savings proposals, these are currently being received and will be considered as part of the budget setting process.

Generating additional income

Generating additional income through services like car parks and waste collection can provide a steady revenue stream that helps close the Council's budget gap reducing the impact on services the Council provides.

Cessation of non-economically viable non statutory services

One of the approaches to addressing the budget gap is the cessation of non-economically viable non-statutory services. Non-statutory services - those not legally required by government mandates - are often valued by communities but can significantly strain the

Council's budget, especially when they operate at a financial loss. By carefully assessing which services are both non-statutory and non-viable economically, the council can make informed decisions about which offerings to discontinue or reduce.

This process typically involves a detailed cost-benefit analysis to identify services that may be underutilised, duplicative, or unsustainable without substantial subsidy. Redirecting funds from these services allows the council to prioritise statutory and essential functions.

Reduce level of statutory services

Investigating the standard of statutory services provided offers an opportunity to identify where levels of service can be adjusted while still meeting the essential needs of the community. By reviewing current service standards, the council can pinpoint areas where delivery might be scaled back without compromising basic requirements. For instance, reducing the frequency of certain services, such as routine maintenance.

Shared Services, collaboration and selling services

Creating efficiencies through shared services continues to be a priority for central government. Identifying such opportunities must therefore continue at a local level, ensuring that realistic and deliverable benefits can be achieved. This could include joint procurement opportunities such as the new banking contract, shared service delivery where appropriate and selling services.

Council Tax

In the current funding environment, increasing council tax has become an important consideration for maintaining essential services amidst rising costs and budget constraints. Reduced central government funding, combined with inflationary pressures on service delivery, has intensified the need for councils to generate more local revenue. An increase in council tax can provide the council with the necessary funds to bridge budget gaps, ensuring that statutory services and vital community support are maintained at an acceptable standard.

Alongside this the increased flexibilities around council tax discounts provides a further potential income stream. There is currently a review ongoing and recommendations on the level of council tax discounts will be reported for approval as part of the budget reports for 2025/26.

New opportunities

Given the current uncertainties around issues such as changes to the Local Government funding mechanisms it will be essential to identify new opportunities to either increase income, increase efficiency through the redesign of services, explore new partnership models for service delivery etc and this will be one of the main challenges over the medium term.

While the Council's reserves do provide some level of comfort over the short term and could be used to address budget deficits this is not a sustainable financial strategy for the medium to long term.

Appendix 1 – General Fund Summary – As presented to full council

Service Area	2023/24 Base Budget £	2023/24 Updated Base Budget £	2024/25 Base Budget £	2025/26 Projection £	2026/27 Projection £	2027/28 Projection £
Corporate Leadership/ Executive Support	484,705	525,720	406,877	435,410	447,048	459,189
Communities	11,834,134	11,733,424	11,530,421	11,998,954	12,406,133	12,857,050
Place and Climate Change	6,509,032	6,500,859	7,121,376	6,606,105	6,577,614	6,721,991
Resources	5,518,103	5,518,103	4,707,483	4,560,815	4,693,816	4,855,348
Savings to be Identified	-	-	(250,000)	-	-	-
Net Cost of Services	24,345,974	24,278,106	23,516,157	23,601,283	24,124,610	24,893,579
Parish Precepts	2,875,207	2,875,207	3,129,194	3,129,194	3,129,194	3,129,194
Capital Charges	(2,456,953)	(2,456,953)	(2,962,374)	(2,962,374)	(2,962,374)	(2,962,374)
Refcus	(1,677,167)	(1,677,167)	(761,647)	(761,647)	(761,647)	(761,647)
Interest Receivable	(1,533,436)	(1,533,436)	(1,865,172)	(1,865,172)	(1,865,172)	(1,865,172)
External Interest Paid	-	-	40,285	23,880	23,880	23,880
Revenue Financing for Capital:	710,000	3,757,578	210,000	-	-	-
Minimum Revenue Provision	330,000	330,000	487,860	501,300	515,247	529,725
IAS 19 Pension Adjustment	265,496	265,496	268,000	268,000	268,000	268,000
Net Operating Expenditure	22,859,121	25,838,831	22,062,303	21,934,464	22,471,738	23,255,185
Contributions to/(from) Earmarked Reserves:	2023/24 Base Budget	2023/24 Updated Base Budget	2024/25 Base Budget	2025/26 Projection	2026/27 Projection	2027/28 Projection
Capital Projects Reserve	(400,000)	(400,000)	-	-	-	-
Asset Management	-	(405,564)	(120,000)	-	-	-
Benefits	(111,305)	(111,305)	(46,622)	-	-	-
Building Control	(81,866)	(89,690)	(122,542)	(11,883)	-	-

Business Rates Reserve	(1,278,267)	(1,278,268)	(18,000)	(18,000)	(18,000)	(18,000)
Coast Protection	-	(134,003)	(265,738)	-	-	-
Communities	(275,000)	(275,000)	(131,550)	-	-	-
Delivery Plan	(1,289,412)	(2,472,360)	(451,894)	(159,764)	(10,000)	(10,000)
Economic Development & Tourism	(44,800)	(44,800)	(10,000)	(10,000)	(10,000)	(10,000)
Elections	(100,000)	(133,015)	60,000	60,000	60,000	60,000
Enforcement Board	-	-	-	-	-	-
Environmental Health	(16,000)	(34,372)	(40,000)	-	-	-
Grants	-	(304,784)	(77,969)	(44,410)	(19,780)	(9,020)
Housing	(555,898)	(1,257,875)	(128,318)	(55,273)	(55,273)	(55,273)
Land Charges	-	-	(89,100)	-	-	-
Legal	(31,745)	(31,745)	(36,000)	-	-	-
Major Repairs Reserve	-	(341,223)	(50,000)	-	-	-
New Homes Bonus Reserve	(178,000)	(48,000)	(150,000)	-	-	-
Organisational Development	(42,742)	(42,742)	(26,123)	-	-	-
Planning Revenue	(148,965)	(128,965)	(37,300)	50,000	50,000	50,000
Restructuring/Invest to save	-	-	(45,456)	-	-	-
Contribution to/(from) the General Reserve	(356,461)	(356,460)	(9,844)	-	-	-
Amount to be met from Government Grant and Local Taxpayers	17,948,660	17,948,660	20,265,847	21,745,134	22,468,685	23,262,892

Funding	2023/24 Base Budget	2023/24 Updated Budget	2024/25 Base Budget	2025/26 Projection	2026/27 Projection	2027/28 Projection
Parish Precepts	(2,875,207)	(2,875,207)	(3,129,194)	(3,129,194)	(3,129,194)	(3,129,194)
Council Tax	(6,738,797)	(6,738,797)	(7,068,941)	(7,309,692)	(7,583,998)	(7,868,911)
Collection Fund Surplus	-	-	(108,332)	-	-	-
Retained Business Rates	(6,315,000)	(6,315,000)	(7,683,000)	(7,683,000)	(7,683,000)	(7,863,000)
New Homes bonus	(31,080)	(31,080)	(5,600)	-	-	-
Revenue Support Grant	(102,462)	(102,462)	(309,046)	(325,048)	(325,048)	(325,048)
Funding Guarantee	(974,416)	(974,416)	(1,230,666)	(700,273)	-	-

Rural Services Delivery Grant	(567,386)	(567,386)	(656,974)	(567,386)	(567,386)	(567,386)
LCTS Admin Grant	(136,747)	(136,747)	-	-	-	-
Ctax Discount Grant	(50,074)	(50,074)	(51,576)	(52,608)	(53,660)	(53,660)
Lower Tier Services Grant	-	-	-	-	-	-
Services Grant	(130,442)	(130,442)	(22,518)	(131,623)	(134,256)	(134,256)
Business rates Levy Surplus	(27,049)	(27,049)	-	-	-	-
Income from Government Grant and Taxpayers	(17,948,660)	(17,948,660)	(20,265,847)	(19,898,824)	(19,476,542)	(19,941,455)
(Surplus)/Deficit	-	-	-	1,846,310	2,992,143	3,321,437

Appendix 2 – Projected Reserve Movements

Reserve	Balance 01/04/24 £	Updated Movement 2024/25 £	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 £
General Fund - General Reserve	2,223,322	(4,043)	2,219,279	-	2,219,279	-	2,219,279	-	2,219,279
<u>Earmarked Reserves:</u>			-						
Capital Projects	555,618	(555,618)	-	-	-	-	-	-	-
Asset Management	633,544	(248,186)	385,358	-	385,358	-	385,358	-	385,358
Benefits	725,822	(46,622)	679,200	-	679,200	-	679,200	-	679,200
Building Control	145,799	(110,542)	35,257	(23,883)	11,374	-	11,374	-	11,374

Business Rates	1,784,591	(18,000)	1,766,591	(18,000)	1,748,591	(18,000)	1,730,591	(18,000)	1,712,591
Coast Protection	241,534	(265,738)	(24,204)	-	(24,204)	-	(24,204)	-	(24,204)
Communities	300,491	(131,550)	168,941	-	168,941	-	168,941	-	168,941
Delivery Plan	2,221,101	(1,600,718)	620,383	(401,509)	218,874	(10,000)	208,874	(10,000)	198,874
Economic Development and Regeneration	178,326	(12,250)	166,076	(10,000)	156,076	(10,000)	146,076	(10,000)	136,076
Election Reserve	63,000	60,000	123,000	60,000	183,000	60,000	243,000	60,000	303,000
Enforcement Works	45,962	-	45,962	-	45,962	-	45,962	-	45,962
Environmental Health	1,152,018	(572,426)	579,592	-	579,592	-	579,592	-	579,592
Environment Reserve	150,000	-	150,000	-	150,000	-	150,000	-	150,000

Grants	2,686,696	(77,969)	2,608,727	(44,410)	2,564,317	(19,780)	2,544,537	(9,020)	2,535,517
Housing	1,422,448	(356,479)	1,065,969	(55,273)	1,010,696	(55,273)	955,423	(55,273)	900,150
Innovation Fund	-	532,426	532,426	-	532,426	-	532,426	-	532,426
Land Charges	339,152	(89,100)	250,052	-	250,052	-	250,052	-	250,052
Legal	88,914	(36,000)	52,914	-	52,914	-	52,914	-	52,914
Major Repairs Reserve	767,979	(50,000)	717,979	-	717,979	-	717,979	-	717,979
Net Zero Initiatives	471,857	-	471,857	-	471,857	-	471,857	-	471,857
New Homes Bonus (NHB)	146,149	(62,386)	83,763	(87,614)	(3,851)	-	(3,851)	-	(3,851)
Organisational Development	112,221	(26,123)	86,098	-	86,098	-	86,098	-	86,098
Pathfinder	89,566	-	89,566	-	89,566	-	89,566	-	89,566

Planning	287,926	(37,300)	250,626	50,000	300,626	50,000	350,626	50,000	400,626
Restructuring & Invest to Save Proposals	717,051	(45,456)	671,595	-	671,595	-	671,595	-	671,595
Treasury	300,000	(300,000)	-	-	-	-	-	-	-
Total Reserves	17,851,087	(4,054,080)	13,797,008	(530,689)	13,266,319	(3,053)	13,263,266	7,707	13,270,973

Appendix 3 – Capital Programme 2024/25 and beyond

Corporate Priority	Current Budget 2024/25 £	Forecast Expenditure 2024/25	Updated Budget 2025/26 £	Updated Budget 2026/27 £	Updated Budget 2027/28 £
Our Greener Future	20,875,958	10,998,538	6,440,051	6,697,712	300,000
Developing our Communities	6,173,416	5,589,956	8,209,000	-	-
Meeting our Housing Need	4,827,670	3,549,777	1,300,000	1,300,000	1,000,000
Investing in our Local Economy and Infrastructure	5,551,787	2,510,002	210,000	60,000	-
A Strong, Responsible and Accountable Council	404,219	404,219	162,000	60,000	-
Total Expenditure	37,833,050	23,052,492	16,321,051	8,117,712	1,300,000
Grants and Contributions	28,101,069		14,373,328	7,447,712	1,000,000
Reserves	2,352,670		718,723	-	-
Capital Receipts	3,539,929		712,000	610,000	300,000
Internal / External Borrowing	3,839,382		517,000	60,000	-
Total Funding	37,833,050		16,321,051	8,117,712	1,300,000

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BUDGET MONITORING P6 2024/25	
Executive Summary	<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 September 2024.</p> <p>As at 30 September 2024, the General Fund projected deficit is £0.995m (£0.801m on Net Operating Expenditure) for the full year 2024/25. This is after adjusting for all known variations and full year forecasting by service managers.</p>
Options considered	This is an update report on the Council's financial position and so no other options were considered.
Consultation(s)	<p>Cabinet Member</p> <p>Section 151 officer</p> <p>Budget Managers</p>
Recommendations	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1) Note the contents of the report and the current forecast year end position. 2) Note that officers will work together to take action to reduce the overall projected General Fund deficit for 2024/25. <p>It is recommended that Cabinet seek approval from full Council:</p> <ol style="list-style-type: none"> 3) to include an addition to the revenue budget of £13,000 for an addition to existing Exacom software as laid out in paragraph 4.8.1 4) to include a permanent increase to the revenue budget of £34,000 for an additional member of staff in the Licensing Team as detailed in paragraphs 4.8.2 to 4.8.5. This will be funded from the ring-fenced licencing income. 5) to include an additional capital budget of £22,000 to complete the Cromer Offices LED lighting project. This is to be funded from the Net Zero Initiatives reserve as detailed in paragraph 5.4.2 6) to include an additional capital budget of £5,600 to pay the retention sum for the Crinkle Crankle Wall and that this is funded from the Major Projects Reserve as detailed in paragraph 5.4.3 7) to include an additional capital budget of £30,000 to rethatch the Collector's Cabin roof and that this is to be funded from the Asset Management reserve as detailed in paragraph 5.4.4 8) to include an additional capital budget of £23,400 to develop the customer services C3 software and is to be funded from the Development Plan reserve. as detailed in paragraph 5.4.5
Reasons for recommendations	To update members on the current budget monitoring position for the Council.

Background papers	
Wards affected	All
Cabinet member(s)	Cllr Lucy Shires
Contact Officer	Tina Stankley, Tina.stankley@north-norfolk.gov.uk

Links to key documents:	
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.

Corporate Governance:	
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 30 September 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.

2. Revenue

- 2.1 The Council has an approved General Fund revised revenue budget of £22.456 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 30 September 2024 is £23.257m against the budget of £22.456m which is a projected overspend of £0.801m 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 6 2024/25

Service Area	2024/25 Base Budget £000	2024/25 Revised Budget £000	2024/25 Full Year Forecast Period 6 £000	Period 6 Variance £000
Corporate Leadership/ Executive	576	533	348	(185)
Communities	11,530	11,387	11,300	(87)
Place and Climate Change	7,121	7,117	6,714	(402)
Resources	4,538	4,573	5,603	1,030
Savings to be Identified	(250)	0	0	0
Net Cost of Services	23,516	23,610	23,966	356
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)	(1,420)	445
External Interest Paid	40	340	340	0
Revenue Financing for Capital:	210	210	210	0
Minimum Revenue Provision	488	488	488	0
IAS 19 Pension Adjustment	268	268	268	0
Net Operating Expenditure	22,062	22,456	23,257	801
Funded By				
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)	(7,828)	(145)
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
Income from Government Grant and Taxpayers	(20,266)	(20,266)	(20,411)	(145)
(Surplus)/Deficit	1,796	2,190	2,846	656
Contribution To/(From) Reserves	(1,796)	(2,190)	(1,851)	339
(Suplus)/Deficit Position	0	0	995	995

Forecast variance explanations

- 2.6 The full year forecast position is a net overspend of £0.356m. This is the net figure after adjusting for savings in staffing and professional fees, some of which were to be funded from reserves. Where these savings have occurred there has also been an equal adjustment made to the use of reserves so that we are now forecasting a use of reserves of £1.851m rather than the budgeted £2.190m i.e. a saving of £0.339m in the use of earmarked reserves. This is discussed in more detail in Section 6 below and at appendix D. The

salary pay award has just recently been agreed and has been considered when calculating the period 6 forecast figures.

- 2.7 Along with variances against service area budgets the forecast for investment income is now £0.400m less than originally budgeted for. This variance is explained in detail in Section 4 below.
- 2.8 The Council has received some windfall income i.e. £0.145m from the County Council which was from the Norfolk business rates pool prior years' surplus. This was not budgeted for and will be used to reduce the overall General Fund deficit.
- 2.9 The significant variances in this period 6 forecast are highlighted in paragraphs 2.7 to 2.13 below.
- 2.10 **Corporate Leadership/Executive Support** - £0.185m underspend. The main reasons are outlined below: -
- i. An underspend of £0.141m in Employee Costs related to reductions in contracted hours and having vacant posts where there has been staff turnover.
 - ii. Savings of £0.036m in printing and publication expenditure.
- 2.11 **Communities** - £0.087m underspend.
- i. An underspend of £0.071m in Employee Costs related to having vacant posts.
 - ii. Income for bulky waste has exceeded the budget expectation by £0.010m.
- 2.12 **Place and Climate Change** - £0.402m underspend due to the following: -
- i. An underspend of £0.422m in Employee Costs Employee Costs, £0.140m of which was being funded from reserves.
 - Reduction in contracted hours and unable to recruit to 2 vacant fixed term post in Environmental Strategy giving a saving of £0.060m.
 - There are several vacant posts in Development Management some of which are reserve funded giving a saving of £0.132m,
 - Vacant posts in Conservation, Design & Landscape giving a saving of £0.095m, which would have been funded from reserves.
 - Reduced contracted hours and savings for vacant post in Planning Policy giving a saving of £0.044m.
 - ii. There is an underspend of £0.177m in Supplies and Services due to
 - Slippage with the Local Plan has resulted in less expenditure on Professional Fees in the year than originally budgeted for. The expenditure would have been funded from earmarked reserves.
 - There is an underspend of £0.070m on a climate project within Environmental Sustainability which would have been from reserves.

- iii. There is a forecast shortfall in income of £0.160m
 - Planning Fee income is forecast to be £0.100m below the budget. There are fewer major applications being submitted than expected. With the new Local 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. However 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 £0.060m below the revised budget due to the knock-on impact of reduced number of major planning schemes coming through.

2.13 Resources - £1.030m overspend due to: -

- i. A forecast overspend of £0.042m for Employee Costs which is due to paying for maternity cover along with some additional training and recruitment costs.
- ii. There is a small net underspend of £0.003m on premises costs that is made up of several larger offsetting amounts.
 - There is a £0.031m overspend on Public Conveniences costs due to hiring the Woo Loo facility in Weybourne.
 - There are additional utility costs of £0.011m.
 - There is a reduction in Business Rates of £0.014m.
 - Insurance Premiums are £0.027m less than was budgeted for.
- iii. There is a forecast overspend on Supplies and Services of £0.181m which is due to having Agency and Locum staff to cover vacant posts e.g. the Assistant Director in Finance and Chief Technical Accountant. However this will have been partly offset by savings in Employee costs for the vacant posts.
- iv. **Income - £811k 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.
 - A proposal to extend the Meadows Car Park extension was put forward to generate additional income. It was accepted and included in the approved budget for 2024/25. Since then there has been further consideration and thought given to other options for providing additional parking in the district. So the extension has been put on hold until all options have been explored further. Therefore the anticipated additional income of £79k will not be achieved.

- 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 is forecast to be a £36k loss in income over the year.
- Due to void periods at one of the industrial units in North Walsham a full year income shortfall of £18k is forecast.

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 6 - 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)
Total		976	861	(115)

3.3 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 mentioned at section 2.9 above. This will have an ongoing impact on the budget position. Additional income from advertising and concessions in areas such as the Pier and Car Parks (£20k) has not progressed as planned.

3.4 In addition to the identified savings of £975k included in the balanced budget a further £250k of unidentified savings was also included. £256k of service savings have now been identified and the P6 revised budget has been updated. Any savings identified above the required £250k (to date this amounts to £6k) will be transferred to the General reserve. Table 3 below provides members with a summary of those identified savings. Appendix B accompanying this report outlines in more detail how the savings to date have been achieved. It should be noted that £139k of these savings are recurring and so will help bridge the gap in future years.

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

	Base Budget Savings £'000s	Pd 6 - savings identified £'000s	Transfer to General Fund £'000s
Savings to be identified	(250)		
Breakdown of savings achieved			
Corporate Directorate		(43)	
Environment & Leisure		(87)	
People		(56)	
Sustainable Growth		(5)	
Legal and Governance		(32)	
Finance, Assets & Revenues		(32)	
Total	(250)	(256)	(6)

4. Non-Service Income and Expenditure

Investment Interest

- 4.1 The 2024/25 investment interest budget is £1.866m. This budget was calculated based on the economic position in November 2023 (6% interest rates and average cash balances of £33.8m). Since then, the Monetary Policy Committee (of the Bank of England) has brought interest rates down again slightly as it was felt that the higher interest rates have achieved their purpose in bringing UK inflation back under control. However, this has had an adverse impact on the investment income the Council is achieving.
- 4.2 Currently the average interest rate being achieved is 5.37% on an average investment balance of £28.3m. It is expected that there will be a year-end shortfall of £445k, with anticipated earnings of £1.420m against the budget of £1.866m.
- 4.3 This shortfall is due to:
- Lower interest rates, which peaked at 5.25% instead of the forecast average of 6.00%, rates are currently at 5%. Rates are expected to continue to decline to 4.25% by the year-end.
 - A lower investment balance, averaging £28.3m instead of the budgeted £33.80m. This is largely due to not having received the capital grants in advance of spending for the large coastal projects which was the expectation, and the FLASH project was put on hold prior to and following the General Election. The receipt of the £9m grant for this was built into the cashflow forecast but it has only just been confirmed again following the Budget on 30 October.

Borrowing Interest

- 4.4 The Council has previously approved borrowing to fund some of its capital projects, most notably for the Reef (c.£5m) and refuse freighters (c.£3m). Up until recently it has been able to “internally borrow” for these projects, saving on 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. This internally borrowed cash will at some point have to be replaced to bring the cash back to the level that it should be (an increase of £8m in cash for the above two projects), and this is when external long-term borrowing is taken.

- 4.5 During 2023/24 there was an increased requirement to borrow short-term to meet cashflow shortfalls. This ongoing shortfall is an indicator that longer term borrowing is required to replenish cash balances. Therefore a 13 month £5m loan at an interest rate of 5.39% was taken from the PWLB in March 2024.
- 4.6 At its meeting on 25 September 2024 full Council approved the use of the Treasury Management Reserve (£300k) to provide a budget for borrowing costs for 2024/25. There was a small budget of £40k so the total budget now stands at £0.340m. PWLB borrowing costs for the year will be £0.293m. Short-term borrowing costs as at Period 6 was £0.052m. Therefore allowing for some additional borrowing costs during the remainder of the year the anticipated overspend against the budget is around £100-£110k.
- 4.7 A budget will be included in the future to cover any borrowing costs the Council will incur.
- 4.8 There are two requests for approval to add additional budget the approved General Fund budget.
 - 4.8.1 The first is for an addition to the existing Exacom software which will enable officers to collate, use and manage effectively the increasingly large quantities of information and data we need to capture regarding Biodiversity Net Gain. The cost of this will be £13,000 and it is to be funded from the Delivery Plan Reserve. This will be recouped via a contribution of £4,350 from the additional income generated through the scheme being made back to Delivery Plan Reserve for 3 years to cover the cost.
 - 4.8.2 The second request is for an increase in the establishment. The Licensing team has seen a significant increase in work associated with taxis. In 2019/20 there were 41 new driver applications compared with 103 in 2023/2024. In 2019/20 there were 43 new vehicle applications compared with 220 in 2023/24. This significant increase in applications has had resourcing implications for the team.
 - 4.8.3 In providing the licensing function, the council, under the provisions of the Local Government Misc. Provisions Act 1976, is entitled to levy fees to recover the reasonable cost associated with:
 - recovering the costs of the issue and administration of drivers' licences
 - the inspection of vehicles for the purposes of determining whether any such licence should be granted or renewed
 - the provision of hackney carriage stands
 - any administrative or other costs in connection with the control and supervision of hackney carriage and private hire vehicles.
 - 4.8.4 Licensing income from these schemes must be ring-fenced, in that licensing fees and charges cannot be spent on other areas of council activity – even other areas of licensing business.
 - 4.8.5 It is therefore proposed to use the ring fenced fee income from taxi licensing to undertake some of the admin function of the team and recruit an additional Environmental Health Administrative Officer on a Grade 10. The budget

required for this will be £34k. However as stated above it will be met from the ring fenced income.

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 Actual Capital expenditure for 2024/25 as at period 6 was £14.8m compared to an updated full year capital budget of £37.8m. Officers have reported that progress on schemes is as expected, and that expenditure is forecast to be in line with the budgets at the year-end.
- 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 The following adjustments will be made to the capital programme subject to approval by full Council at its meeting on 20 November 2024. These changes have all been reflected in Appendix C so that it shows what the approved capital programme will be if all the adjustments are approved.
- 5.4.1 The Cromer Coast Protection Scheme and Mundesley Coastal Management Scheme has been reprofiled to reflect when the expenditure is expected to be incurred during 2024/25 and 2025/26.
- 5.4.2 The Cromer Offices LED Lighting Programme has a budget of £89k to cover the cost of completing the works, however the tender prices for the works were all substantially higher. The lowest contract price was £111k, which has been accepted. Therefore an additional budget of £22k is requested. This is to be funded from the Net Zero Initiatives reserve.
- 5.4.3 The Crinkle Crankle Wall project was completed in 2023/24 but there was a retention sum that wasn't accrued for at the year-end for £5,600. Therefore an additional budget of £5,600 is being requested to cover this expenditure and it will be funded from the Major Repairs Reserve.
- 5.4.4 The thatched roof on the Collector's Cabin needs to be replaced as it has come to the end of its life and there is now rainwater leaking through into the building. To retain our rental income for this building it needs to be well maintained. The estimated cost to thatch the roof is £30k however once quotes have been received it could be less. Therefore approval is sought to include this project in the Capital Programme and to fund the expenditure from the Asset Management Reserve.
- 5.4.5 The Council has used a system called Workbench, which is our workflow and online forms system. However it is no longer supported and so we need to replace it. The Council has an existing system called C3 which is the contact centre software used in Customer Services. The providers of C3 will work with the Council to develop this so that it can be rolled out across the council. The annual sum for this will be £3,300 but this will be contained within existing Customer Services budgets. However there will be initial one-off costs of £23,400 to develop to the C3 software to fulfil our requirements. This will be funded from the Delivery Plan reserve.

- 5.4.6 The Reserves Statement presented in this report does not include the use of the reserves as outlined above, but if approved then they will be adjusted.
- 5.4.7 There have been some minor amendments to the descriptions of some the capital projects which will hopefully make it clearer to know what they are specifically covering. These are
- “Coastal Erosion Assistance” has been renamed to “Coastal Erosion Assistance (Grants)” to highlight how this project differs from the Coastwise scheme. This budget is to provide financial support the community in the event of unexpected damage caused by coastal erosion.
 - “Coastal Adaptations” has been renamed to “Coastal Adaptations (Cliff Protection)” to highlight how this project it differs from the other coastal schemes. This budget is for small-scale emergency coastal works on the cliffs.
 - “Community Housing Fund” has been renamed to “Community Housing Fund (Grants to Housing Providers)” to highlight how this project differs from the “Loans to Housing Providers” project.
- 5.4.8 It should be noted that the Public Conveniences Access Control project has been removed from the Capital Programme following the Business Planning meeting on the 7 October 2024.
- 5.4.9 The Cromer Offices Floor Power Boxes project has been removed from the Capital Programme following the Business Planning meeting on the 7 October 2024.

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. The position has been updated to take account of capital financing slippage from 2023/24.
- 6.2 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 £339k has been made to earmarked reserves which offsets savings in the net cost of services. Where applicable this commitment has been moved to the 2025/26 financial year.
- 6.3 The Treasury Management Reserve has been updated to reflect the approved use of £300k. This was required to establish a budget for borrowing costs in 2024/25.
- 6.4 Savings of £256k have been identified against a target of £250k, the additional £6k has been allocated to the General Reserve to balance the budget.
- 6.5 The Major Projects reserve, Net Zero Initiatives reserve, Delivery Plan reserve and the Asset Management reserve have not been adjusted to reflect the use of the reserves as discussed in paragraphs 5.4.2 to 5.4.5.

7 Corporate Priorities

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

8 Financial and Resource Implications

- 8.1 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

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 £0.995m. 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 two recommendations seeking full Council approval for additions to the revenue budget as laid out in paragraph 4.8.
- 14.4 The several recommendations seeking full Council approval for additions to the capital budget as laid out in paragraph 5.4.2 to 5.4.5.

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

COMMUNITIES						
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
TOTAL COMMUNITIES				383,010	377,610	

CORPORATE

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

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
Corporate	Customer Services	DM/Reprographics Restructure	Deletion of vacant post	45,456	45,456	On target to achieve
TOTAL CORPORATE				48,726	48,726	

PLACE

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

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	September Full Year Forecast 2024/25	Explanation
SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS						
Sustainable Growth	Economic Growth	Grants	Reduction of grant award	10,000	10,000	Reserve adjusted for 2024/25
TOTAL PLACE				224,525	223,500	

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 highlighed need for training, will achieve £5k of target.
Finance,Asse ts & 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,Asse ts & 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,Asse ts & Revenues	Estates	Various expenditure Savings	- Catfield Industrial Estates - Fakenham Connect Marketing budget reduction - Chalets and beach huts: Equipment and Marketing - Other lettings: Marketing - Estates -Professional fees, Subscriptions.	33,272	33,112	On target to achieve
Finance,Asse ts & Revenues	Estates	Various Income Generation	- Fakenham Connect: - Other Lettings: Electricity recharge. - Shared Equity Insurance Recharges..	4,700	4,700	On target to achieve.

Directorate	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	2024/25 Savings /Income	September Full Year Forecast 2024/25	Explanation
SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS 2024/25 BUDGET PROCESS						
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.
Finance, Assets & Revenues	Estates	Mileage Claims	Reduction in Mileage Claims	1,000	1,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Reduction in generic training	Reduction in generic training	5,000	5,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Travel allowances	Remove the travel allowance general budget.	3,000	3,000	On target to achieve.
Finance, Assets & Revenues	Property Services	Sale of additional unused temporary facility	Unit purchased for temporary use was not installed.	8,000	3,117	Woo Woo toilet sold for less than expected.
Finance, Assets & Revenues	Property Services	Extension of The Meadow Car Park	Extension of the Car Park into the grassed area in the vacant pitch and putt area. This car park is always busy all year round.	79,000	0	Not achieved. The capital budget was not approved for this expenditure.
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.
TOTAL RESOURCES				318,603	209,560	
				974,864	859,396	

CONFIDENTIAL - Proposed Savings/Income 2024/25 to 2027/28

Ref.	Budget Holder	Asst Director	Service Area	Savings Title	Brief Outline of Saving/Additional Income (where applicable)	Saving(S) /Income(I)	Permanent (P) /One off (O)	2024/25 Savings /Income	2025/26 Savings /Income	2026/27 Savings /Income	2027/28 Savings /Income
SAVINGS BIDS SUBMITTED BY ASSISTANT DIRECTORS											
COMMUNITIES											
COM01	Trudi Grant	Karen Hill	People Services	People Services Staffing	Reduced working hours, retirement and vacant posts.	S	O	(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	S	P	(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	S	P	(8,000)	(8,000)	(8,000)	(8,000)
COM04	Emily Capps	Emily Capps	EH & Leisure	EH Staffing	Vacant posts	S	O	(58,837)	0	0	0
COM05	Emily Capps	Emily Capps	EH & Leisure	Private Water Sampling	Lower costs for PWS	S	P	(10,000)	(10,000)	(10,000)	(10,000)
SUB TOTAL COMMUNITIES								(143,198)	(28,000)	(28,000)	(28,000)
CORPORATE											
CORP01	Susan Sidell	Tina Stankley	HR	Staff restructure	Restructure of the HR team	S	P	(43,336)	(51,781)	(53,593)	(55,406)
SUB TOTAL CORPORATE								(43,336)	(51,781)	(53,593)	(55,406)
PLACE											
PL01	Stuart Quick	Rob Young	Economic Growth	Computer Software	We intend to not renew the Cobra software annual licence.	S	P	(4,500)	(4,500)	(4,500)	(4,500)
SUB TOTAL PLACE								(4,500)	(4,500)	(4,500)	(4,500)
RESOURCES											
RES01	Russell Tanner	Daniel King	Property Services	Senior Multi Skilled Operative Saving	Make redundant the post of Senior Multi Skilled Operative.	S	P	(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.	S	O	(22,727)	0	0	0
RES03	Emma Mason	Cara Jordan	Legal	Vacant posts	Vacant Admin Assistant post (May to August).	S	O	(10,293)	0	0	0
SUB TOTAL RESOURCES								(64,767)	(55,056)	(55,056)	(55,056)
Totals								(255,801)	(139,337)	(141,149)	(142,962)

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Capital Programme - Budget Monitoring 2024/25

Scheme	Scheme Total Approval	Pre 2024/25 Expenditure	Updated Budget	Actual Expenditure	Remaining Budget (Forecasted YE Spend)	Budget	Budget	Budget	Budget	Budget
	£	£	2024/25 £	2024/25 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Our Greener Future										
Cromer Offices LED Lighting Programme	172,000	62,879	109,121	0	109,121	0	0	0	0	0
Cromer Coast Protection Scheme	18,469,916	8,220,258	10,105,658	7,147,208	2,958,450	144,000	0	0	0	0
Coastal Erosion Assistance (Grants)	90,000	62,069	27,931	14,595	13,336	0	0	0	0	0
Coastal Adaptations (Cliff Protection)	247,493	2,503	244,990	0	244,990	0	0	0	0	0
Mundesley Coastal Management Scheme	8,449,998	2,080,964	6,206,034	2,348,544	3,857,490	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	137,045	2,565,358	5,583,051	6,147,712	0	0	0
Purchase of Bins	600,000	Annual Programme	146,285	29,568	116,717	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	136,853	263,147	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	62,326	87,674	150,000	150,000	150,000	0	0
			20,875,958	9,877,419	10,998,538	6,440,051	6,697,712	300,000	0	0

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 £
Developing Our Communities										
Public Conveniences (Fakenham & Wells)	986,963	966,963	20,000	1,872	18,128	0	0	0	0	0
Public Conveniences (Sheringham & North Walsham)	545,514	439,772	105,742	15,795	89,947	0	0	0	0	0
Public Conveniences - Albert Street, Holt	332,552	11,572	283,531	109,171	174,361	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	134,433	141,825	0	0	0	0	0
3G Facilities	860,000	12,432	847,568	1,250	846,318	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	17,158	47,842	0	0	0	0	0
Fakenham Leisure and Sports Hub (FLASH)	10,850,000	87,362	2,553,638	280,754	2,272,884	8,209,000	0	0	0	0
Back Stage Refurbishment - Pier Pavilion Theatre	331,000	0	331,000	9,716	321,284	0	0	0	0	0
Holt Country Park Staff Facilities	93,500	0	93,500	1,887	91,613	0	0	0	0	0
Cromer Church Wall	50,000	0	50,000	0	50,000	0	0	0	0	0
Cabbell Park Clubhouse	237,000	0	237,000	0	237,000	0	0	0	0	0
			6,173,416	583,460	5,589,956	8,209,000	0	0	0	0

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
	£	£	£	£	£	£	£	£	£	£
Meeting Our Housing Needs										
Disabled Facilities Grants	1,475,730	Annual Programme	1,875,730	531,969	1,343,761	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Compulsory Purchase of Long-Term Empty Properties	930,000	500,528	429,472	45,637	383,835	0	0	0	0	0
Community Housing Fund (Grants to Housing Providers)	1,653,373	1,425,212	228,161	0	228,161	0	0	0	0	0
Provision of Temporary Accommodation	4,566,584	4,268,277	298,307	238,249	60,058	0	0	0	0	0
S106 Enabling	2,500,000	836,000	1,064,000	150,000	914,000	300,000	300,000	0	0	0
Loans to Housing Providers	600,000	260,000	340,000	0	340,000	0	0	0	0	0
Local Authority Housing Fund	1,320,000	728,000	592,000	312,039	279,961	0	0	0	0	0
			4,827,670	1,277,893	3,549,777	1,300,000	1,300,000	1,000,000	1,000,000	1,000,000

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 £
Investing In Our Local Economy And Infrastructure										
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	23,041	991,353	0	0	0	0	0
Fakenham Connect/Crinkle Crankle Wall	291,737	291,737	0	5,599	(5,599)	0	0	0	0	0
North Walsham Heritage Action Zone	4,034,457	3,879,303	155,154	5,721	149,433	0	0	0	0	0
Fakenham Urban Extension	1,800,000	218,538	1,581,462	1,581,462	0	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	37,311	215,024	210,000	60,000	0	0	0
Marrams Footpath and Lighting	50,000	275	49,725	7,333	42,392	0	0	0	0	0
Asset Roof Replacements (Art Deco Block, Red Lion Retail Unit, Sheringham Chalet's)	175,000	37,887	137,113	33,001	104,112	0	0	0	0	0
UK Shared Prosperity Fund	354,459	165,826	188,633	174,880	13,753	0	0	0	0	0
Rural England Prosperity Fund	1,457,848	364,463	1,093,385	1,093,388	(3)	0	0	0	0	0
New Fire Alarm and Fire Doors in Cromer Offices	150,000	115,638	34,362	32,938	1,425	0	0	0	0	0
West Prom Sheringham, Lighting & Cliff Railings	55,000	0	55,000	0	55,000	0	0	0	0	0
The Lees Walkway and Structural Works	34,258	534	33,723	43,288	(9,564)	0	0	0	0	0
			5,551,787	3,041,785	2,510,002	210,000	60,000	0	0	0

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
	£	£	£	£	£	£	£	£	£	£
A Strong, Responsible And Accountable Council										
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
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
			404,219	0	404,219	162,000	60,000	0	0	0
Totals			37,833,050	14,780,557	23,052,493	16,321,051	8,117,712	1,300,000	1,000,000	1,000,000

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		25,974,055	12,158,386	13,815,669	14,373,328	7,147,712	1,000,000	1,000,000	1,000,000
Other Contributions		2,127,014	1,752,350	374,664	718,723	300,000	0	0	0
Reserves		2,352,670	21,131	2,331,539	0	0	0	0	0
Revenue Contribution to Capital (RCCO)		0	0	0	0	0	0	0	0
Capital receipts		3,539,929	835,807	2,704,123	712,000	610,000	300,000	0	0
Borrowing		3,839,382	12,884	3,826,498	517,000	60,000	0	0	0
Total		37,833,050	14,780,557	23,052,493	16,321,051	8,117,712	1,300,000	1,000,000	1,000,000

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Reserve	Purpose and Use of Reserve	Balance 01/04/22	Outturn Movement 2022/23	Balance 01/04/23	Outturn Movement 2023/24	Balance 01/04/24	Budgeted Movement 2024/25	Forecast Movement P6	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
		£	£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund - General Reserve	A working balance and contingency, current recommended balance is £2.1 million.	3,276,687	(221,864)	3,114,823	(891,501)	2,223,322	(4,043)	(4,043)	2,219,279	0	2,219,279	0	2,219,279	0	2,219,279
Earmarked Reserves:									0						
Capital Projects	To provide funding for capital developments and purchase of major assets.	555,618	0	555,618	0	555,618	0	(555,618)	0	0	0	0	0	0	0
Asset Management	To support improvements to our existing assets as identified through the Asset Management Plan.	882,030	(35,923)	846,107	(212,563)	633,544	(219,595)	(248,186)	385,358	0	385,358	0	385,358	0	385,358
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.	749,248	(23,426)	725,822	0	725,822	(46,622)	(46,622)	679,200	0	679,200	0	679,200	0	679,200
Building Control	Building Control surplus ring-fenced to cover any future deficits in the service.	224,115	0	224,115	(78,316)	145,799	(122,542)	(110,542)	35,257	(23,883)	11,374	0	11,374	0	11,374
Business Rates	To be used for the support of local businesses and to mitigate impact of final claims and appeals in relation to business rates retention scheme.	3,516,233	(1,724,642)	1,791,591	(7,000)	1,784,591	(18,000)	(18,000)	1,766,591	(18,000)	1,748,591	(18,000)	1,730,591	(18,000)	1,712,591
Coast Protection	To support the ongoing coast protection maintenance programme and carry forward funding between financial years.	299,889	166,400	466,288	(224,754)	241,534	(265,738)	(265,738)	(24,204)	0	(24,204)	0	(24,204)	0	(24,204)
Communities	To support projects that communities identify where they will make a difference to the economic and social wellbeing of the area.	569,776	(163,226)	406,550	(106,059)	300,491	(131,550)	(131,550)	168,941	0	168,941	0	168,941	0	168,941
Delivery Plan	To help achieve the outputs from the Corporate Plan and Delivery Plan.	4,326,421	(1,202,392)	3,124,029	(902,928)	2,221,101	(451,893)	(1,600,718)	620,383	(401,509)	218,874	(10,000)	208,874	(10,000)	198,874
Economic Development and Regeneration	Earmarked from previous underspends within Economic Development and Regeneration Budgets.	197,621	34,800	232,421	(54,095)	178,326	(10,000)	(12,250)	166,076	(10,000)	156,076	(10,000)	146,076	(10,000)	136,076
Election Reserve	Established to meet costs associated with district council elections, to smooth the impact between financial years.	103,000	83,015	186,015	(123,015)	63,000	60,000	60,000	123,000	60,000	183,000	60,000	243,000	60,000	303,000
Enforcement Works	Established to meet costs associated with district council enforcement works including buildings at risk .	90,125	(29,635)	60,490	(14,528)	45,962	0	0	45,962	0	45,962	0	45,962	0	45,962
Environmental Health	Earmarking of previous underspends and additional income to meet Environmental Health initiatives.	311,193	183,283	494,476	657,542	1,152,018	(40,000)	(572,426)	579,592	0	579,592	0	579,592	0	579,592
Environment Reserve	To fund expenditure relating to the Council's Green Agenda.	150,000	0	150,000	0	150,000	0	0	150,000	0	150,000	0	150,000	0	150,000
Grants	Revenue Grants received and due to timing issues not used in the year.	2,357,656	262,700	2,620,356	66,340	2,686,696	(77,969)	(77,969)	2,608,727	(44,410)	2,564,317	(19,780)	2,544,537	(9,020)	2,535,517
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.	2,107,358	166,678	2,274,036	(851,588)	1,422,448	(128,318)	(356,479)	1,065,969	(55,273)	1,010,696	(55,273)	955,423	(55,273)	900,150

Reserve	Purpose and Use of Reserve	Balance 01/04/22 £	Outturn Movement 2022/23 £	Balance 01/04/23 £	Outturn Movement 2023/24 £	Balance 01/04/24 £	Budgeted Movement 2024/25 £	Forecast Movement P6 £	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 £
Innovation Fund	Contract default payments earmarked to fund service improvement projects.	0	0	0	0	0	0	532,426	532,426	0	532,426	0	532,426	0	532,426
Land Charges	To mitigate the impact of potential income reductions.	339,152	0	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.	124,323	(30,871)	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.	329,207	258,772	587,979	180,000	767,979	(50,000)	(50,000)	717,979	0	717,979	0	717,979	0	717,979
Net Zero Initiatives	to support the Councils Net Zero programme	0	500,000	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	0	222,543	(76,394)	146,149	(150,000)	(62,386)	83,763	(87,614)	(3,851)	0	(3,851)	0	(3,851)
Organisational Development	To provide funding for organisation development to create capacity within the organisation, including the provision and support for apprenticeships and internships.	173,097	(17,873)	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	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.	217,926	198,965	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.	898,995	(234,987)	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	0	500,000	(200,000)	300,000	(300,000)	(300,000)	0	0	0	0	0	0	0
Total Reserves		22,611,779	(1,830,227)	20,841,552	(1,932,490)	17,851,087	(2,190,249)	(4,054,080)	13,797,008	(530,689)	13,266,319	(3,053)	13,263,266	7,707	13,270,973

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	16 October Pre-Scrutiny			
Topic	Purpose	Type	Cabinet Member	Decision Maker
Beach Huts & Chalets Monitoring	<ul style="list-style-type: none"> - How to best market and promote the beach huts - The possibility of conversion from weekly to five-year leases - The split of costs between weekly and five-year huts - The question of not having Council huts and instead having them as private leases - The green levy and how far that might be extended - The relationship with private tenants including the removal of huts from the beach - The Sustainability of the beach huts physically and financially, - The effect on the carbon footprint of people coming to use the beach huts 	<i>Policy review</i>	Cllr L Shires	Scrutiny
Car Park Charges	To consider the Council's Car Parking Charging Structure	Budget Savings	Cllr L Shires	Cabinet
Planning Service Improvement Plan	Progress /Completion of the Planning Service Improvement Plan – along with yearend data for 2023/24 (e.g. during 'Quarter 2')	Update	Cllr A Brown	Scrutiny

	13 November Budget Scrutiny			
Topic	Purpose	Type	Cabinet Member	Decision Maker
Medium Term Financial Strategy		Policy	Cllr L Shires	Cabinet
Budget Monitoring		Quarterly	Cllr L Shires	Cabinet
Visitor Information Service		Budget	Cllr L Withington	Cabinet

	11 December Budget Scrutiny			
Topic	Purpose	Type	Cabinet Member	Decision Maker
2025/26 Budget Proposals		<i>Annual</i>	Cllr L Shires	Cabinet
2025/26 Fees and Charges		<i>Annual</i>	Cllr L Shires	Cabinet

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	15 January Scrutiny			
Topic	Purpose	Type	Cabinet Member	Decision Maker
Budget Monitoring/Corporate Plan Report/Performance Management/Risk Management	To consider what issues the council will face over the next 3 to 6 months	Quarterly	Cllr L Shires	Cabinet
Homelessness Task and Finish Group	Report back on progress being made on the Group's recommendations	Cttee request	Cllr W Fredericks	

	12 February Public Issue			
Topic	Purpose	Type	Cabinet Member	Decision Maker

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

	Potential Items			
Topic	Purpose	When	Cabinet Member	Decision Maker
Benjamin Court Cromer	To consider the correspondence received in the appendix to this report		Cllr T Adams	
Crime & Disorder Update	To invite the PCC following the election on their plans in North Norfolk	Annual		Scrutiny

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

Water Issues	(A) the Chairman of the Norfolk Strategic Flooding Alliance be invited to a future meeting on how the Council is working with the alliance on flooding issues, (B) Anglian Water and Water Resources East be invited to the same meeting on the strategic water issues that affect North Norfolk to include the Anglian Water Strategic Investment Plan		Cllr A Varley	Scrutiny
Waste Update	Progress made in planning, implementing, and embedding the round reorganisation on a regular basis	Review	Cllr C Ringer	Scrutiny
Waste Update	Only when performance has dropped to a level that is of significant concern or that progress on the gap analysis items is not adequate	When triggered	Cllr C Ringer	Scrutiny
Car Park Income	Committee Chairman and Vice Chairman to meet with the Portfolio Holder for Finance, Estates and Property Services and appropriate officers to consider the information that should be in a future report to the Committee on the Council's Car Parks		Cllr L Shires	Scrutiny
Council's Workforce Development Strategy	How vacancies are managed, how agency staff are used, what work the council does to recruit staff, as well as the impact of vacancies, especially key staff, on the Council's service delivery and budget		Cllr T Adams	Scrutiny
Local Postal Services	Report from Councillor Hankins			Scrutiny
North Walsham High Street Heritage Action Zone initiative	Update in 12 months' time on the impact of the North Walsham High Street Heritage Action Zone initiative and learning from this, to establish a set of evaluation criteria, including baselines, that can then be used for similar projects in other towns in North Norfolk	17 July 2024 meeting	Cllr J Toyne	Scrutiny

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