

Overview & Scrutiny Committee



Please contact: Democratic Services
Please email: democraticservices@north-norfolk.gov.uk
Please direct dial on: 01263 516108

Tuesday, 4 February 2025

A meeting of the **Overview & Scrutiny Committee** of North Norfolk District Council will be held in the **Council Chamber - Council Offices** on **Wednesday, 12 February 2025** 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: democraticservices@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

David Knight
Locum Democratic Services Officer

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.

Corporate Directors: Nick Baker and Steve Blatch
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Email districtcouncil@north-norfolk.gov.uk **Web site** www.north-norfolk.gov.uk.

A G E N D A

1. TO RECEIVE APOLOGIES FOR ABSENCE

</TITLE_ONLY_LAYOUT_SECTION>

2. SUBSTITUTES

</TITLE_ONLY_LAYOUT_SECTION>

3. PUBLIC QUESTIONS & STATEMENTS

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

</LAYOUT_SECTION>

4. MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 22ND JANUARY 2025. (Pages 1 - 8)

To approve as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 22nd January 2025.

</LAYOUT_SECTION>

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.

</LAYOUT_SECTION>

6. DECLARATIONS OF INTEREST (Pages 9 - 14)

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

</LAYOUT_SECTION>

7. PETITIONS FROM MEMBERS OF THE PUBLIC

To consider any petitions received from members of the public.

</LAYOUT_SECTION>

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.

</LAYOUT_SECTION>

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

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

</LAYOUT_SECTION>

10. HOMELESSNESS TASK AND FINISH GROUP

(Pages
15 - 26)

The Committee is asked to respond and comment on the update (**Appendix A refers**) that addresses the recommendations made by Overview & Scrutiny Committee's Homelessness Task & Finish group on the reducing the impact of homelessness.

</LAYOUT_SECTION>

11. CORPORATE PLAN 2023-27 ACTION PLAN 2024-25 – TO END OF QUARTER 3 – 31 DECEMBER 2024

(Pages
27 - 36)

The Committee is asked to consider and comment on this report that presents an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024-25 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

</LAYOUT_SECTION>

12. PEER REVIEW FEEDBACK

(Pages
37 - 64)

To consider and comment on the report that provides an outline on the progress made in delivering against the actions in the Action Plan over the period to December 2024 when the Peer Review Team returned to the District Council to assess the progress made against the recommendations made in their original report.

</LAYOUT_SECTION>

13. MEDIUM TERM FINANCIAL STRATEGY 2025-28

(Pages
65 - 94)

This report presents the Medium-Term Financial Strategy demonstrates how the Council's financial resources will be used to deliver declared aims and priorities.

It sets out the overall shape of the Council's budget by determining the level of resources that will be available and how these are currently allocated between services.

This provides a medium-term framework to enable members and officers to develop detailed annual budget allocations.

Overview and Scrutiny Committee is asked to consider and comment on the report.

</LAYOUT_SECTION>

14. THE CABINET WORK PROGRAMME

(Pages
95 - 100)

Members are asked to consider and comment on the upcoming Cabinet Work Programme.

</LAYOUT_SECTION>

15. OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

(Pages
101 -
102)

Members are asked to consider, comment, and recommend potential items for inclusion on the upcoming Overview & Scrutiny Work Programme.

</LAYOUT_SECTION>

16. EXCLUSION OF THE PRESS AND PUBLIC

To pass the following resolution, if necessary:

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

</LAYOUT_SECTION>

OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Overview & Scrutiny Committee held on Wednesday, 22 January 2025 in the Council Chamber - Council Offices at 9.30 am

Committee Members Present:	Cllr N Dixon (Chairman)	Cllr S Penfold (Vice-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 L Vickers	
Members also attending:	Cllr Andrew Brown	Portfolio Holder for Planning and Enforcement
	Cllr Lucy Shires	Portfolio Holder for Finance, Estates & Property Services
	Cllr Liz Withington	Portfolio Holder for Community, Leisure & Outreach
Officers in Attendance:	Assistant Director for Finance, Assets, Legal & Monitoring Officer, Director for Resources/S151 Officer and Democratic Services & Governance Officers	

238 APOLOGIES FOR ABSENCE

The Committee noted that Cllr N Housden was absent from today's meeting.

239 PUBLIC QUESTIONS & STATEMENTS

None received.

240 MINUTES

Minutes of the meeting held on 11th December 2024 were approved as a correct record and signed by the Chairman.

Matters arising

230 PETITIONS FROM MEMBERS OF THE PUBLIC

- ❖ **Delete:** Cllr Cushing agreed with Cllr Penfold on the need for accurate data around the usage of the data; and
- ❖ **Delete:** Cllr Cushing agreed with Cllr Penfold on the need for accurate data around the usage of the toilets.

233 FEES & CHARGES 2025/2026

- ❖ **Noted** that in regard to the waste collection fees the data would be considered by the Committee on the 18th of March meeting before going to Full Council on 25th March.

241 ITEMS OF URGENT BUSINESS

None received.

242 DECLARATIONS OF INTEREST

There were no declarations of interests were received at the meeting.

243 PETITIONS FROM MEMBERS OF THE PUBLIC

None declared.

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

None received.

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

None received.

246 TREASURY MANAGEMENT STRATEGY REPORT 2025/26

The Portfolio Holder for Finance, Estates & Property Services presented a report that set out (i) the Council's Treasury Management Strategy for the year 2025/26; (ii) details of the Council's Treasury Management activities and presents a strategy for the prudent investment of the Council's resources;

and (iii) the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives.

Questions Responses and Discussion

The main points of the discussion are outlined as follows:

The Committee **noted** that:

- ❖ this item is before the committee today because it was not available for the meeting of the Governance, Risk and Audit Committee on the 3rd of December 2024.
- ❖ under the provisions of the Local Government Act 2003, Local Authorities are required to comply with the guidance of the Prudential Code with regard to capital decisions. It being a requirement that any proposed changes to the 2025/26 prudential indicators are approved by Full Council. Therefore, it is recommended that Full Council should approve the Treasury Management Strategy 2025/26 to ensure that the Council is compliant with the Prudential Codes.
- ❖ in regard to any existing council debt following local government reorganisation, it will be the responsibility of the North Norfolk District Council to manage its budgets. The devolution and local government reorganisation would not change this, and any debt would be transferred to the new body following the reorganisation in Norfolk.
- ❖ financial scrutiny is an important element of the overall scrutiny process. If the Council's services are to be run economically, efficiently and effectively, then North Norfolk District Council must make best use of the scarce resources allocated to it. This requires sensible financial planning, transparent processes for resource allocation, robust fiscal controls and strong budgetary and performance monitoring. In all of these areas, financial scrutiny adds value in challenging how the Council makes best use of the public money they receive. Therefore, it is important as to how the data is presented to the Committee to be sure that councillors have the complete picture.

- ❖ North Norfolk District Council needs to borrow at favourable rates to fund significant capital projects whilst keeping the overall financial burden manageable by accessing low interest rates, which is crucial given the limited revenue sources and increasing demands for services.
- ❖ in regard to devolution and local government reorganisation whilst there are still a lot of unknowns about the overall future shape of local government finances it is assumed that the day-to-day impact on local residents would not increase. However, North Norfolk District Council needs to look prudently at both the immediate and longer-term future safety and prosperity of residents in Norfolk. Therefore, it was agreed that the Leader of North Norfolk District Council should engage with other district council leaders to agree a collective approach to central government seeking its advice and guidance on the impact of devolution and local government reorganisation on the financial stability of the county of Norfolk.

The Chairman **MOVED** and Overview and Scrutiny committee **RESOLVED** to recommend that:

1. Full Council approve the Treasury Management Strategy 2025/26; and further recommended
2. The Leader of North Norfolk District Council engages with other district council leaders to agree a collective approach to central government seeking its advice and guidance on the impact of devolution and local government reorganisation on the financial stability of the county of Norfolk.

247 CAPITAL STRATEGY 2025-2026

The Portfolio Holder for Finance, Estates & Property Services presented a report that set out **(i)** the Council's Capital Strategy for the year 2025-26; and **(ii)** the Council's approach to the deployment of capital resources in meeting the Council's overall aims and objectives while providing the strategic framework for the effective management and monitoring of the capital programme.

Questions Responses and Discussion

The main points of the discussion are summarised as follows:

The Committee:

- ❖ **Indicated** that it would be helpful if Members had the background to those decisions and how best they could engage in that process in a constructive and positive way. Therefore, it was felt that a joint review should be undertaken with the Portfolio Holder for Finance, Estates & Property Services and the Director of Resources of the capital bids process to look at how the scrutiny function can meaningfully engage in this process from 2026/27.
- ❖ **Wanted** to look the Council's approach to Capital Bids process, and to understand how officers prepare bids as part of effective management of the Council's financial resources and to produce a coherent balanced budget that is realistic and reflects the Council's priorities and encourages the efficient and effective use of the Council's resources.
- ❖ **Noted** that the Capital Programme flows from a range of strategic documents e.g. the Capital Strategy; the Asset Management Plan (AMP); and the Medium-Term Financial Plan
- ❖ **Noted** that when preparing a bid for the Capital Programme, officers had to be able to evidence that the relevant strategic documents had been fully considered.
- ❖ **Noted** that it is essential that it can be evidenced that the Council's Financial Regulations and Standing Orders are adhered to at all times, and if in doubt, help and advice can be obtained from staff within the Resources Directorate.
- ❖ **Noted** that as part of the preparation of a Capital Programme bid, officers must prepare a business case, including an options appraisal which is suitable to the size and scale of the proposal. The Committee asked and received a copy of the Capital Bid Submission & Scoring Form 2025-26 used by officers in preparing their business case.

The Chairman **MOVED** and Overview and Scrutiny committee **RESOLVED** to

1. **recommend** that Full Council approves the 2025/26 Capital Strategy and further requested:
2. **undertake** a joint review, with the Portfolio Holder for Finance, Estates & Property Services and the Director of Resources, of the capital bids process to understand how it works and look at how it can effectively engage in this process from 2026/27.

Cllr Philip Bailey requested that the minutes show that he had voted "against" regarding recommendation 2.

248 CABINET REPORT BUDGET 25.26 20 JANUARY 2025

The Portfolio Holder for Finance, Estates & Property Services presented a report that presented the latest iteration of the budget for 2025/26, and it will need to be updated as more information becomes available e.g. the impact of the final Local Government Finance Settlement for 2025/26.

Questions Responses and Discussion

The main points of the discussion are summarised as follows:

The Committee:

- ❖ **Noted** that the provisional Local Government Finance Settlement for 2025/26 announced on 18 December 2024 was a shock for the District Councils and County as they have received an inadequate settlement compared to metropolitan and unitary authorities in northern areas showing that Norfolk is losing out on funding.
- ❖ **Noted** that both the Rural Services Delivery Grant and the Recovery Grant had been abolished, and this funding was repurposed. The Council received £680,000 via a combination of both grants. A new Recovery Grant was introduced, however, rural authorities seemed to have lost out as they will receive a lower share of this. Which seems to indicate no understanding of the needs of rural places like north Norfolk although despite such challenges, the Council has **produced** a balanced budget this year.
- ❖ **Noted** that the Budget consultation is taking place on the Council's website currently for anyone to share their views. Consultation with Business Rates payers is also being

undertaken. The results of both these consultations will be included in the report being presented to Full Council on 19th February 2025.

- ❖ **Noted** that in terms of staff absences that provision is made within the budget for the management of the cost of staff absenteeism.

The Chairman **MOVED** and Overview and Scrutiny committee **RESOLVED** that:

1. Cabinet considers the list of proposed savings and agree on which ones should be taken so that a balanced budget can be recommended to full Council.
2. an alternative option for balancing the budget should be agreed to replace savings not taken if there are any.
3. Cabinet agree that any additional funding announced as part of the final Local Government Settlement announcement be transferred to reserves.
4. Cabinet decides which proposed new capital bids should be recommended to full Council for inclusion in the Capital Programme.

249 OVERVIEW & SCRUTINY WORK PROGRAMME AND UPDATE

The Committee received and noted the work programme and requested that an updated version should be submitted to the next meeting.

250 EXCLUSION OF THE PRESS AND PUBLIC

The agenda circulated contained no exempt/confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

The meeting ended at 12:30.

Chairman

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Registering interests

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

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

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

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

Non participation in case of disclosable pecuniary interest

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

Disclosure of Other Registerable Interests

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

Disclosure of Non-Registerable Interests

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

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

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

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

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

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

Table 1: Disclosable Pecuniary Interests

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

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

<p>You have a personal interest in any business of your authority where it relates to or is likely to affect:</p> <ul style="list-style-type: none">a) any body of which you are in general control or management and to which you are nominated or appointed by your authorityb) any body<ul style="list-style-type: none">(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)



Officer Update to the Homelessness Task and Finish Group Recommendations	
Executive Summary	This report provides a response and an update on actions to address the recommendations made by Overview & Scrutiny to reduce the impact of homelessness
Options considered	Options considered in response to each recommendation have been included (where appropriate) in the body of the report
Consultation(s)	Staff across housing / housing related teams
Recommendations	It is recommended that Overview & Scrutiny Committee note the report
Reasons for recommendations	To provide a response and update to recommendations made by the Overview & Scrutiny Committee's Homelessness Task & Finish group
Background papers	Homelessness Task & Finish Group – report to Overview & Scrutiny Committee 20 th September 2024

Wards affected	District-wide
Cabinet member(s)	Cllr Fredericks, Portfolio Holder for Housing and Peoples' Services
Contact Officers	Karen Hill, Assistant Director People Services, karen.hill@north-norfolk.gov.uk Nicky Debbage, Housing Strategy & Delivery Manager, nicky.debbage@north-norfolk.gov.uk

Links to key documents:	
Corporate Plan:	Meeting our Housing Need.
Medium Term Financial Strategy (MTFS)	Effectively tackling homelessness should reduce the need for and therefore the cost of temporary accommodation for homeless households the Council has a duty to accommodate
Council Policies & Strategies	NNDC Housing Strategy 2021-2025 Homeless and Rough Sleeper Strategy 2020- 2024

Corporate Governance:	
Is this a key decision	No
Has the public interest test been applied	NA

Details of any previous decision(s) on this matter	Cabinet 7th October 2024 – approved recommendation made by the Homelessness Task & Finish Group
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1. Purpose of the report

This report provides a response and update on actions to address the recommendation made by the Overview & Scrutiny Committee's Homelessness Task & Finish group.

2. Introduction & Background

2.1 The Overview and Scrutiny Task and Finish Group met eleven times, gathered evidence from a number of internal and external witnesses to help formulate recommendations to reduce the instance and impact of homelessness in North Norfolk.

2.2 Homelessness is clearly a major issue cross the country and specifically for the district and it is welcomed that there is cross party support for tackling this issue. Being homeless can have a devastating impact on those households affected, impacting on health, employment education and life chances. Homelessness is also a major challenge for the council – both in terms of the staff and workload involved and the costs associated with supporting and accommodating homeless households.

2.3 The report produced by the Task & Finish Group includes many interesting ideas and recommendations. Some of these can be responded to, and actioned, reasonably quickly. Others may will need to be looked at in much more detail to understand their potential benefit, the work involved and vitally, in the light of the current budget position of the council, the costs that might be involved.

2.4 Many of the themes emerging from the report reflect those in the Housing Strategy and the Homelessness and Rough Sleeper Strategy. Both of these are live documents, regularly reviewed and where we have the opportunity to incorporate new ideas and approaches into action plans.

3. Proposals and Options

3.1 Appendix A to this report sets out the initial response and provides and an update on progress in addressing recommendations where this is appropriate.

4. Corporate Priorities

4.1 Effectively preventing and tackling homelessness – the most acute form of housing need – is fundamental to delivery of the Council's key corporate priority "Meeting our Housing Need".

5. Comments from the S151 Officer

Actions to address recommendation in the Task & Finish Group's report will need to be considered in light of the Council's budget and financial position

6. Comments from the Monitoring Officer

Legal advice may need to be provided for some specific actions identified in the report.

7. Risks

The risks associated with not effectively tackling homelessness are significant – financial, reputational, legal. A risk assessment will be required for any significant actions arising from this report

8. Net ZeroTarget

No specific implications

9. Equality, Diversity & Inclusion

No specific implications

10. Community Safety issues

No specific implications

11. Conclusion and Recommendations

Recognition by all members of the importance of homelessness is welcomed by the Council and we are grateful for the work the Task & Finish Group has undertaken to identify ideas to help tackle this issue

It is recommended that Overview & Scrutiny Committee note the report

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Recommendation	Response / Comments	Further Action / Timescales
<p>A. To prevent homelessness The council 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:</p>		
<p>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</p>	<p>Officers agree with the importance of prevention allowing time to explore potential solutions rather than dealing with households in crisis when options are severely limited, and much of this work is already taking place. Investing in more upstream prevention and also focussing on repeat homelessness are approaches we are interested in. The review of the Homelessness and Rough Sleeper Strategy presents an opportunity to look at wider interventions and make homelessness prevention a more corporate issue, for example some resources in the Benefits Team have been used to build a Financial Inclusion and Debt Counselling offer but this needs to be more integrated in our homelessness prevention offer. There is concern at any costs associated with this given the financial position of the council.</p>	<p>People Services Review will redesign services with greater focus on homelessness prevention and Community Outreach from 1 April 2025.</p> <p>Further consider as part of review of Homelessness and Rough Sleeper Strategy to align with development of national Homelessness and Rough Sleeper strategy and spending review</p> <p>September 2025</p>

<p>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</p>	<p>The Council does much of this work already, but we agree it would be helpful to have a coordinated campaign. In addition to the work the Council's Enabling Officer does attending individual Town & Parish Council (T&PC) meetings, the Council now sends out information to each T&PC on housing need in their parish. This also contains links to further information on homelessness on the council's website and advice on signposting. Articles have been included in the Council's Outlook magazine on this issue and more are planned. We also plan to present to the Town & Parish Council Forum once this is running again.</p> <p>From 1 April 4 of the 6 Community Outreach Officers in People Services will deliver community-based homelessness prevention initiatives.</p>	<p>Housing Flyer sent to all Parish Councils</p> <p>November 2024</p> <p>Community Outreach Officers delivering community-based homelessness prevention</p> <p>From 1 April 2025</p>
<p>3. increasing the range of interventions to help people especially on benefit support and with financial viability assessments</p>	<p>The Financial Inclusion Team, Early Help and Prevention Team and Community Outreach Team will work in a more integrated way to support residents to maximise their income and reduce debt. They will work closely with the Housing Options Team to prioritise cases where there is a risk of homelessness.</p>	<p>People Services Review will redesign services with greater focus on homelessness prevention</p> <p>From 1 April 2025</p>
<p>(B) Managing homelessness</p>		
<p>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)</p>	<p>Officers broadly agree that partner organisations have a strong role to play and should have the information to help support and sign post households. This can be linked to the communications campaign recommendation above. We need to explore how we work with partners as part of the Homelessness & Rough Sleepers strategy review and look to see how we can invest in building a stronger community based network. We also need to move our services nearer to our more vulnerable customers and those with complex needs - physical hubs in local communities should be</p>	<p>Community-based outreach service to be developed with partner agencies</p> <p>From 1 April 2025</p>

	explored but virtual hubs might offer a staged approach. We should not focus on opportunities but base any service remodelling on a strategic plan. Hubs outside of Cromer are likely to be more of a priority as we have the Council Office as a local delivery point for Cromer.	
(C) Housing allocation		
Considers the viability of a support match scheme to match younger residents who need accommodation into a home with an older resident(s) that needs assistance in a similar way to the scheme in Cornwall Supportmatch Homeshare - Cornwall Council	This was considered previously (we advertised for a post to set such a scheme up but had no applicants). This is a complicated and resource intensive and could not be delivered without a dedicated resource. The Benjamin Foundation was funded to deliver supported lodgings a number of years ago, a scheme which shares some objectives with the Home Share scheme, but this struggled to secure willing households to offer rooms in their homes to young people. This scheme was supported by Children’s Services.	No further action – requires additional resources and is not a priority at this time
(D) Increase housing supply		
1. Continues to encourage its Councillors to work within their local communities to seek to find additional plots of land that can be used for new affordable housing schemes	See response to A (1) above Over the last 12 months the Council’s Enabling Officer has visited 20 T&PCs. We currently have a very healthy pipeline for new affordable housing schemes: six sites / 144 homes being built, 15 sites /569 homes with or imminently to obtain Planning permission, a further c.400 homes on sites at earlier stages.	Ongoing
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	This option has been examined, most recently by EELGA as a way of providing more Council owned Temporary Accommodation. However, a partnership approach is unlikely to be effective in North Norfolk as the council has no land or capital to put into the partnership. However, the current housing strategy action plan includes an action to “Investigate innovative ideas to increase level of affordable housing (e.g. NNDC purchases / obtains option on land,	Housing Strategy/Corporate Plan action June 2026

partnership with the Hill Group on a 50:50 basis	NNDC achieves outline planning permission)". We will continue to work towards this objective	
3. Explores the use of Solo Haus one bed housing where additional temporary accommodation for single people is required	The council has investigated the use of pod type accommodation for single homeless households. However, this was not pursued as the priority was felt to be securing long-term accommodation rather than more emergency accommodation (and the council already has 5 x units of accommodation for ex-Rough Sleepers). We are currently investigating a range of solutions for more TA, including single persons' accommodation. We are also working with a housing association specialising in singles people's accommodation to identify a site for them.	Proposals for expansion of Council's TA April 2025
(E) Increase affordable house building/supply		
1. Undertakes an audit of shop fronts away from primary retail areas and empty units above and behind shops to assess their potential for conversion to residential usage or renting out rooms	Conversion of spaces above retail premises has been considered previously. However, it is a challenging route to delivering more housing and requires owners to want to pursue this route and a willing developer. This is frequently not an economically viable solution, given the expenditure needed and the return from renting. Owners are often reluctant due to concerns re: security and access. We have an empty homes revenue officer but they do not have the capacity to undertake this work.	No further action – requires additional resources
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	See response to A (1) above The Council's enabling officer who liaises with T&PCs on a very regular basis to make them aware of the need for affordable homes and opportunities to deliver these particularly through CLTs. Additionally the Council's Corporate Plan includes an action "Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities to adopt Neighbourhood Plans. However, we are happy to explore a	Housing Strategy and Planning Policy to consider conference September 2025

	conference with CPRE to bring these issues together. Currently adoption of a new Local Plan is the priority for Planning Policy so this could not be considered until this has been completed	
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	Negotiation of retention of 50% of the Second homes premium with the County Council are ongoing. The current Corporate plan includes an action "Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025."	Negotiate retention of 50% Second Homes Premium March 2025
4. Responds to the Government consultation on changes to the National Planning Policy Framework on the definition of affordability	The Council Planning policy in the current and emerging local plan clearly favours delivery of rented, rather than low cost homes ownership or intermediate types of affordable housing, requiring that 75% of homes should be rented. Additionally, the Council requires that any new Affordable Rent homes are capped at local Housing Allowance to ensure they are affordable. Where homes are delivered through grant, Homes England funding will govern tenure and rent levels. Whilst we agree homes should be genuinely affordable the implications of lower rent levels need to be understood and could mean affordable homes are less viable - and therefore less affordable homes are delivered	Response completed
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	We are happy to explore this opportunity – either directly (to increase our portfolio of temporary accommodation) or with our partner Registered Providers	Consider as part of review of Homelessness and Rough Sleeper Strategy September 2025
(F) Increase/sustain Private rental tenancies		
1. Explores the model of using a local estate agency to set up a Council letting agency	The Council is happy to investigate this option. Private sector leasing schemes have been investigated by the council previously and	Await further government proposals

<p>and also looks at whether homelessness prevention grant could be used to bring empty properties back into use</p>	<p>rejected due to the cost and challenge of attracting landlords who already have high demand for their homes. We would support a social lettings agency but it seems unlikely this could be delivered by a commercial agent. If we are looking to increase access generally to the private rented market then working with an existing agency might be appropriate but we need to have clarity on what we are trying to achieve considering our limited resource.</p> <p>Cabinet agreed (October 2022) that HPG could be used as small grants to bring empty homes back into use if they could be used for homeless households. No suitable cases have been identified.</p> <p>The Renters Reform Bill may result in landlords exiting the sector which might make a private sector leasing scheme more viable and we will keep a watching brief on the market.</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>The government is looking again at the impact of short term lets on local housing supply and we have held informal discussions with colleagues at MHCLHG on a range of options. Licencing of short term holiday lets was one of the suggestions in recent government consultation on the impact of holiday and second homes. The Council responded to this consultation and supported this approach. This scheme would require a change in legislation.</p>	<p>Await further government proposals</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>	<p>We agree retention and support of private rental accommodation is key to meeting housing need. The Council works with Eastern Landlords Association who provide support to private landlords. As part of the work of the Countywide Norfolk Homeless Solutions group an event as held to bring PRS landlords, LAs and other agencies together to develop ways of working with PRS. How we work with landlords will be reviewed as part of the review of the strategy – whether through a district landlords' forum or alternatives developed to ensure that the dialogue with landlords is positive and focused on sustaining tenancies and improving standards.</p>	<p>Consider as part of review of Homelessness and Rough Sleeper Strategy</p> <p>September 2025</p>

(G) Reducing Long Term Empty Homes		
1. Continues to have an Empty Homes Officer as a permanent role	Response – agreed, the post has been made permanent	No further action
2. Considers how to increase engagement with the Town and Parish Councils on the number of long-term empty properties in their areas	See response to A (1) above – empty homes data provided to T&PCs. Town & Parish Councils are generally very aware of long term empty properties in their area and the empty homes officer liaises regularly with them.	Ongoing
3. Continues to investigate whether funding could be found to refurbish empty properties for people in housing need	Previously there was Home England grant funding available to bring empty homes back into use but unfortunately this funding no longer exists. The empty homes officer discusses options to bring homes back into use but often an owner does not wish to do this	No further action – requires additional resources
(H) Sustain social tenancies		
1. Continues to investigate with registered providers on the reuse of sheltered housing and to seek fewer age designated homes	Flagship, our largest RP, are currently reviewing their stock of older persons housing. The council has contributed to this review, including providing data on housing need. We recognise the importance of good quality housing for older people, particularly as an option for those older tenants who are under-occupying family homes. However, we need to consider if the balance between general needs and older persons housing is correct.	Ongoing
2. Continues to have a strategic discussion with the registered providers on potential disposals that may occur over the next few years	Flagship is the only RP in the district who has a proactive disposal plan. Flagship’s disposals strategy is under review and, in addition to regular meetings regarding future planned disposal, is due to be discussed at a strategic liaison meeting with Flagship	Ongoing
3. Encourages registered providers to ensure sufficient target hardening is provided in Domestic Abuse cases	Response – RP landlords already do this	No further action
(I) Prevention of/provision for victims of Domestic Abuse		

<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>This is an area of work that is developing, the Council has recently attained DAHA accreditation, and we will review what more we can do in this area as part of our strategy review considering that domestic abuse is a significant reason for homelessness.</p> <p>The major Registered Providers across North Norfolk are also in the process of working towards DAHA accreditation, this will improve the support that victims of DA will receive.</p>	<p>Ongoing</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>	<p>This is something that needs to be considered on a case by case basis and cannot therefore form part of a pilot</p>	<p>No further action</p>

Reporting progress implementing Corporate Plan 2023-27 Action Plan 2024-25 – to end of Quarter 3 – 31 December 2024	
Executive Summary	The Corporate Plan 2023-27 Action Plan 2024-25 is being implemented as planned
Options considered	Not relevant.
Consultation(s)	The lead officer for each action in the Plan has been asked for their assessment of progress, identify issues and propose action they will take to address those issues.
Recommendations	Cabinet is recommended to note this report.
Reasons for recommendations	The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.
Background papers	Corporate Plan 2023-27 Annual Action Plan 2024-25

Wards affected	All
Cabinet member(s)	Cllr Tim Adams
Contact Officer	Steve Hems, Director for Communities and Chair of the Performance and Productivity Oversight Board Email:- steve.hems@north-norfolk.gov.uk

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

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

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

The purpose of this report is to present an update on the progress being made in implementing the Corporate Plan 2023-27 Action Plan 2024-25 and to give Cabinet an opportunity to discuss and agree decisions that should be taken regarding any issues raised.

2. Introduction & Background

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

This report is now a report from the Performance and Productivity Oversight Board, chaired by Steve Hems. The Performance and Productivity Oversight Board will have a critical role in monitoring and challenging our corporate performance.

3. Overview of progress

3.1 Overall progress – Action Plan 2024/25

A summary of progress has been included below.

Action Plan 2024/25 – Summary

Quarter 3 from October to December 2024

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

Stage	No. of actions
Not Started	3
In Progress	32
Completed	9
Cancelled	0
Missing data	0
Total	44

Crosstabulation

RAG status/ Stage	Not Started	In Progress	Completed	Cancelled
Red	1	0	0	0
Amber	0	6	0	0
Green	1	26	9	0
NA	1	0	0	0

The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.

KEY

Red = Actions will not deliver planned outcomes without significant interventions

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

Green = Actions on track and will deliver planned outcomes

NA = Not applicable as not due to start yet

Missing data = Update not provided by the Lead Officer

3.2 Details of all Actions

To review the updates for all the actions please see Appendix A Action Plan 2024-25 Progress Updates – Quarter 3 2024-25.

4. Corporate Priorities

This report is concerned with ensuring the Corporate Plan 2023-27 Action Plan 2023-24 and Action Plan 2024-25 are implemented as planned. This is a key activity to ensure the goals and objectives in the Corporate Plan are achieved.

5. Financial and Resource Implications

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

Comments from the S151 Officer:

This report is for noting only. Therefore, there are no financial or resource implications arising from the report.

6. Legal Implications

There are no legal implications from this report.

Comments from the Monitoring Officer

This report is for noting only, providing an update on progress, and there are no specific governance issues.

7. Risks

The purpose of this report is to contribute to minimizing the risk of not implementing the Corporate Plan 2023-27 Action Plan 2024-25. This in turn reduces the risk of not achieving the goals and objectives in the Corporate Plan.

8. Net Zero Target

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

9. Equality, Diversity & Inclusion

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

10. Community Safety issues

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

11. Conclusion and Recommendations

The progress report shows that twenty-six of the actions are in progress and on track and nine completed. One action is identified as red and six actions are identified as amber. There has been a reduction in the number of actions identified as amber from sixteen in the previous quarter to six. Corporate Leadership Team (CLT) have reviewed actions flagged as red and amber in the last quarter.

Cabinet is recommended to note this report.



	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
1	Complete the work on the production and examination of the North Norfolk Local Plan and formally adopt the Plan by September 2024.	Russell Williams	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	Work progresses on the Plan. Further Consultation phase took place in November to December 2024. If Inspector concludes Plan is 'sound' then it will be adopted in 2025.
2	Monitor and report on the greenhouse gas emissions of the Council's operations and activities and ensure the climate impact of all decisions are fully accounted for and deliver carbon literacy training to all elected members and staff as we look to achieve our commitment to Net Zero by 2030. We will have implemented this programme by September 2024.	Kate Rawlings	Greener: Net Zero: 9 Providing carbon literacy training for all staff and members to better inform council decisions and promote community understanding	In Progress	Green	One hour carbon awareness training sessions now being offered to those unable to complete the full carbon literacy training package.
3	Commission feasibility studies into where the Council might be able to deliver further photovoltaic installations and public EV charging points and deliver at least one such project by March 2025.	Kate Rawlings	Greener: Net Zero: 2 Introducing significant new projects which deliver on our Net Zero ambitions	In Progress	Green	Solar PV installation on Victory Swim and Fitness Centre completed December 2024 (with grant award from Sport England). Evaluation has taken place of opportunities for improving solar electricity generation from the Council's Cromer office as part of a decarbonisation study produced in the autumn. Evaluation of EV charging options undertaken and report completed, suggesting various approaches to providing new installations on the Council's car parks.
4	Increase the percentage of household waste collected which is recycled through programmes of education and public awareness and the development of a Business Case by March 2025 for the introduction of a food waste collection service in the 2025/26 civic year.	Emily Capps	Greener: Waste: 1 Using the National Waste and Resources Strategy implementation and any additional funding available to maximise recycling and reduce waste through the introduction of new streams, such as food waste collections for every household	In Progress	Green	Promotional activities occurred over the Christmas period through the sharing of Norfolk Waste Partnership assets on our social media channels. Focussing on the "Anything But..." campaign to encourage recycling and a reduction of food waste. An article was published in the Outlook magazine relating to recycling with a particular focus on garden waste and the availability of garden waste bins. A project team has been established with regard to food waste collections. The team are currently working on the introduction of commercial changes which for some businesses comes into force as of 1st April 2025. Further information on the simpler recycling released in November 2024, along with statutory guidance. A briefing for members on this is being prepared.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
5	Undertaking a review of our open spaces maintenance regimes with the objective of increasing carbon efficiency and encouraging areas of increased biodiversity by September 2024 and implement new arrangements from the 2025 growing season.	Emily Capps	Greener: Net Zero: 6 Protecting and enhancing the special landscape and ecological value of North Norfolk whilst improving the biodiversity of the district	In Progress	Amber	This action has had to take a lower priority than originally proposed because of capacity issues within the Environment and Leisure Service and SERCO due to the reorganisation of new waste, recycling and garden waste rounds and need to progress our thinking around the introduction of food waste collection services. Since the end of March 2024, Serco have been instructed not to use Glyphosate weed killer on the contract and there has been no use since this date. Serco have conducted trials across the contract of a number of alternative weed treatment methods, including acetic acid and hot foam spraying. The hot foam showed promise as an alternative treatment and Serco have undertaken to do further work on developing a business case for the capital cost of the equipment and revenue cost. The Council is in dialogue with Serco around changing some of the seasonal planting to more drought tolerant planting that would lead to a lower carbon footprint as well as fitting with climate adaption. It is recognised that it is appropriate to maintain the seasonal bedding in some locations. A business case will be produced in due course for further consideration.
6	Complete the Cromer Phase 2 and Mundesley Coast Protection Schemes by March 2026.	Tamzen Pope	Greener: Coast: 2 Implementing the Cromer and Mundesley Coast Protection Schemes	In Progress	Green	Cromer Scheme substantially complete and Mundesley scheme on target for completion in spring 2025
7	Working with Defra, the Environment Agency, local partners and communities to progress delivery of the Coastwise programme in the development and implementation of innovative approaches to coastal adaptation – ongoing until March 2027.	Rob Goodliffe	Greener: Coast: 1 Realising the opportunities of external funding to secure a sustainable future for our coastal communities through transition and adaptation responses	In Progress	Green	Continued progression. Please request Coastwise Board Programme Update for current work package progress. Key progress includes: Completion of carbon baselining and development of carbon calculator tool. Completion of analysis of Coastwise baseline survey. Completion of Coastal Transition Plan Investigations. Completion of Scoping of Sediment Valuation. Purchase of first imminent risk property. Development of detailed designs and discharging of planning conditions for replacement Happisburgh Car Park. Delivery of third phase of Coastwise Cafe's. Developing residential property concept options.
8	Produce and publish a Rural Strategy and Action Plan by June 2024	Martyn Fulcher	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	Initial scoping work being undertaken. Meetings with PH and officer teams held.
9	Put in place a programme of Residents Surveys for delivery from September 2024 to establish community priorities from April 2025.	Steve Hems	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	Not Started	Green	The Director for Communities will be discussing with the Leader of the Council with regard to whether he wishes to proceed with a survey as a priority given the context of local government reorganisation. Multiple consultations/ survey have been undertaken over the past nine months – Coastwise, Council Tax Support Scheme, Car Parks, Housing Allocations Policy, Local Plan consultation and there is a current consultation on North Lodge Park.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
10	With external partners we will urgently pursue funding opportunities to develop initiatives which proactively and reactively support our communities prioritising health, wellbeing and financial inclusivity of our most vulnerable and hard to reach residents from April 2024.	Karen Hill	Communities: Health: 2 Growing the work done in reaching out to our communities and provide additional focus to the work being undertaken to support the most vulnerable	Completed	Green	Funding was secured from a range of sources including The North Norfolk Health and Wellbeing Partnership, Better Care Fund and Local Place Board Community Transformation fund enabling the continued employment of the Community Connector Team to deliver projects on Frailty, High Intensity Users and the roll out of community engagement PositivTea events. We have been funded by Age UK to develop Age Friendly Communities. We have continued to deliver the Household Support Fund. These projects will continue to be delivered until 31/03/2025.
11	Continue the Council's commitment to improving the quality and accessibility of our public conveniences undertaking feasibility studies, identification of cost / budgets etc for new or improved facilities at four locations, with the objective of delivering one project by March 2025 and in each of the following years (2026 and 2027).	Tina Stankley	Communities: Accessibility: 2 Continuing our record of investment in the provision of inclusive public toilet facilities	In Progress	Green	Major improvements / redevelopment of public toilet facilities at The Leas, Sheringham (new Changing Place facility, accessible toilet, family cubicle and 24/7 toilet) completed in November 2024; works to complete the Albert Street, Holt facilities anticipated in February 2025 – both of these schemes secured Changing Places grant monies in addition to funding provided by the District Council. Pressure on the Council's budgets and capital programme means future significant improvements projects to the Council's public toilet portfolio is unlikely to be possible meaning the original Corporate Plan objective of delivering a further toilet improvement project in 2026 and 2027 will need to be amended.
12	Prepare an Active Environment and Play Park Strategy (by June 2024) to inform future investment decisions and external funding applications with the objective of delivering at least one major project by March 2025 and in each of the following years (2026 and 2027).	Colin Brown	Communities: Accessibility: 3 Creating active environments for all ages and abilities	Not Started	NA	We are still seeking an agreed approach to this.
13	Continue to work with Active Norfolk for a further three years, from April 2024, to promote active lifestyles and investment in sports facilities across the district.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	This partnership continues to deliver across the district with several new funds obtained and projects started in the last quarter.
14	Subject to Government announcing a further round of Levelling Up funding, re-submit proposals for the Fakenham Leisure and Sports Hub proposal and the Cromer Clifftop public realm proposal emphasising the strong community support and benefits which would be realised from these investments – bids to be submitted in accordance with Government bidding deadlines.	Steve Hems	Communities: Culture: 4 Developing further the leisure facilities provided across the District	Completed	Green	The announcement in the Autumn Statement of 2023 included the funding of the Fakenham Leisure and Sports Hub proposal. The Council has complied with the validation process set out by Government although the funding has not been confirmed due to the change of Government administration. This action is complete and it is suggested that should funding be confirmed at the end of October that a new action for the 2025/26 Annual Action Plan is included for the delivery of the build aspect of the project.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
15	Explore external funding to support a business case to provide a mains electricity supply to allow further development of facilities at Holt Country Park. Business case to be prepared by March 2025.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	The project to provide mains electricity to the country park is ongoing, although no external funding has been identified for this. We are hopeful that the original cost associated with this project can be reduced by delivering it in an alternative way. A proposed option to make the connection via the adjacent Beresford Road development was not feasible, but we are trying to arrange conversations with a neighbouring landowner to discuss a proposal to make the connection via his land which sits opposite the main entrance to HCP. External funding has been sought for a separate (but linked) project at HCP to install a new learning space. A bid for £100k has been submitted to the Hornsea 3 Legacy Fund which would see new indoor and outdoor eco-focussed learning spaces created for community use. Decision is expected in February.
16	Develop clear business cases, project investment proposals and timescales to provide 3G pitches at Cromer, Fakenham and North Walsham aligned with external funding opportunities – business cases to be prepared by June 2024.	Colin Brown	Communities: Culture: 4 Developing further the leisure facilities provided across the District	In Progress	Amber	A positive funding decision was received early in January for the Cromer project with the Football Foundation confirming their commitment to funding the project. They will provide 65% of the total project cost which equates to just over £450k. No announcement has been made as yet due to both applicants (NNDC and The Inspiration Trust) still reviewing the offer and funding conditions. Only once this is agreed will we then be able to comment on timescales but works would need to begin within 6 months of acceptance. The application process for North Walsham and Fakenham should begin in the early part of 2025 but are dependent on leases being agreed at both sites.
17	Share data about the number of permanent, affordable, second and holiday homes, empty homes and numbers of local people on the housing register at a parish level on an annual basis so that there is a very clear understanding of the context of local housing issues at a local community level. It would be expected that sharing this information widely would generate more support for a pipeline of affordable housing schemes across the District through Community Land Trusts and Rural Exceptions schemes.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Housing needs information was sent to all Town and Parish Councils in November 2024. Data is routinely monitored and shared appropriately. In particular data was provided to the recent OSC 'Homelessness Task and Finish Group' as well as the Housing Strategy Action Plan
18	Promote greater take up of Neighbourhood Plans by local communities with the objective of supporting communities adopt Neighbourhood Plans.	Russell Williams	Communities: Engaged: 1 Ensuring that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive	In Progress	Green	15 Parish / Town Councils have now started work on (or completed) a Neighbourhood Plan - with Trunch and Weybourne formally starting the process in Q3.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
19	Develop and implement solutions to the challenging Nutrient Neutrality issue which is holding up some new residential developments in the district through developing appropriate mitigation schemes – we will have worked with partners to deliver at least two local mitigation schemes by March 2025.	Martyn Fulcher	Greener: Waste: 4 Identifying solutions to nutrient neutrality that will enable key watercourses to remain healthy ecosystems, whilst ensuring necessary development can take place	In Progress	Green	Founding member of NEC Ltd, company aimed at providing nutrient neutrality solutions across partner authority areas. Mitigation plans in place and credits already being traded. Septic Tank Conversion programme in place and first credits have now been released for developments in North Norfolk.
20	Negotiate with Norfolk County Council and the Office of the Police and Crime Commissioner on the retention of the Second Homes Council Tax premium (subject to appropriate legislation being passed) to finance the delivery of a more ambitious programme of affordable homes developments in the district from March 2025.	Tina Stankley	Housing: Second Homes: 1 Continuing the work we have done to represent the District over second homes, advocating for a fair proportion of the taxation which will be spent on affordable homes and related infrastructure provision	Completed	Green	Agreement has been reached with the County Council over the collection of the Second Homes Council Tax premium with 25% of the County Council's element of the premium being "returned" to North Norfolk for spending on housing-related projects – report to Full Council on 29th January 2025.
21	Take forward with partners a programme of new affordable homes development in the district, with a target number of 350 new affordable homes completed over the period to March 2027.	Nicky Debbage	Housing: Housing Need: 1 Supporting the delivery of more affordable housing, utilising partnership and external funding wherever possible	In Progress	Green	Work continues to ensure a good pipeline of affordable housing schemes - through housing enabling and liaison with Registered Providers, landowners, developers etc. end of year completions will be reported and predictions for next year made.
22	Work with partners in the North Norfolk Help Hub to respond to housing standard issues as and when they arise in a timely and satisfactory manner. Conduct at least 50 inspections under the Housing Health and Safety Rating System per year of privately rented accommodation in response to complaints received. Inspect all new Houses in Multiple Occupation (HMOs) applications received by the Council and using a risk-based approach inspect on a rolling basis all HMOs in the District. In all cases take appropriate action in accordance with the Council's enforcement policy.	Emily Capps	Housing: Housing Stock: 2 Continuing the high-profile work done to tackle unscrupulous landlords/ poor quality housing during the cost of living crisis	In Progress	Green	01/04/2024 to 09/01/2025- HHRS inspections completed 23, HMO inspections undertaken 9. Winter is always a busy period for the team with enquires relating to heating failures, dampness, mould and cold, so these numbers are likely to increase in the last quarter of the year.
23	Publish and implement a new Economic Growth Strategy and Action Plan for the District by March 2024.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	Completed	Green	Strategy completed. Summary document being finalised, together with updated data appendices. Implementation is ongoing.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
24	Improve engagement and dialogue with and between the district's business community by establishing a North Norfolk Business Forum for launch in September 2024, with a series of monthly business briefing events to be staged throughout the autumn / winter of 2024/25.	Stuart Quick	Economy: Thriving Business: 2 Providing support to allow rural businesses to thrive, recognising that many of our larger employers operate outside of our main towns	In Progress	Green	On 14 November a Visitor economy networking event was delivered in partnership with VNN. The event set at the marketing campaign for the coming year and was attended by over 140 businesses. A refreshed approach to business engagement has been established and new communications channels set up, including networking and other events. Three business events are scheduled for Q4 2025, including an Annual Business Networking event, an 'Inspiring North Norfolk' business event to showcase business excellence within the district and a sector specific event on the culture and creative sector.
25	Be a lead advocate and facilitator in establishing the Bacton Energy Hub site as one of the UK's principal locations for carbon capture and storage and hydrogen production in support of the UK's energy transition to Net Zero realising the employment, supply chain and wider economic benefits for North Norfolk, Norfolk and the wider East of England region. Ongoing from now throughout the period of the Corporate Plan.	Steve Blatch	Economy: Infrastructure: 2 Seeking to maximise the potential from the local implications of the transition towards hydrogen and carbon capture, use and storage (CCUS) at the Bacton Gas site	In Progress	Green	The District Council hosted a major summit event of key stakeholder organisations at the Council offices on 14th January 2025. This very successful event, attended by 80 delegates, shared details of the future opportunities which exist at the Bacton Energy Hub site to contribute to the UK's future energy security and transition to Net Zero, through the continued processing of natural gas, development of Carbin Capture and Storage and potential production and transmission of hydrogen and how partners can work together to develop a single vision and action plan for the future of the site, supported by increased electricity and water availability. The District Council will continue to lead on this work bringing together key partners.
26	Work with the local community and partners in Stalham through the Government's High Street Task Force programme to develop a series of interventions to improve the town centre environment and levels of footfall and activity for delivery of the period April 2024 – March 2027.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	Completed	Green	Stalham Town Centre Task Force has concluded its work and reported to local stakeholders. A new Town Team has been established to facilitate stronger partnership working with local stakeholders and to initiate appropriate projects in response to the issues identified.
27	Work with partners in Fakenham to retain banking and post office services in the town centre, through establishing a banking hub facility by September 2024.	Stuart Quick	Economy: Thriving Business: 1 Working with our Market and Resort Towns to reinforce their roles as local service centres, centres of employment, financial services and business activity, served by public transport	In Progress	Amber	A meeting has taken place with LINK about the need for a Banking Hub in Fakenham, but the discussions weren't particularly positive and further conversations now need to be had with Cash Access UK to develop a strong business case. Conversations also took place on the need for a Banking Hub in North Walsham and the challenges Cash Access UK are experiencing in securing permanent premises in Holt, as well as the need for a cash point to be provided in Hoveton). The Council will continue to present the case for banking hubs to be provided in North Norfolk through presenting data and evidence in support of such facilities but ultimately are unable to provide such facilities ourselves.
28	Continue to support and work with Visit North Norfolk to promote North Norfolk as a key visitor destination with a diverse visitor offer.	Rob Young	Economy: Thriving Business: 4 Continuing to promote North Norfolk's diverse tourism and visitor offer	In Progress	Green	Close liaison with VNN maintained, working collaboratively on destination marketing and support and engagement with the local visitor economy businesses. Exploring new ways of cementing the relationship and identifying ways of enhancing the visitor offer.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
29	Ensure, through sound programme management and appropriate promotion, that full commitment and draw down is made of the UK Shared Prosperity Fund and Rural England Prosperity Fund monies allocated to the district.	Stuart Quick	Economy: Thriving Business: 3 Looking to maximise the benefits to our business community of the UK Shared Prosperity and Rural England Prosperity Funds	In Progress	Green	Q3 targets met and details of outcomes widely shared. Arrangements being made for final stages of the programme and identification of projects for the recently announced 'transition funding' for 2025/26.
30	With partners, develop Energy Infrastructure and Water Resources Plans for the district by March 2025 and lobby for these key infrastructure constraints in the district to be addressed by statutory undertakers so that businesses and developers are not disadvantaged in taking forward investment plans in the district.	Rob Young	Economy: Infrastructure: 4 Influencing issues of water scarcity and constraints in the local electricity distribution network	In Progress	Amber	Continued dialogue with relevant statutory undertakers and representative organisations (e.g. Water Resources East, Broadland Agricultural Water Abstractors Group) in relation to water infrastructure planning affecting the District, as well as local businesses affected by infrastructure constraints. The Leader of the Council and Chief Executive had an introductory meeting with the new Chief Executive of Anglian Water on 9th January. Delays in agreement to NCC's devolution deal funding has caused set back on Local Energy Plan. Discussions about the future role of Bacton Gas Terminal have included consideration of its potential future energy and water needs as well as its potential to facilitate the supply of energy and water in the future.
31	Through developing a deeper understanding of the constraints of existing mobile and digital infrastructure in North Norfolk, lobby key operators and providers so as to reduce the "digital divide" which exists in the district.	Martyn Fulcher	Economy: Infrastructure: 3 Acting as a digital champion to promote investment to address our competitive disadvantage through broadband and mobile connectivity challenges	In Progress	Green	Initial scoping meeting held with PH and project scope agreed. Background research now being undertaken and relevant contacts identified.
32	Based on previously commissioned surveys, develop a pipeline project proposal by December 2024 which seeks to increase the supply of serviced land or advance factory premises at Fakenham, Holt or North Walsham and can be delivered at pace if external funding can be secured for such an investment.	Stuart Quick	Economy: Infrastructure: 5 Ensuring an adequate supply of serviced employment land and premises to support local business growth and inward investment	In Progress	Green	A number of investments from significant companies are presently in discussion or have recently been confirmed. These include Jarrolds taking on the Back to the Garden site at Holt, B & M stores locating to the present Co-op in Cromer, Sainsburys' acquisition of the Homebase site on Holt Road, and M & S's publicly declared interest in premises at Holt. Construction of a new roundabout on the Fakenham bypass is presently underway. This will provide access for the 'Fakenham Urban Extension', which includes the building of up to 950 new homes, a new primary school, hotel and community centre as part of a public and private sector partnership.
33	Develop, with Norfolk County Council, by March 2025 a North Norfolk Skills Forum to promote careers and workforce development in the district, address local skills shortages and secure education and training providers and employer engagement in apprenticeships and training provision.	Stuart Quick	Economy: Skills: 1 Promoting innovation and workforce development throughout the district	In Progress	Green	Skills forum established and meeting regularly. Liaison maintained with businesses and skills providers and 'Future Skills Now' project developed to identify and help in responding to skills needs of local businesses.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
34	Produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.	Steve Blatch	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	In Progress	Green	There were 4 recommendations made by the Peer group after its visit 16 months ago. The Peer Group visited on 12 December to review progress on implementing the recommendations. The feedback from the day was very positive. CLT consider that approximately 60% of the actions to be taken have been completed and the remaining 40% continue to be progressed. It is recognised that many of the actions have no fixed end dates and are a continuous process of ongoing development.
35	Monitor progress towards the objectives detailed the new Medium-Term Financial Strategy (November 2023) through continuously reviewing service delivery arrangements so as to realise efficiencies and ensure value for money service provision in meeting the needs of our residents, businesses and visitors. Two detailed service area reviews will be completed each year starting with IT and Licensing.	Tina Stankley	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	In Progress	Green	EELGA's IT service review final report identifies that to take the service forward there needs to be a Strategic Head of IT to focus on the strategic management of the service. Recruitment into this post is underway. The Licensing service review is now underway. Joint CLT/AD meetings are to take place on a monthly basis from January 2025 onwards to agree the programme of service reviews, undertake and monitor progress.
36	To continue improvements to our Planning Service under the Planning Service Improvement Strategy introduced in March 2023 and to deliver the action plan by July 2024, with the intention of providing exemplary customer service to planning service users, improving performance monitoring and reporting, web pages, training for members and staff, review of appeal decision notices and pre-application processes and refining validation list requirements.	Russell Williams	Council: Effective & Efficient: 2 Continuing a service improvement programme to ensure our services are delivered efficiently	Completed	Green	Overview and Scrutiny Committee considered an update report at its October 2024 meeting - and concluded that the Plan didn't require further reporting to them. Development Committee will continue to consider 'planning performance' and potential areas for improvement. A new 'Local Validation List' has been adopted for implementation from early January 2025 and a new 'Pre-Application' process should commence in the 2nd half of January. The Plan will be concluded - with a 'lessons learnt' phase - in Q4 of this municipal year.
37	Undertake a Value for Money Review of the Council's Temporary Accommodation provision in light of rising numbers of homeless households being accommodated in Bed and Breakfast accommodation. In recent times the Council has purchased a portfolio of self-contained temporary accommodation providing better outcomes for homeless households, but a deeper understanding of the costs of purchasing and managing these units – Review to be undertaken by June 2024 with a direct link to the Strong, Responsible and Accountable Council theme in terms of value for money and sustainable financial position.	Nicky Debbage	Council: Effective & Efficient: 3 Delivering services that are value for money and meet the needs of our residents	Completed	Green	An independent review of the Council's approach to the purchase and management of Temporary Accommodation was undertaken by an EELGA Talent Bank resource and their report received in November 2024. The recommendations of the report are now being considered and will be taken forward during 2025.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
38	Undertake a review of our Customer Service provision by September 2024 to ensure that we continue to meet the needs of our residents whilst embracing new technology and digital platforms so as to increase access to council services 24/7 through self- service options.	Steve Hems	Council: Customer: 1 Developing our self-service options so that customers can do business with us 24/7 to enable the most efficient transactions	In Progress	Green	This is an ongoing project running alongside the perpetual change of the Council's services. Significant service improvements include increased online self-service reporting and application forms, and the implementation of the Council's Chat Bot service operating 24/7 via our website, providing support and direction to customer accessing information or services. Future plans include exploring the functionality across our telephony system, and the implementation of an improved workflow system to enable efficiencies and an improved customer experience.
39	Undertake a review of the Council's car park management contract by March 2025 to assess if it continues to deliver value for money for the authority or whether an alternative contract arrangement should be put in place. This work should also consider if the Council would wish to take up the invitation to local authorities by the Government in its recent announcement about the introduction of a National Parking Platform from April 2024.	Tina Stankley	Council: Opportunity: 2 Reviewing our parking management contract to ensure we are realising all opportunities to generate revenue from these assets	In Progress	Green	This is ongoing with a report due to Cabinet in February. Car parking fees and charges were agreed at the Cabinet meeting in November. The public consultation is underway with the plan to increase fees from 01 April 2025.
40	Review the Council's approach to Asset Commercialisation to reflect the findings of the Corporate Peer Challenge in seeking to realise new and emerging opportunities around the use of the Council's land and property assets through preparing a revised Asset Management Strategy by September 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	In Progress	Green	A draft revised Asset Management Plan has been prepared and will be presented to members in April 2025 once work finalising and approving the Council's 2025/26 budget is complete.
41	Explore whether the Council should look to manage its seafront assets (beach huts and chalets, concessions etc) through a Local Authority Trading Company structure – options appraisal report to be prepared by December 2024.	Renata Garfoot	Council: Opportunity: 1 Investing in projects which deliver financial returns and/or contribute to our wider objectives around Net Zero, business and jobs, community facilities and infrastructure	Completed	Green	The Peer Group recommended looking at setting up a company to manage this function. This option was reviewed but not felt to be appropriate for NNDC. However Members have decided to convert all of the weekly let beach huts to leased (5 year) units. This is being actioned by the Estates and Assets Manager under delegated authority.
42	Produce an Organisational Development Plan for the Council which seeks to address the staff recruitment and retention challenges which face all local authorities but are perhaps more acute in some roles at North Norfolk District Council due to our geography. The new Plan, which is to be prepared by June 2024, will detail our approach to developing our workforce through apprenticeship recruitment, professional development and collaboration across the public sector locally in Norfolk.	Susan Sidell	Council: Effective & Efficient: 5 Creating a culture that empowers and fosters an ambitious, motivated workforce	In Progress	Green	A draft workforce development plan has been shared with CLT and returned to HR for final amendments. The changes will be drafted to enable the Workforce Development and People Strategy to be launched alongside the Learning and Development Strategy.

	Action	Lead Officer	Corporate Plan objective	Stage	RAG Status	Lead Officer comment (most recent update for January in red)
43	Further develop and embed our Youth Council work	Emma Denny/ Cara Jordan	Communities: Engaged: 2 Ensuring that the needs of harder to reach groups are not overlooked; through identifying, understanding and removing the barriers that might hinder engagement with the council.	Not Started	Red	The Council has experienced some capacity issues in being able to sustain support for the Youth Council alongside the turnover of young people engaged in the Council compounded by our rural and dispersed population. Feeling that this objective might need to be “parked” given the devolution and LGR issues.
44	Ensure the Council's annual accounts are audited in a timely manner.	Tina Stankley	Council: Effective & Efficient: 4 Ensuring that strong governance is at the heart of all we do	In Progress	Green	Work is ongoing and the backstop dates should be met. Both the 2021/22 and 2022/23 accounts have now been published although these have been issued with a disclaimed opinion in line with the latest regulations. The 2023/24 accounts should be published by 17 January 2025 so that the auditors have time to audit the accounts by the 28 February backstop deadline.

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

Wards affected	All
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	Steve Blatch, Chief Executive

	Email:- steve.blatch@north-norfolk.gov.uk Tel:- 01263 516232
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Links to key documents:	
Corporate Plan:	<p>Theme:- A Strong, Responsible & Accountable Council</p> <p>Objective:- We will ensure the Council maintains a financially sound position, seeking to make best use of its assets and staff resources, effective partnership working and maximising the opportunities of external funding and income.</p> <p>Action:-</p> <p>We will produce an Action Plan in response to the recommendations made by the recent LGA Corporate Peer Challenge by end December 2023 and thereafter deliver the Action Plan objectives over the period to June 2025.</p>
Medium Term Financial Strategy (MTFS)	A number of actions detailed within the Action Plan seek to support and strengthen the Council's MTFS and strategic financial position given the changing context of local government finances.
Council Policies & Strategies	All – the Corporate Peer Challenge process promotes sector-led improvement and is intended to support the Council in its objectives in the provision of quality services which meet the needs of the district's residents, communities, businesses and visitors and of our ambitions around continuous improvement

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

1. Purpose of the report

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

2. Introduction & Background

- 2.1 North Norfolk District Council had a Local Government Association Corporate Peer Challenge undertaken in September 2023. The Peer Challenge process is a sector-led improvement programme intended to provide a snapshot of the Council's performance and make comments and recommendations drawn from experience elsewhere across the local government sector as to how the Council might look to develop and improve the way it conducts its business and delivers services to its residents, communities, businesses and visitors.
- 2.2 The headline findings of the Peer Review team in September 2023 were that North Norfolk District Council *"is a council which performs well, cares for and is delivering for its residents. Officers and elected members have a clear understanding of the needs, wants and challenges in the district and are passionate about delivering for their communities"*.
- 2.3 The Peer Review Team then made four key recommendations to support the Council in its ambition to continually improve, develop and grow and the Peer Challenge then required the Council to publish a response in the form of an Action Plan detailing how it proposed responding to the recommendations made over the following two years.
- 2.4 The Council developed an Action Plan in response to the Peer Challenge recommendations, a draft of which was presented to the 24th January 2024 Overview and Scrutiny Committee for comment, before the Action Plan was adopted by Cabinet at its meeting of the 5th February 2024.
- 2.5 The Peer Challenge process then involves a follow-up visit to assess progress made – usually 10-12 months after the initial review. Arrangements were made for the follow-up visit to be conducted on 31st July 2024 but this was cancelled shortly before the visit due to one of the Peer Team being taken unwell. As the General Election called for early July then saw a number of scheduled conference events re-organised to the autumn and the new Government making a number of policy announcements in September and October, it was not possible to re-arrange a follow-up visit by the Peer Review Team until 12th December 2024.

3. The Peer Review Team's follow up visit

- 3.1 The Peer Review Team undertook their follow-up visit to the Council on 12th December 2024 – made up of the Lead Chief Executive, two elected member peers and our LGA Relationship Manager. In advance of the visit the Council provided details of the progress made against the Action Plan – attached as Appendix 1 to this report (with some minor amendments) and supporting "evidence" and this was tested and validated on the day through a series of meetings with officers and members – including Cabinet, Opposition Group Leaders, Chairs and Vice Chairs of Overview and Scrutiny and GRAC, CLT, Management Team, and some groups of officers / staff focus group.
- 3.2 The Peer Review Team provided positive verbal feedback at the end of the day's visit and have subsequently provided us with a written report of their assessment of our progress and made some recommendations for further actions in support of the previously agreed actions as detailed in the Action Plan.

4. Progress made over the period January – December 2024

- 4.1 The progress made against the objectives developed under each of the four recommendations made by the Peer Review report as detailed in the agreed Action Plan are now reported in the table in Appendix 1 to this report.
- 4.2 It is believed that good progress has been made in respect of most of the objectives and actions detailed in the Plan, particularly given the demands of servicing the General Election on 4th July, which takes up corporate capacity beyond planned work, and the focus given to progressing the governance arrangements for the Fakenham Leisure and Sports Hub proposal which secured funding through the Levelling Up Fund programme.
- 4.3 The Peer Review Team particularly praised the progress which had been made in improving the Council's Medium-Term Financial Strategy; the high level review of services to realise savings and increased income; greater capacity in finance and governance through realigning responsibilities within the Resources Directorate to create more "space" for the Monitoring Officer and appointment of a new Assistant Director of Finance and Assets; strengthening the Council's scrutiny arrangements; the Staff Survey; external review of the IT service and development of the new performance management system.
- 4.4 Comment was made that there was still scope to develop and improve the report writing template and structure of reports to allow members to gain a better understanding of key issues and decisions; to strengthen the "golden thread" between the Corporate Plan, Annual Action Plan and Service Plans and individual objectives and to complete work on the Workforce Development Plan and stronger recognition and celebration of achievements through considering relaunching some form of Staff Awards scheme or event. The Cabinet and CLT recognise that further work should be progressed on these issues and will seek to allocate some resource to these issues in the coming months as part of our ongoing learning and improvement journey.

5. Corporate Priorities

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

6. Financial and Resource Implications

- 6.1 Delivering a number of the actions detailed in the Peer Challenge Action Plan has involved committing staff and financial resources as part of the Council's corporate improvement journey. The majority of staff time committed to delivering actions within the Action Plan have been met within existing budgets.
- 6.2 Some direct costs have been incurred in taking forward some of the recommendations made by the Peer Review team such as the conduct of the Staff Survey, commissioning some external consultancy support through the East of England Local Government Association to support the development of an Organisational Cultural Plan and review of our IT and Temporary Accommodation services, where bringing experience in from beyond the Council has provided a degree of external challenge alongside providing additional capacity to undertake these tasks.

7. Legal Implications

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

8. Risks

- 8.1 It is not considered that there are any significant risks to the council raised by this report or the Peer Review Action Plan.

9. Net Zero Target

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

10. Equality, Diversity & Inclusion

- 10.1 Issues of equality, diversity and inclusion have been considered in the development of the Workforce Development Strategy new and revised workforce policies and service delivery improvements as appropriate.

11. Community Safety issues

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

12. Conclusion and Recommendations

The Overview and Scrutiny Committee is invited to note the report of the Peer Review Team's follow up visit conducted on 12th December 2024 and, as appropriate, comment on the progress made in delivering against the agreed Action Plan throughout 2024.

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LGA Corporate Peer Challenge – Progress Review

North Norfolk District Council

12th December 2024

Feedback



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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) during September 2023 and promptly published the full report with an action plan.

The Progress Review is an integral part of the Corporate Peer Challenge process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- Receive feedback from peers on the early progress made by the council against the CPC recommendations and the council's RAG rated CPC Action Plan.
- Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank North Norfolk District Council for their commitment to sector led improvement. This Progress Review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary of the approach

The Progress Review at North Norfolk District Council took place onsite on 12th December 2024.

The Progress Review focussed on each of the recommendations from the Corporate Peer Challenge, under the following theme headings:

Finance

Recommendation 1 - You need a stronger focus on strategic finance (given the financial challenges the sector is facing);

- Medium term financial strategy – implement a three plus one rolling year to allow better and more accurate considerations and forecasting
- more regular monitoring and reporting of the budget and capital programme -

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Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

to better inform decision making and promptly identify under/overspending so that issues can be addressed

- alignment of financial capacity with corporate priorities – statutory officers are overloaded.

Priorities and strategic alignment

Recommendation 2 - The Corporate Plan needs to drive the delivery of new priorities alongside key core services which are:

- aligned to the MTFS and properly resourced – to make sure there are the funds to deliver aspirations and enough skilled and experienced officers to deliver them
- connected by the golden thread through the delivery plan, service plans, team plans and check ins – so everyone knows how they contribute and can feel pride in achieving them.

Organisational development

Recommendation 3 - There is a need for a comprehensive Organisational Development Plan which includes:

- labour market analysis and workforce planning - to help research future jobs in the local area, understand the skills needed for certain roles and the demand for future employment working with business partners
- talent management/learning and development - to attract, identify, develop, engage, retain, and employ officer's valuable to the council
- employee survey and action plan – this is needed and will help to improve organisational culture by delivering on the results
- Organisational Cultural Plan – to help attitudes shift and make the council more agile to future demands.

Continuous improvement

Recommendation 4 - To continue to improve the council needs to rethink:

- senior leadership of change and transformation – establish who is responsible for driving this in the organisation

- distributed leadership that considers ownership, responsibility, and accountability – management team? need to work in sync and provide more operational capacity for transformation and change, and compliance with programme and project management governance creating more space at corporate leadership team for strategic planning
- digital vision and strategy to drive improved outcomes and cost efficiencies – agree how digital services will enable the delivery of modernised, streamlined delivery of services and priorities
- use data to inform decision-making, improve performance and drive commercial aspirations – smarter, clearer, more targeted performance measures which are effectively used to drive improvements along with more articulated reports, submitted on time and with clear recommendations.

For this Progress Review, the following members of the original CPC team were involved:

- Liberal Democrat member peer – Dave Hodgson, former Mayor of Bedford
- Conservative member peer – Gareth Barnard, Conservative Group Leader at Bracknell Forest Council
(replaced Cllr Duncan McGinty, Sedgemoor Council who was on the CPC team but unable to attend the progress review)
- Chief executive peer - Andy Bates, CEX South Hams District Council and West Devon Borough Council
- LGA peer challenge manager - Kirsty Human

3. Progress Review - Feedback

Due to the availability of peers and the summer general election, it is over a year since the peer team visited North Norfolk District Council (NNDC) to complete the corporate peer challenge (CPC). Over the past 15 months, the council has made good progress on all the recommendations, recognising that in many cases, there are no fixed end points and work will continue to refine and improve over time.

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The uncertainty around the local government financial settlement, devolution and local government reform and continued pressure around homelessness, temporary accommodation and asylum resettlement schemes continue to move the goalposts around service delivery expectations.

Within this complex and ever-changing environment NNDC is doing the best it can to support and deliver for the residents of North Norfolk.

Out of the CPC's four recommendations, the council's RAG rated Action plan reports that 60 per cent of actions are completed and 40 per cent continue to be progressed.

Finance

Peers commented on the much-improved presentation of the medium-term financial strategy (MTFS) and the level of detail it contained to support better understanding of the situation and future challenges.

A high-level review of services had been undertaken in preparation for the 2025/26 budget enabling elected members to consider difficult financial decisions including: increasing fees and charges of beach huts and car parks, proposed transfer, sponsorship or closure of some public toilets and the potential cessation of the North Norfolk Visitor Centre service.

Greater capacity has been created within the resource's directorate with a new assistant director (AD) for finance and assets recruited in July to work alongside the assistant director for legal and governance under the director of resources. The new AD is bringing fresh ideas and a new perspective to the role. The additional post will enable the monitoring officer (MO) to focus on their statutory specialism and clarify roles and responsibilities. A capacity issue does remain in the legal and governance service due to operational vacancies which has also led to the delay in implementation of some actions.

Work to improve the committee report style and cycle of meetings has not progressed due to this lack of capacity. The appointment of the AD for finance and assets means there is work planned to clarify and improve the relationship between Cabinet, Overview and Scrutiny (O&S) and Governance Risk and Audit Committee (GRAC). Peers suggest a meeting of the three chairs to agree roles and

responsibilities followed by regular meetings to forward plan which meeting will receive what reports which would help to clarify the confusion. In its simplest form, GRAC should look backwards, Cabinet forwards and O and S should hold Cabinet to account along with a role in oversight of corporate performance and partners delivery as well as scrutinising development of the budget.

It was clear to peers that the O&S committee is working much better. The workshop in May, revised arrangements in July and training on constructive questioning, new pre-agenda, and workplan arrangements from September have all supported better attendance, debate, and outcomes. Of particular note was the work completed by the homelessness task and finish group, the pre-scrutiny of some key budget decisions and the meetings with external organisations to hold them account for their work in the district.

Improvements in report writing were evident but there is still work to be done. Elected members are still receiving late reports or reports to follow and some reports are not seeing the correct officer oversight ahead of being presented to members. There was a recent example of a paper containing the wrong financial assumptions which had to be corrected following the committee meeting. Peers appreciate there are operational capacity issues within this area and were assured these issues will be addressed as a priority.

In discussion with managers, peers found there to be a lack of responsibility and accountability around finance. There appeared to be a belief that balancing the budget was the responsibility of the finance team, Corporate Leadership Team (CLT) and Cabinet. Efforts to coordinate a collective proposal from all service areas around future savings had not been successful. It was indeed a time of transition with an interim finance officer drawing up the initial proposals, and peers felt ADs should have a better understanding of their corporate responsibilities and the role they play in shaping the council's budget proposals.

Priorities and Strategic alignment

The [Corporate Plan](#) drives the councils' key priorities. It is an ambitious plan which seeks to deliver better outcomes for residents against the following five priorities:

- our greener future

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Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

- developing our communities
- meeting our local housing need
- investing in our local economy and infrastructure
- a strong, responsible and accountable council

A great deal of progress has been made on the current Corporate Plan with peers hearing about work to deliver the Fakenham Leisure and Sports Hub using Levelling Up funding, delivery of £25m coastal protection schemes at Cromer and Mundesley, delivery of UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund programmes and working with partner authorities unlocked development delayed by nutrient neutrality issues.

Peers raised questions as to whether the plan was still achievable given the changing financial context and the imminent announcement of the financial settlement. The annual delivery plan, whilst listing the projects to be delivered, doesn't have much detail around who is responsible, the timeline for delivery and for the longer-term ambitions, what element of the overall project will be delivered annually. Peers warned of a potential expectations gap if the council doesn't look to realign the annual delivery plan within the new financial envelope.

For example, the removal of the rural services delivery grant and new homes bonus are just two elements of the governments financial settlement which will require a refresh of the council delivery plan against the available future resources. Now is the time to be upfront about the challenges and the impact it will have on NNDC's priorities.

There is an opportunity to further strengthen the strategic alignment of plans and the 'golden thread' from the Corporate Plan through to the annual delivery plan, service plans and individual objective setting. Strengthening the golden thread will ensure the council's goals, vision and values inform and are informed by its processes, systems, and people. It will also help all staff to recognise where individually and as teams they are helping to contribute to the delivery of the council's priorities.

In discussion with managers, the service plan process seemed disjointed. Some service areas thought it was optional, whilst some put a lot of work into them. As the key building blocks for delivery in the organisation it is essential these are mandatory.

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If an action is not in the service plan, it is unlikely to happen. All key actions from the Corporate Plan and annual delivery plan need to be included to avoid a disconnect and prevent ambiguity.

The introduction of the performance board provides a key opportunity for reflective key performance oversight of the council's Corporate Plan, priorities and key performance indicators. Peers saw real benefit in the introduction of this and the other boards. With regards to performance, the board provides a structure for key managers to come together to discuss and share learning and to support each other with ideas around how to improve performance where there are challenges.

The boards are still embryonic, and their roles and responsibilities need to be better communicated as they are developed and refined. Peers were confident they will be continuously developed and asked the council to consider and clarify where the boards sit in relation to CLT, Management Team (MT) and members. It is essential to ensure all managers understand their purpose and their function down through the organisation to staff and up through the organisation to elected members.

Organisational development

Following the CPC in September 2023, the council sought support from an external provider to review workforce development. Facilitated staff workshops helped to support the council's thinking along with a number of suggestions from the review.

In addition, NNDC conducted a staff survey in February 2024 which gathered the views of 60 per cent of staff. The results were on a par with the national average. On the five key driver questions the council scored good/to celebrate or moderate/capable of improvement on four of these. The fifth key driver question “the council gives me opportunities to shape the design of change in the organisation” fell in the poor/clear sign to improve category. The completion of the survey now enables NNDC to benchmark results over time and compare with other councils and nationally.

Whilst peers saw the survey results, staff were unclear about whether there was a specific action plan addressing the areas for improvement. The survey has clearly informed the development of the Workforce Development and People Strategy but a “you said, we did” action plan would give staff the confidence that their specific

concerns are being addressed.

The workforce development review, staff survey, Learning and Development Strategy, Role Model Manager Framework and Workforce Development and People Strategy are great pieces of work, but peers felt they worked as standalone documents rather one coherent plan. The council has all the ingredients for an Organisational Development/Workforce Plan, they just need to be bought together and made specific to what, when and how it will be delivered and what performance metrics will be used to measure success.

The peer team were impressed by the leadership, passion and dedication being given to supporting the councils approach to HR and OD and are confident our recommendations for further improvements will be carried forward.

More work could be done to support the council's cultural change journey. This can't be done by managers or CLT, it needs to be staff lead. Engaging the enthusiasm of a group of staff to develop and oversee staff engagement activities would help to drive this forward. For example, relaunching staff led awards to recognise outstanding efforts, organising social events, celebrating success of individual teams to promote a kind and supportive organisation.

Continuous improvement

Three new strategic oversight boards were established in July 2024 to provide clarity of operational and strategic management.

- decarbonisation oversight board
- major projects oversight board
- performance and productivity board

Each board is chaired by a director with a focus on monitoring progress and performance and reporting to members by exception. The boards strengthen the corporate oversight and capacity to deliver against the key priority areas. Continue to refine the boards as they develop to ensure they deliver what you need.

Further work is required at pace to structure the top team (CLT and MT) in a way that supports both groups to work collaboratively whilst also delivering on their respective

roles and responsibilities. Collectively MT are unclear of their role, responsibility and accountability. Reaching agreement between the seven individuals is difficult and the dynamic needs to change. Peers suggest MT are engaged in a different way and their role clearly defined.

Consider regular meetings of the top three tiers to discuss the big corporate issues. For example, hold a wider meeting to discuss the budget, corporate plan, financial challenge and consider inviting other managers/heads of service to join the discussion.

Following weekly CLT meetings, schedule a MT meeting to cascade information that can be shared down through the organisation. This meeting can also be used to allow MT to feed back up to CLT the views of teams/operational services.

An external review of the IT services was completed in November 2024. This provided a helpful digital diagnostic report which identifies the issues. The report now needs to be “North Norfolk’d” and turned into a plan that is specific to NNDC. The council’s IT team have the skills and knowledge to do this, they just need some extra resource to support the work. Peers heard that approval has been given to appoint to a strategic IT manager to drive much of this work. This should be advertised at pace and existing IT resources maintained to ensure there is adequate capacity to deliver the plan. Over time it might prove necessary to review the structure of the team to ensure the council has the right skills in the right place to deliver.

A new performance management system has been developed, to be launched in January 2025. It will allow users to understand the real time performance of services. The data will be presented to the performance and productivity board and then onwards to O and S committee and Cabinet. It is important to be clear on how the data will be used to drive improvement and how the board will facilitate this in its discussions. Peers advised the council to ensure from a political perspective that the “big ticket” items are getting delivered.

4. Final thoughts and next steps

The LGA would like to thank North Norfolk District Council for undertaking an LGA CPC Progress Review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Rachel Litherland (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and their e-mail address is Rachel.litherland@local.gov.uk

North Norfolk District Council

Local Government Association Corporate Peer Challenge

Action Plan – Progress Report to December 2024

Peer Challenge Recommendation	Proposed response	Target completion date	Progress made to date – December 2024
<p>Recommendation 1</p> <p>Stronger focus on strategic finance</p> <p>a) MTFS – three plus one rolling year to allow better and more accurate considerations and forecasting.</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process to reflect settlement announced on 18th December 2023.</p> <p>Agree a framework and approach for undertaking a rolling programme of service reviews to inform future savings and efficiencies over the next two years to March 2026.</p>	<p>a) End Feb 2024.</p> <p>September 2024</p>	<p>Significantly restructured and redrafted MTFS document prepared autumn 2024, presented to and received positive comments from O&S at its meeting of the 13th November and approved by Cabinet on 2nd December with further work to be undertaken in respect of Section 8 Closing the Budget Gap following receipt of the Financial Settlement anticipated for w/c 16th December</p> <p>High level review of services undertaken in preparation of the 2025/26 budget – including review of fees and charges; beach hut and chalet charges; car park charges; proposed transfer, sponsorship or closure of some public toilets; proposed cessation of the North Norfolk Visitor Centre service, review of SLA for car park management and enforcement – all of which were undertaken in-house.</p> <p>Separate reviews undertaken of the IT service and the Council’s approach to the management of Temporary Accommodation undertaken by EELGA Talent Bank</p>

<p>b) More regular monitoring and reporting of the budget and capital programme to better inform decision-making and promptly identify under/over-spending so that issues can be addressed.</p> <p>c) Alignment of financial capacity with corporate priorities – Statutory Officers are overloaded.</p>	<p>b) New financial reporting processes to be agreed in terms of frequency, format of reports, scrutiny arrangements etc.</p> <p>This will be undertaken alongside reviewing and clarifying the relationships and types of business considered by Cabinet, Overview and Scrutiny and GRAC which is to be externally facilitated.</p> <p>Financial management training has also been provided to elected members and budget holders to inform better budget management moving forward.</p> <p>c) Review of service areas falling within remit of the two Assistant Directors within the Resources Directorate to bring greater focus, service team alignment and increase capacity for financial oversight and governance. Customer Services moves from this Directorate to be directly managed by Steve Hems, Director of Communities.</p>	<p>b) New report format and reporting cycle be introduced for start of new civic year – ie from the May 2024 cycle of meetings.</p> <p>c) End of April 2024.</p>	<p>consultants – with the recommendations of each report now being taken forward</p> <p>Response to Government request for Productivity Plan submission – attached.</p> <p>Limited progress has been made against the objective of new report style and cycle due to capacity issues within the Democratic Services Team;</p> <p>Appointment of new AD Finance and Assets from July 2024 and agreement to focus resource on clarifying and improving the relationship between Cabinet, O&S and GRAC.</p> <p>With respect to this latter point, independent consultants report of April 2024, appointment of experienced chair of GRAC from May 2024, O&S workshop May 2024, revised O&S arrangements agreed in July 2024, training for O&S members on constructive questioning and new pre-agenda and O&S work programme arrangements implemented from September 2024 which has seen better attendance, debate and outcomes supporting corporate improvement through pre-scrutiny of some key budget decisions and Homelessness Task and Finish Group.</p> <p>Agreement reached following consultation on a change in the line management responsibilities of the two Assistant Director positions reporting to the Director of Resources, resulting in recruitment of AD for Finance and Assets from July 2024 which has increased finance and governance capacity.</p> <p>Regular (with aim for fortnightly) Statutory Officer meetings between Chief Executive, Director of Resources (S151 Officer) and AD Legal and Governance</p>
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			<p>(Monitoring Officer) to further strengthen strategic financial management, corporate governance and risk management issues – implemented from April 2024. Proposed that MO join CLT meetings formally from January 2025.</p> <p>Significant progress made with sign off of annual accounts by external auditors with the 2021/22 and 2022/23 accounts signed off in last six months, 2023/24 accounts completed for sign off in January 2025 and then planned for 2024/25 accounts to be prepared and signed off by external auditors as per planned timetable.</p>
<p>Recommendation 2</p> <p>The Corporate Plan needs to drive the delivery of new priorities alongside core services</p> <p>157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000</p> <p>a) Align the Corporate Plan to the MTFS and properly resourced to make sure there are the funds to deliver aspirations and enough skilled and experienced officers to deliver them.</p>	<p>a) Agree allocation of resources – both staff and finance, to deliver the Council’s aspirations as detailed in the 2023 -2027 Corporate Plan and 2024/25 Annual Action Plan, aligned with the updated MTFS.</p>	<p>a) End Feb 2024.</p>	<p>Significantly restructured and redrafted MTFS document prepared autumn 2024, presented to and received positive comments from O&S at its meeting of the 13th November and approved by Cabinet on 2nd December with further work to be undertaken in respect of Section 8 Closing the Budget Gap following receipt of the Financial Settlement anticipated for w/c 16th December</p> <p>Significant focus from July 2024 on preparation of 2025/26 budget recognising pressures on budget, particularly in respect of Temporary Accommodation costs and need to identify savings and efficiencies to deliver a balanced budget for 25/26.</p> <p>Submitted Productivity Plan to Government in July.</p>

<p>b) Ensure the golden thread through the delivery plan, service plans, team plans and check-ins, so that all staff understands how they contribute and can feel pride in achieving them.</p>	<p>b) Service/Team Plans and individual personal objectives agreed through the Check-in process.</p>	<p>End of March 2024.</p>	<p>An annual Action Plan for 2025/26 (from April 2025) is to be presented to Cabinet at its 3rd March meeting and O&S on 19th March – this is delayed from previous years because of the uncertainties of the local government financial settlement and agreement of our budget, as well as the pressures on capacity which will arise from the English White Paper in respect of preparations for a Combined Authority for Norfolk and Suffolk and local government reorganisation which will impact on capacity and priorities for the Council over the next fifteen months and should therefore be reflected in the annual Action Plan.</p> <p>Development of new performance management system following end of contract with In-phase. New performance management system based on a spreadsheet approach developed in-house to go live from January 2025 – including workshop with Overview and Scrutiny Committee in October 2024 to agree key performance indicators, measures and data sets and linked to implementation of three new Strategic Oversight Boards – Performance and Productivity; Major Projects and Decarbonisation.</p> <p>Significant progress maintained on delivering Corporate Plan priority objectives – including</p> <ul style="list-style-type: none"> • taken our Local Plan through Examination; • have, with partner authorities “unlocked” development delayed by the Nutrient Neutrality issue; • secured £174,000 for solar panels on the Victory Swimming Pool roof – project delivered December 2024; • implemented a trial electric car pool (2 cars) with Enterprise to reduce the impact of business mileage in the district
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- delivered as lead partner and accountable body the £25 million Cromer and Mundesley Coast Protection Schemes;
- delivered UKSPF and Rural England Prosperity Fund programmes;
- seen construction commence on the Fakenham Urban Extension Roundabout (talked about for almost twenty years);
- developed a solution for and let contracts for the refurbishment of the Rocket House building in Cromer; and
- delivered a number of rural exceptions housing scheme and developed a programme of future schemes.

Work in hand (delayed in part as awaiting clarity from new Government as to their Missions and priorities and the local government financial settlement) on Corporate Plan Annual Action Plan for 25/26 – report to Cabinet on 3rd March 2025 aligned with agreed budget.

Developed a strong project governance framework and established a project team to progress approved Levelling Up project to deliver the Fakenham Leisure and Sports Hub facility.

These achievements against the Corporate Plan objectives, and indeed the progress of this Action Plan, has been achieved despite the 4th July General Election which took up some organisational capacity in delivering the election and in subsequently developing a relationship with one new MP and renewing the relationship with the second MP representing the district given the change in Government. These issues do absorb corporate capacity, particularly in a relatively small organisation.

<p>Recommendation 3</p> <p>There is a need for a comprehensive Organisational Development Plan which includes:-</p> <p>a) Labour market analysis and workforce planning to help research future jobs in the local area, understand the skills needed for certain future roles and the demand for future employment working with business partners.</p> <p>b) Talent management / learning and development to attract, identify, develop, engage, retain and employ officers valuable to the Council.</p>	<p>a) The Council has a good level of knowledge in this space but needs to demonstrate this understanding more clearly through a People or Workforce Plan to assist with the recruitment, development and retention of staff at a time of increasing workforce challenges.</p> <p>b) The Council has a strong record of workforce learning and development but could more clearly state and present this through better branding of the support for both existing staff and new recruits to the Council.</p> <p>Articulate our workforce development offer more clearly to existing staff, new recruits and managers so that we are more agile in the recruitment and development of our staff.</p>	<p>a) By end June 2024.</p> <p>b) As above.</p>	<p>Final draft of new Workforce Development and People Strategy agreed December 2024 (after some slippage in the original completion date for this work from September 2024) – to be approved in March 2025 – prepared with facilitation by an EELGA Talent Bank resource following some staff workshops.</p> <p>New Workforce Development and People Strategy has incorporated previously drafted Learning and Development Strategy and Role Model Manager Framework by member of the HR team to be presented as a single document for completeness.</p>
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<p>c) Employee survey and action plan – this is needed and will help to improve organisational culture by delivering on the results.</p> <p>d) Organisational Culture Plan – to help attitudes shift and make the council more agile to future demands.</p>	<p>c) Undertake an Employee Survey to establish some baseline data from which an Organisational Development and Culture Plan can be developed.</p> <p>d) Development of Organisational Development and Cultural Plan.</p>	<p>c) Survey to be completed by end February 2024.</p> <p>Results / report to be received by end March 2024.</p> <p>d) By end June 2024.</p>	<p>Achieved February 2024 and results used to inform development of new Workforce Development and People Strategy.</p> <p>See comments above.</p>
<p>Recommendation 4</p> <p>To continue to improve the Council needs to rethink:-</p> <p>a) Senior leadership of change and transformation – who is responsible for driving this is the organisation?</p>	<p>a) Articulate more clearly that CLT should lead on the change and transformation agenda for the authority – this being separate to the operational focus on Management Team; with the strategic direction being agreed between CLT and Cabinet and then CLT leading the internal change and transformation agenda as an internal organisational development activity in support of the</p>	<p>a) New model to be agreed and implemented by end February 2024.</p>	<p>Three new Strategic Oversight Boards have been established and have met regularly since July to create clear separation between strategic and operational management, and reporting to political structures creating additional capacity through streamlined processes.</p> <p>Each Board is chaired by a Director, with a focus on monitoring progress and performance and reporting to members by exception.</p>

<p>b) Distributed leadership – ownership, responsibility and accountability – Management Team need to work in sync and provide more operational capacity for transformation and change, compliance with programme and project management governance, creating more space at CLT for strategic planning.</p> <p>c) Digital vision and strategy to drive improved outcomes and cost efficiencies – need to agree how digital services will enable the delivery of</p>	<p>political aspirations as agreed through the Corporate Plan.</p> <p>b) See above.</p> <p>c) Engage a consultant or EELGA Talent Bank resource to support the Council in the development of a new digital strategy and IT Plan to support further service improvement / transformation.</p>	<p>b) New model to be in place by end March 2024 at the latest.</p> <p>c) End October 2024.</p>	<ul style="list-style-type: none"> • Decarbonisation Oversight Board • Major Projects Oversight Board • Performance and Productivity Board <p>See above commentary on the new Strategic Oversight Boards.</p> <p>Good progress made on service reviews and engagement in the two EELGA facilitated reviews by ADs and service teams.</p> <p>Both of the above have created space for the Chief Executive to deliver the General Election in the district and for the Chief Executive and Leader to lead on development of opportunities at the Bacton Energy Hub site (major summit event to be held on 14th January 2025); campaign to retain older persons in-patient health facility in Cromer; engagement with the Rural Services Network, DCN and in recent weeks with district partners in Norfolk and Suffolk around devolution and potentially LGR proposals.</p> <p>EELGA consultant’s review of IT service completed November 2024 – confirmed that the Council has a strong team and processes in place with regards IT service delivery but concluded need to appoint a Strategic IT Manager to further develop IT strategy and digital vision. Recommendations made within report now being taken forward.</p>
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<p>modernised, streamlined delivery of services and priorities.</p> <p>d) Use data to inform decision-making, improve performance and drive commercial aspiration – smarter, clearer, more targeted performance measures which are effectively used to drive improvements along with more articulated reports, submitted on time and with clear recommendations.</p>	<p>d) Develop and agree a new set of key objectives and performance framework moving forward following decision not to use a proprietary performance management system in the future and develop spreadsheet framework for recording and reporting moving forward.</p>	<p>d) By end March 2024</p>	<p>Development of new performance management system following end of contract with In-phase. New performance management system based on a spreadsheet approach developed in-house to go live from January 2025. This action has taken longer than anticipated to deliver due to capacity issues, but is now ready for presentation and adoption from January 2025 and was demonstrated to the Peer Review Team at their 12th December 2024 visit.</p> <p>All corporate performance data to be presented to the new Performance and Productivity Board and onwards to O&S and Cabinet removing this responsibility from the Chief Executive and Leader.</p>
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Medium Term Financial Strategy

2024/25 to 2027/28

North Norfolk District Council

Executive Summary

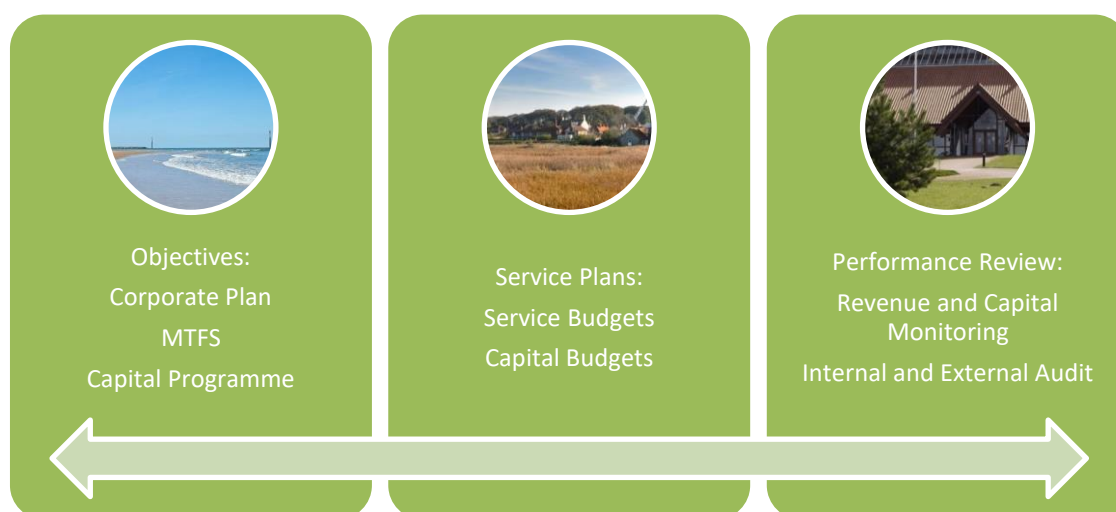
North Norfolk District Council's Medium Term Financial Strategy (MTFS) is a strategic document that supports the delivery of the Corporate Plan. The MTFS sets out how Council's priorities will be achieved by setting out the framework within which resources are available to the Council over the medium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

Contents

1. Context
2. National Pressures
3. Local Pressures
4. Inflation
5. Funding changes
6. Income
7. Looking forward
8. Closing the budget gap

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Chart 1: Inflation forecast

Chart 2: Settlement Funding Assessment

Chart 3: Funding Sources

Chart 4: Funding from Business Rates Retention

Chart 5: Council Tax Shares

Chart 6: Fee & Charges Income

Chart 7: Reserves Balances as at 1 April 2024

Chart 8: Projected Reserve Balances to 1 April 2028

Chart 9: Impact on overall deficit projections as a result of inflation movements

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

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

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

Table 2: Reserves

Table 3: Capital Programme

Appendix 1: General Fund Summary

Appendix 2: Reserve Statement

Appendix 3: Capital programme

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

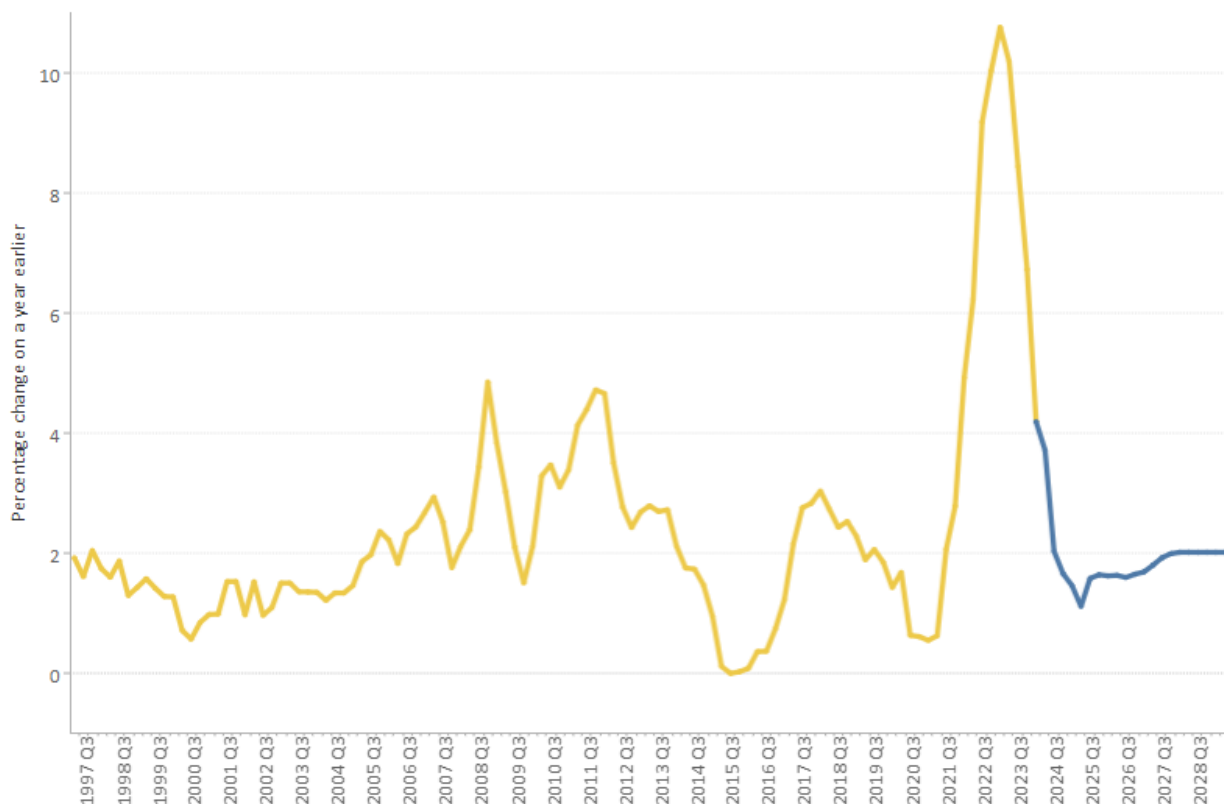
Inflation is the rate at which the prices for goods and services that the Council buys are expected to rise. At the end of September, Consumer Price Index (CPI) inflation was at 1.7%, largely in line with the Government's target rate of 2%

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

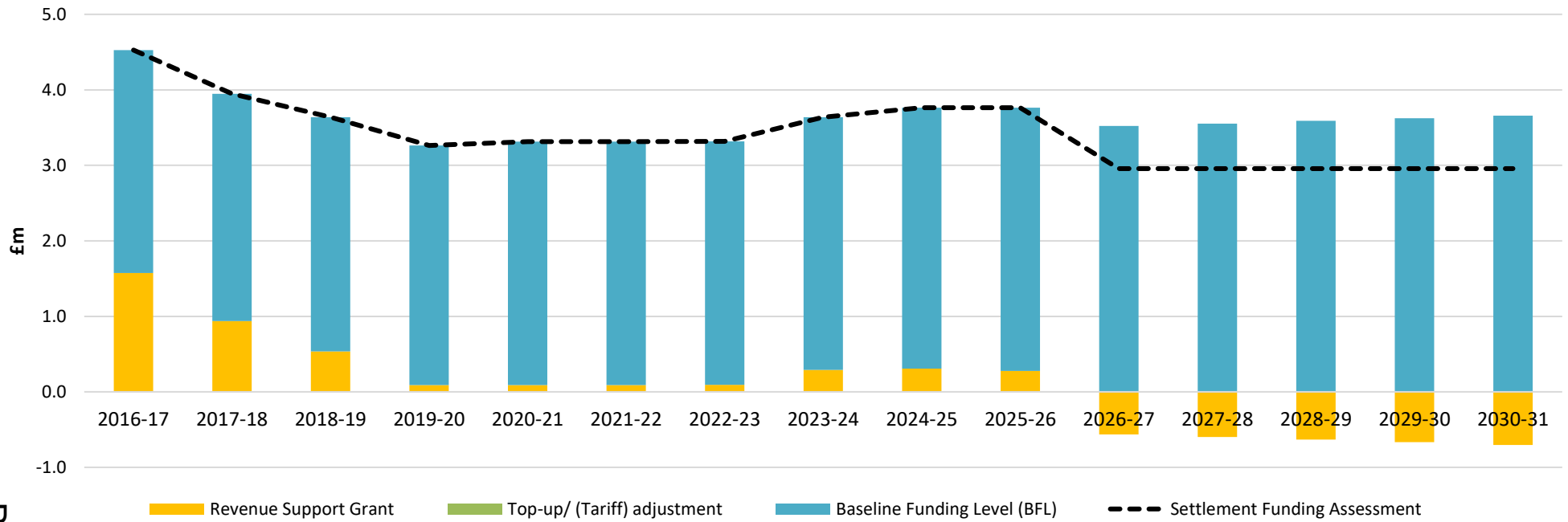
There are two large projects currently to be carried out, a review of the business rates systems, and the fair funding review, both of which have been delayed for a number of years. Business rate reform is also something being discussed with the potential resetting of the baseline, which would have a 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.

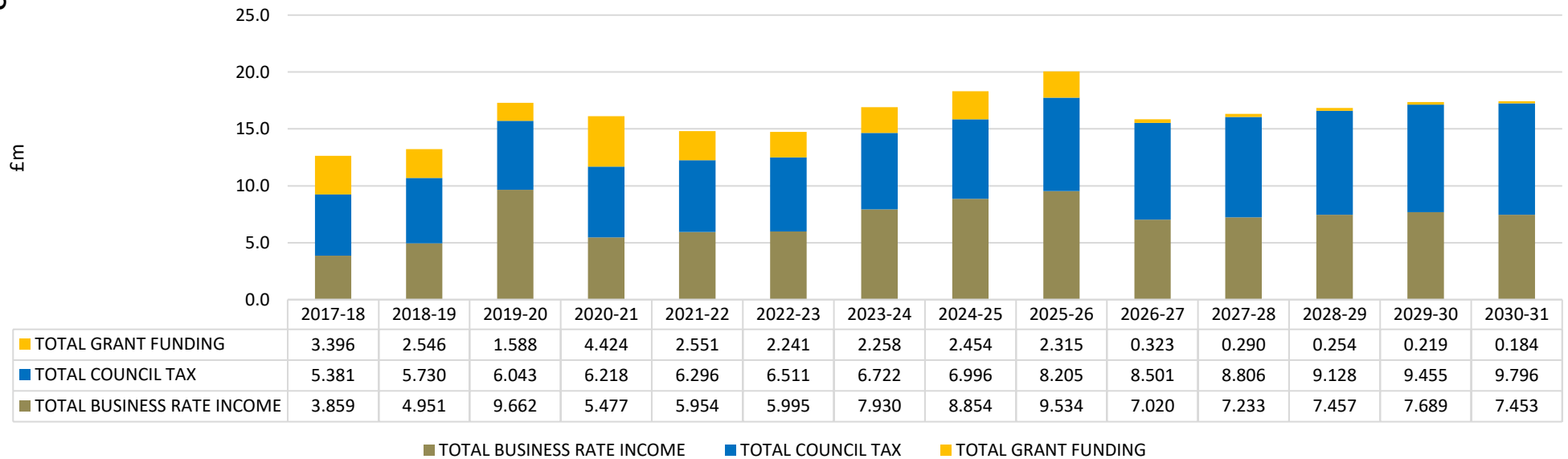
The overall amount of funding available for allocation will be governed by the Spending Review, which will effectively decide how much money each Central Government department will have available to spend. Both of these reviews represent significant risk to NNDC's balanced budget position and are being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

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



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Chart 3 - Sources of Funding



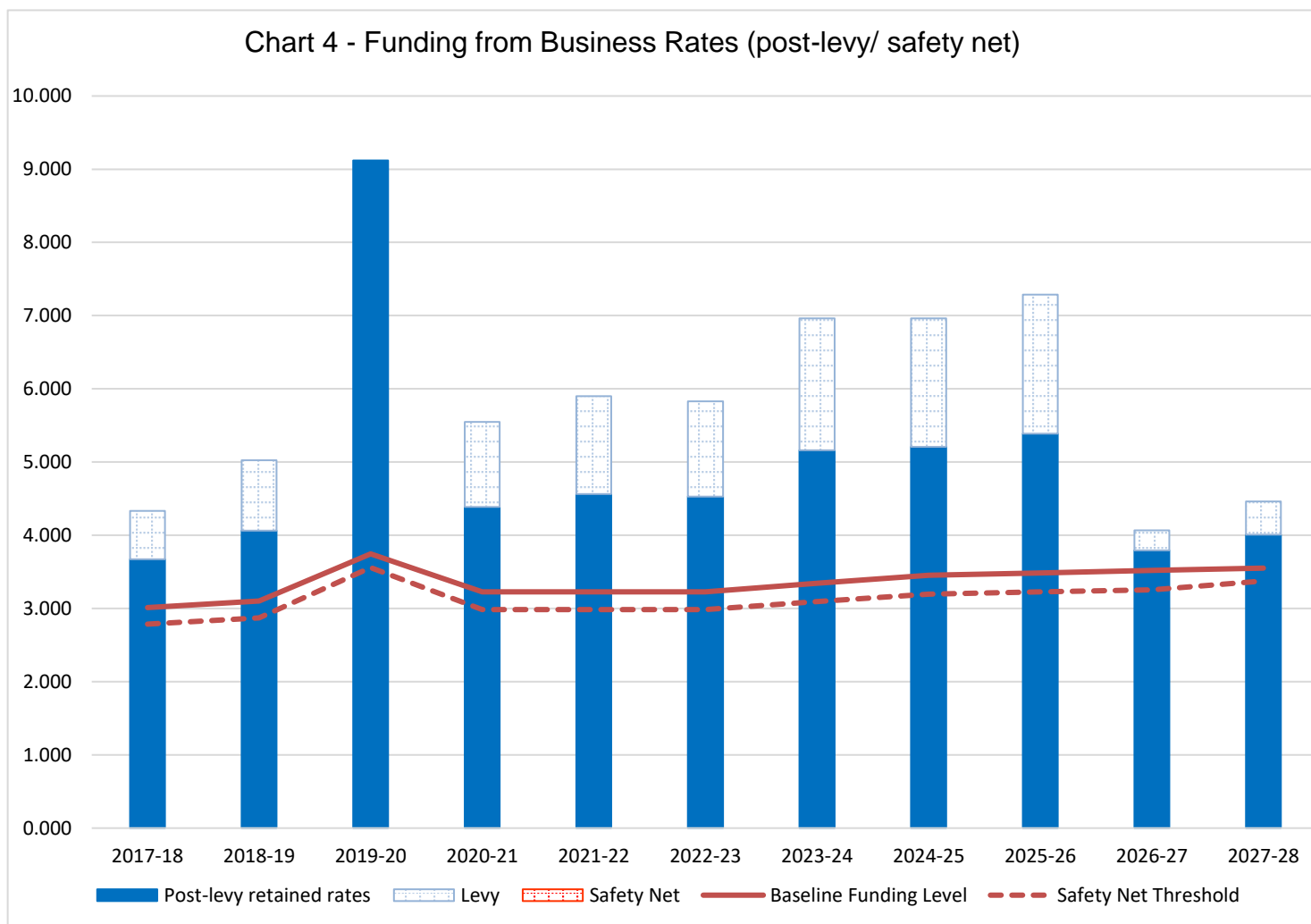
6. Income

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.



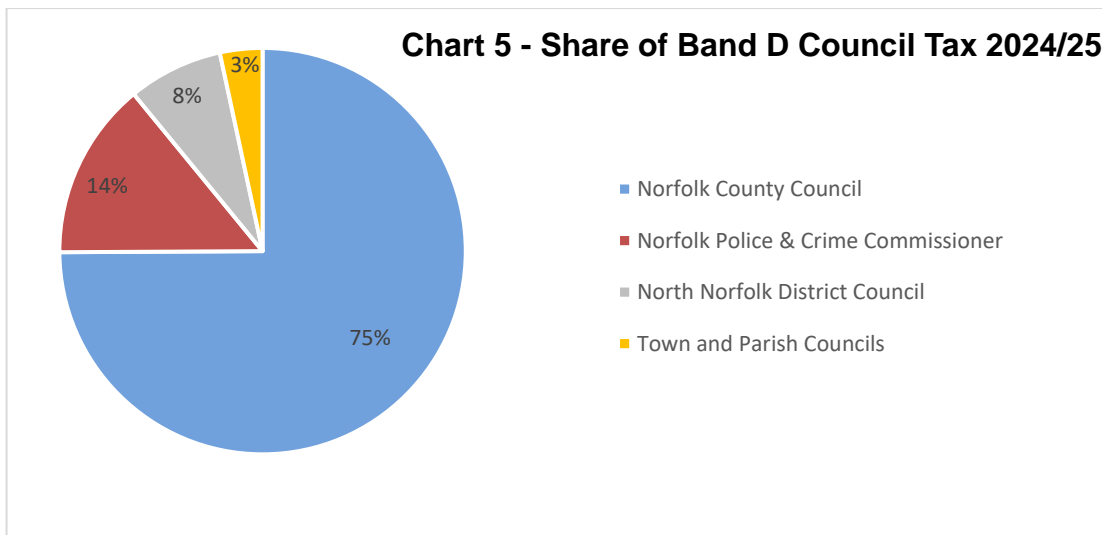
New Homes Bonus

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

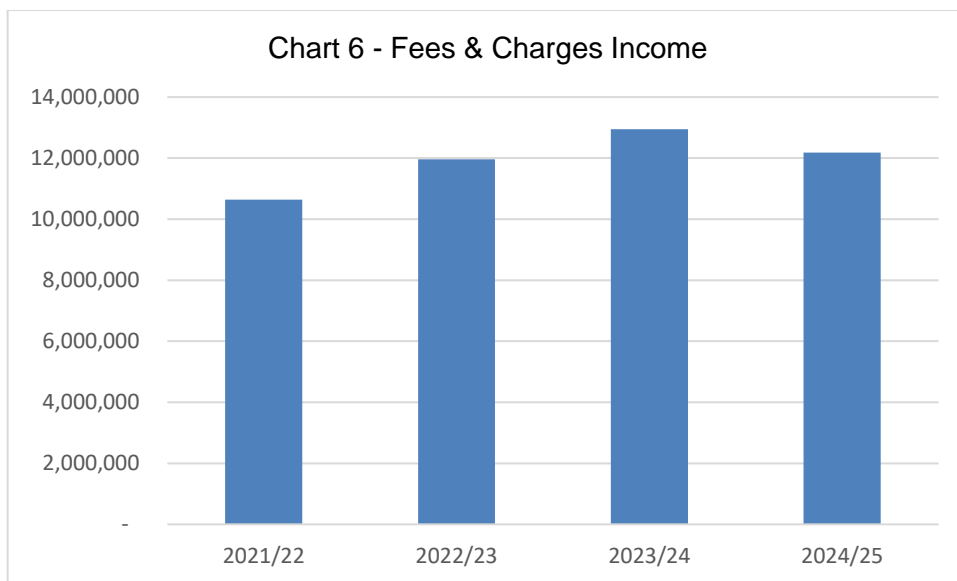
The Council generates income through various fees and charges for services provided to residents and businesses. These charges help fund essential services and maintain financial sustainability. The way these fees are determined can vary, with some being set by central government and others by the Council 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 budgetted 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.

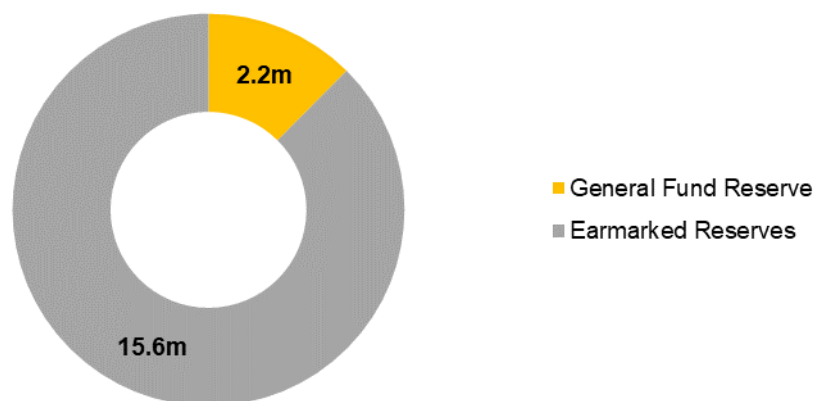
Earmarked Reserves provide a means of building up funds to meet known or predicted liabilities and are typically used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings. A number of contingency reserves are also held by the Council to reduce 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

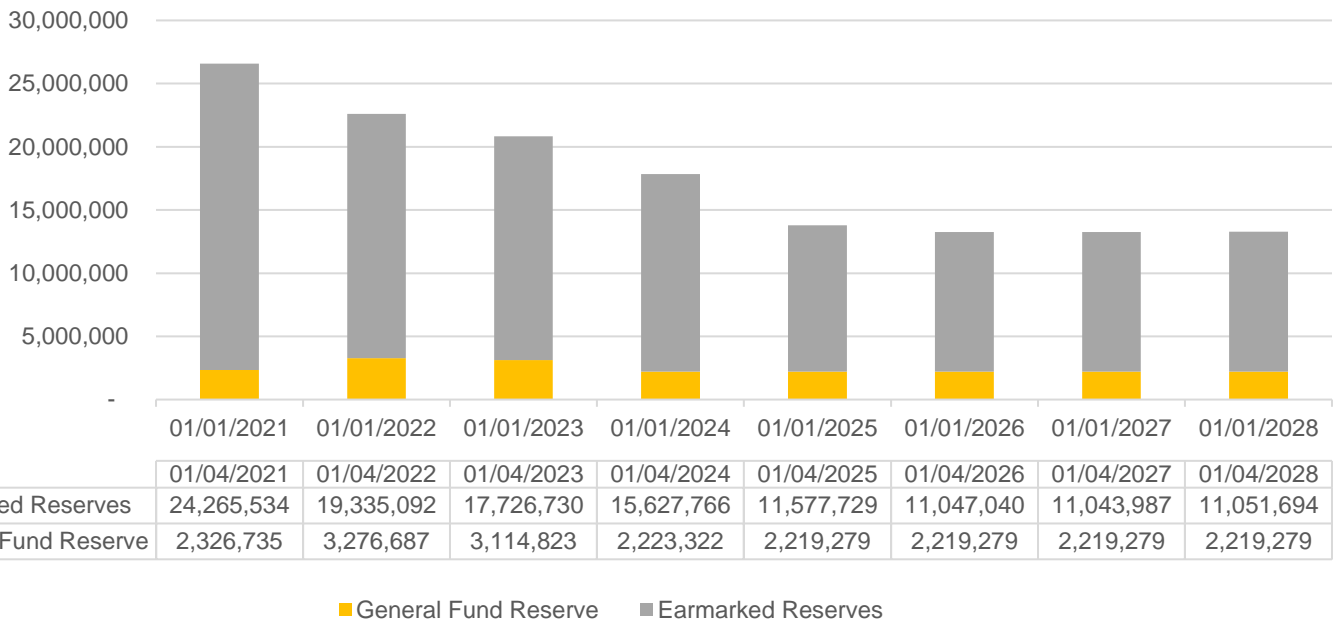


There are currently 26 earmarked reserves alongside the General Fund Reserve. The names and individual details of these earmarked reserves can be found in Appendix 2.

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.

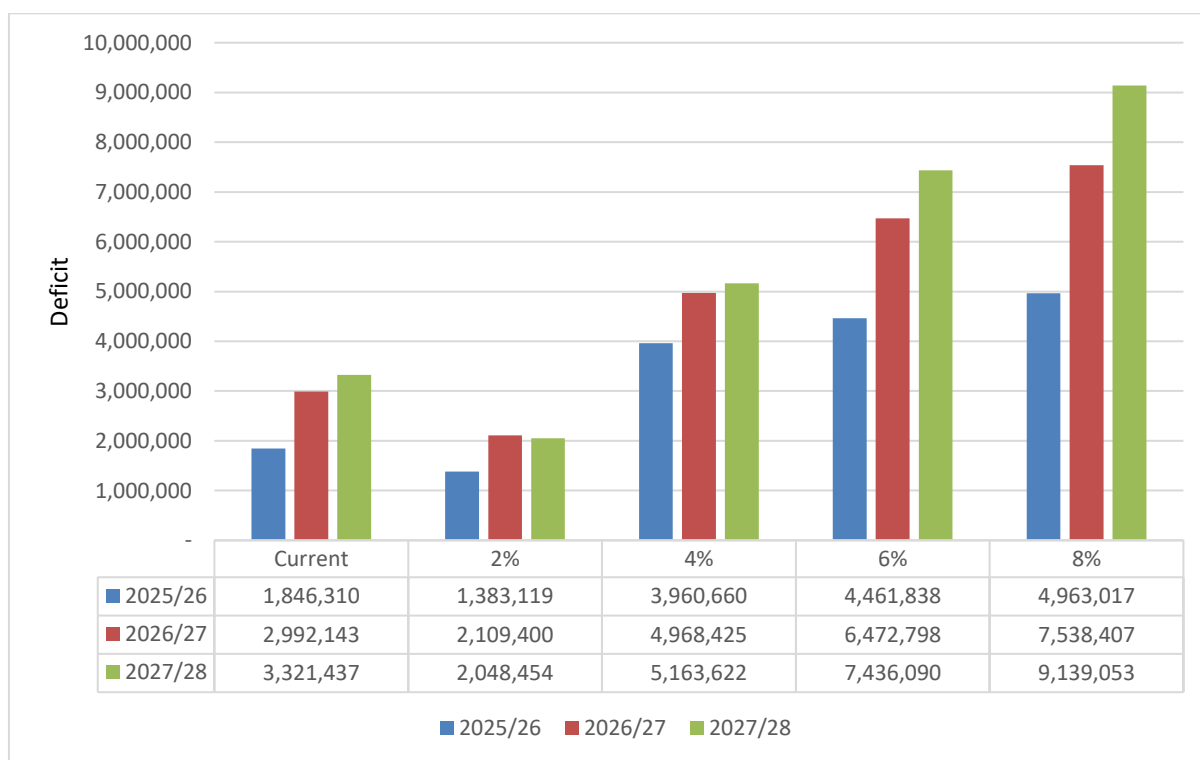
Some of the key forward-looking assumptions involve the following:

- **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.

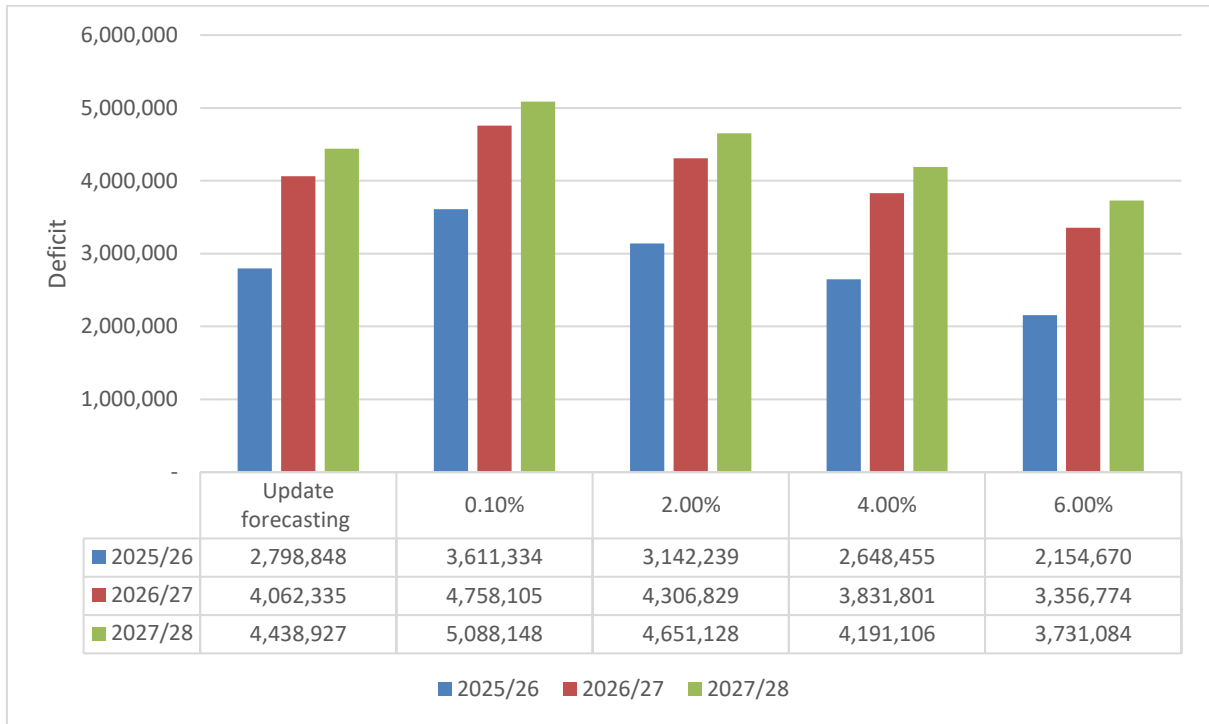
Inflation rates have been turbulent since 2021. To demonstrate how these variances have the potential to impact the projections Chart 9 below shows the impact of inflation on the overall surplus/deficit position at various increments; 2%, 4%, 6%, 8% alongside the current budget and projection as approved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

Chart 9 - Impact on overall deficit projections from inflation movements



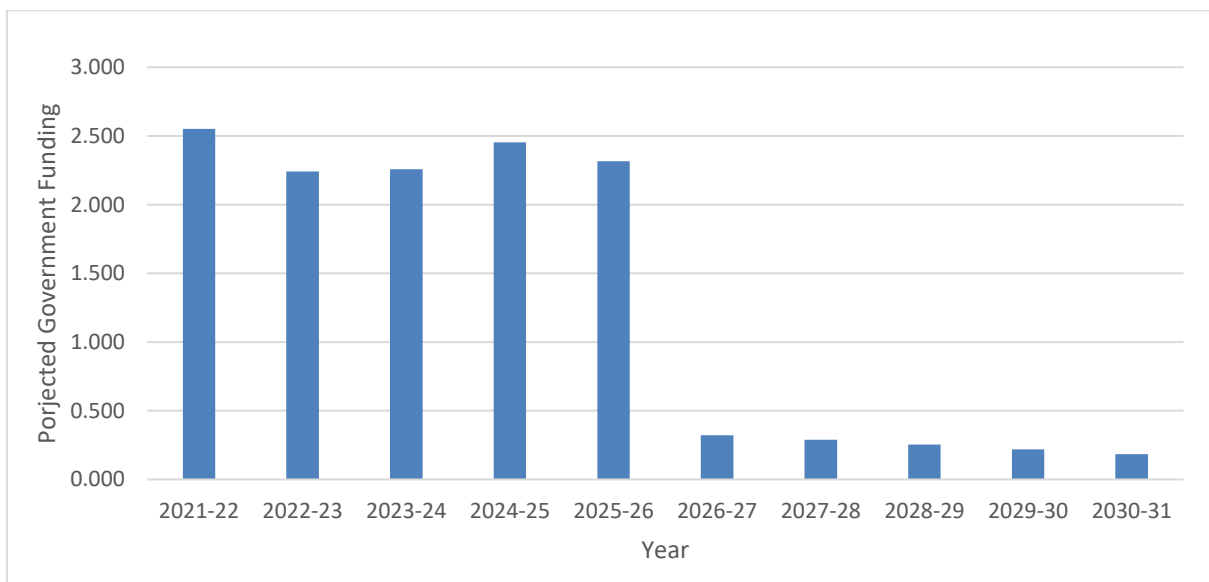
Interest rates have increasing since the beginning of 2022 until it stabilised for a 12-month period at 5.25%, recently have reduced to 5%. Interest is linked to inflation with the Bank of England base rate often set as an attempt to control inflation. As demonstrated in Chart 10 inflation is beginning 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

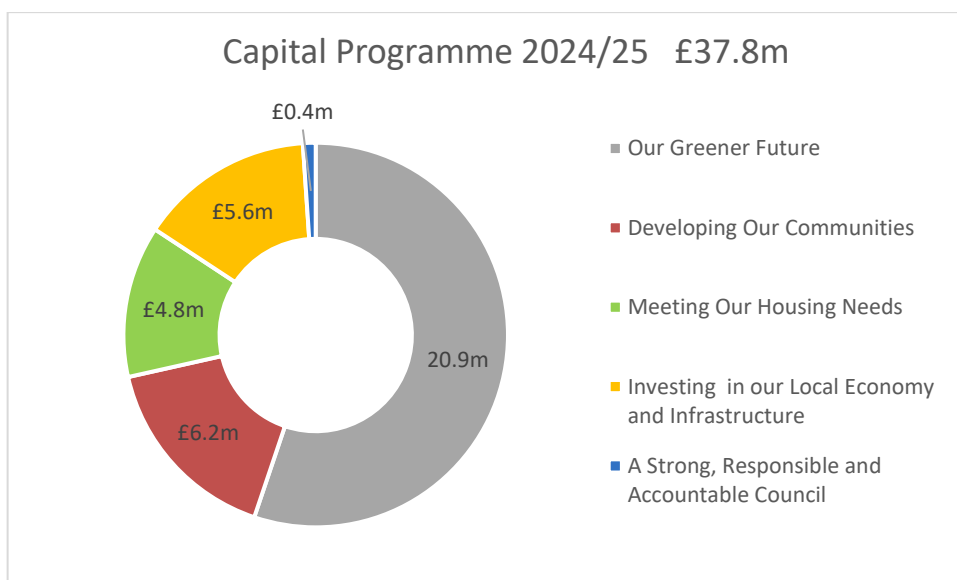
The capital programme shows what the Council intends to spend on purchasing new assets and improving its existing ones over the next three years.

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.

North Norfolk District Council faces a substantial budget gap over the next three years, as outlined in the above sectioned. Developing a detailed precise plan to achieve the required savings over the next 3 years is inherently challenging, as it depends on both internal and external factor. Internal factors include the council's operational efficiency and the ability to innovate, while external factors range from economic conditions and government policy changes to unforeseen global or regional events. This section sets out the strategy to address the shortfall, ensuring financial sustainability while maintaining essential services and meeting statutory obligations. The proposed measures encompass a combination of efficiency improvements, revenue generation, cost containment, and strategic realignment.

Local Government Reorganisation

In December 2024, the UK government announced significant local government reforms aimed at enhancing efficiency, accountability, and financial resilience. Central to these proposals is the transition to larger, single-tier unitary authorities, which would replace the current two-tier system. This restructuring seeks to streamline governance and achieve economies of scale, with minimum populations for unitary authorities currently thought to be set at 500,000. Additionally, a comprehensive review of local authority funding is planned, with reforms anticipated to take effect from the 2026-27 financial year.

For North Norfolk District Council, the uncertainty surrounding the timeline, funding allocations, and transitional arrangements necessitates a flexible and adaptive approach to the Medium-Term Financial Strategy. Proactive engagement with stakeholders and close monitoring of developments will be essential to ensure the council is well-positioned to navigate these changes effectively and safeguard its financial sustainability.

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.

Service reviews will proceed by conducting detailed reviews of all service areas to evaluate cost-effectiveness, relevance, and alignment with strategic priorities.

- Identification of potential cost savings through consolidation, improved efficiency, or changes in service delivery models.
- Comparison of service performance and costs with similar councils to identify areas for improvement.
- Where necessary, consultations with relevant people to understand their priorities and ensure that any service changes align with public expectations.
- Gradual introduction of service adjustments to minimise disruption and allow time for adaptation.

Savings Proposals

The council will continue to engage with budget holders across all services to identify viable cost-saving measures and innovative solutions. Budget holders will be encouraged to propose initiatives aimed at reducing expenditure, improving efficiency, or generating additional revenue within their areas of responsibility. These proposals will undergo a structured evaluation process to assess their feasibility, potential savings, and impact on service delivery. Regular feedback will be provided to budget holders regarding the progress and implementation of accepted ideas, fostering accountability and transparency. This collaborative approach ensures that savings opportunities are identified comprehensively while maintaining a focus on strategic priorities and operational effectiveness.

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. Additionally the annual review all discretionary will occur to ensure they reflect market rates and appropriately recover costs.

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.

Conclusion

Closing the budget gap requires a bold and balanced approach, combining cost efficiencies, revenue growth, and strategic realignment. Through disciplined execution of this strategy, the council will achieve financial sustainability while continuing to serve the community effectively.

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

Cabinet Work Programme – March to July 2025					
Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
March 03 2025					
Cabinet	03 March 2025	Property Enforcement Updates	Cllr A Brown <i>Martyn Fulcher Director for Place and Climate Change</i>	<i>A Strong, responsible and Accountable Council</i>	 Reports regarding property transactions may contain exempt information
Cabinet	03 March 2025	FLASH – Framework agreement	Cllr L Withington <i>Steve Hems Director for Communities</i>	<i>Investing in local economies and infrastructure</i>	 May contain exempt information
Cabinet	03 March 2025	Happisburgh Community Car Park– delegation of appointment of construction contractor and lease arrangements	Cllr H Blathwayt <i>Rob Goodliffe Coastal Transition Manager</i>	<i>Investing in local economy & infrastructure</i>	 Reports regarding property and financial transactions may contain exempt information
Cabinet Scrutiny	03 March 2025 12 March 2025	Budget Monitoring P10	Cllr L Shires <i>Tina Stankley Director of Resources</i>	<i>A Strong, responsible and Accountable Council</i>	
Cabinet Scrutiny	03 March 2025 12 March 2025	Corporate Plan Annual Action Plan 2025/26	Cllr T Adams <i>Steve Blatch Chief Executive</i>	<i>A Strong, responsible and Accountable Council</i>	



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)



* Schedule 12A of the Local Government Act 1972 (As amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006)

Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
March 31st 2025					
Cabinet	31 March 2025	Lease Renewals at Rocket House Building, Cromer	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 
06 May 2025					
Cabinet	06 May 2025	Asset Management Plan	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	FC approval required – Policy Framework
GRAC (tbc)	26 March 2025				
Council	May / July				
Cabinet	06 May 2025	Cedars, N Walsham	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information 
Cabinet	06 May 2025	Donkey Shelter, Cromer	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
Cabinet	06 May 2025	Public Toilet transfers	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	May contain exempt information



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet	06 May 2025	Housing Benefit Overpayment Policy	Wendy Fredericks Trudi Grant Benefits Manager	A Strong, responsible and Accountable Council	May slip to June
June 2025					
Cabinet	02 June 2025	Lease renewals – Cromer Admin Office	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
Cabinet	02 June 2025	Lease renewals – Fakenham Connect	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	Investing in local economy & infrastructure	 May contain exempt information
Cabinet Scrutiny	02 June 2025 11 June 2025	Corporate Plan progress Q4 2024/25	Cllr T Adams Steve Blatch Chief Executive	A Strong, responsible and Accountable Council	Could go to pre-scrutiny
July 2025					
GRAC	03 June 2025	Treasury Management Annual Report 2024/2025	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	07 July 2025				
Council	23 July 2025				



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)



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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet Council	07 July 2025 23 July 2025	Debt Management Annual Report 2024/2025	Cllr L Shires Sean Knight Revenues Manager	A Strong, responsible and Accountable Council	
Cabinet Scrutiny Council	07 July 2025 16 July 2025 23 July 2025	Out-turn report 2024/2025	Cllr L Shires Tina Stankley Director of Resources	A Strong, responsible and Accountable Council	
Cabinet	07 July 2025	Property Disposal Programme	Lucy Shires Renata Garfoot Estates & Asset Strategy Manager	A Strong, responsible and Accountable Council	 May contain exempt information
Cabinet Full Council	07 July 2025 23 July 2025	Local Plan - approval	Cllr A Brown Iain Withington Acting Planning Policy Manager	Meeting Local Housing need	
Future Items – Dates to be confirmed					
Cabinet		Former Shannoeks Hotel site, Sheringham	Cllr L Shires, A Brown Russell Williams AD for Planning & Enforcement	A Strong, responsible and Accountable Council	May contain exempt information



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

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Committee	Meeting	Report title	Cabinet member	Corporate Plan theme	Decision details
Cabinet		Property Transactions Marrams Bowls Club	Cllr Lucy Shires <i>Renata Garfoot</i> <i>Estates & Asset</i> <i>Strategy Manager</i>	<i>A Strong, responsible</i> <i>and Accountable</i> <i>Council</i>	 Reports regarding property transactions may contain exempt information
Cabinet		Waste Reforms	Cllr C Ringer <i>Steve Hems</i> <i>Director for</i> <i>Communities</i>	<i>Our Greener Future</i>	
Cabinet		North Lodge Park, Cromer	Cllr L Shires <i>Renata Garfoot</i> <i>Estates & Asset</i> <i>Strategy Manager</i>	<i>A Strong, responsible</i> <i>and Accountable</i> <i>Council</i>	 May contain exempt information
Cabinet		System Procurement	Cllr L Shires <i>Sean Knight</i> <i>Revenues Manager</i>	<i>A Strong, responsible</i> <i>and Accountable</i> <i>Council</i>	 May contain exempt information



Key Decision – a decision which is likely to incur expenditure or savings of £100,000 or more, or affect two or more wards. (NNDC Constitution, p9 s12.2b)

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OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

12 March				
Topic	Purpose	Type	Cabinet Member	Decision Maker
Council's People Strategy	Consider the Council's People Strategy		Cllr T Adams	
Corporate Plan Annual Action Plan 2025/26	To consider and comment on the Corporate Plan Annual Action Plan 2025/26		Cllr T Adams	Cabinet
Budget Monitoring	To consider and comment on the Budget Monitoring Report		Cllr L Shires	

09 April				
Topic	Purpose	Type	Cabinet Member	Decision Maker
UK Shared Prosperity Fund (UKSPF)	Report 2024/25 programme evaluation and confirm proposed programme for 2025/26		Cllr J Toye	

Potential Items				
Topic	Purpose	When	Cabinet Member	Decision Maker
Carbon Footprint Report 23/24	The main indicator of progress against the Net Zero Action Plan is the Council's carbon footprint which has been calculated each year since 2018/19. This shows progress towards the Council's Net Zero target. The data and methodology are outlined in the accompanying Carbon footprint for 23/24 report.	Review	Cllr A Varley	Scrutiny
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
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		Cllr A Varley	Scrutiny

OVERVIEW AND SCRUTINY COMMITTEE – WORK PROGRAMME

	include the Anglian Water Strategic Investment Plan			
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